



United Nations Development Programme

Country: Tajikistan

Project Document

*Empowered lives.
Resilient nations.*

Project Title: Mainstreaming Human Development in Tajikistan: from awareness to change on the ground

UNDAF Outcome: Good governance and economic growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions.

Expected CP Outcome: 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
(Those that will result from the project and extracted from the CPAP)

Expected Output: National capacity is increased to address corruption, strengthen transparency and accountability of state structures and human development approach is promoted to be applied in the development of the different sectors
(Those that will result from the project and extracted from the CPAP)

Executing Entity: UNDP Tajikistan (DIM)
Responsible parties: Ministry of Economic Development and Trade, Academy of Sciences, Eight Institutes of Higher Education, Public Organization "Center of Innovative Development", Agency on Statistics under President of the Republic of Tajikistan

Brief Description

The purpose of the Project is mainstreaming human development in Tajikistan through improved policy making and capacities to respond to emerging challenges, and better opportunities to target national development process. The conceptual framework of the project entails going beyond general human development analysis and complementing the traditional human development reporting with in-depth studies with strong links to practice-both operational (links to community-level interventions) as research (links to human development teaching filling it with practically-driven and practice-related substance). The major thematic areas-or strands-of the present project will be: HD analysis and reporting; HD teaching; supporting the human development focused National Research Institution and targeted research activities.

Project Period:	2.5 years	Total resources required:	365,500.00
Key Result Area (Strategic Plan)	Democratic Governance, Poverty reduction and achievement of MDGs	Total allocated resources:	
Atlas Award ID:	00074836	• Regular (TRAC):	350,500.00
Atlas Project ID:	00087049	• Donor (UNFPA parallel financing)	15,000.00
Start date:	July 2013	• Government:	in-kind contributions
End Date:	December 2015		
PAC Meeting Date:	25 June 2013		
Management Arrangements:	Direct Implementation Modality		

Agreed by Ministry of Economic Development and Trade of the Republic of Tajikistan




Mr. Sharif Rattimzoda , Minister of Economic Development and trade of the Republic of Tajikistan

Agreed by UNDP



Mr. Norimasa Shimomura, UNDP Country Director

01.07.13

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I. SITUATION ANALYSIS.

Tajikistan remains a country in transition, still dealing with the triple challenge of the economic and social dislocation after gaining independence from the Soviet Union, the implications of the civil conflict that devastated the country from 1992-1997, and the recent impact of the economic crisis that disproportionately affected different segments of the market. All these are augmented by the specifics of a small, landlocked mountainous country. The situation analysis in Common Country Assessment (CCA) and Country Programme Action Plan (CPAP)¹ noted that nearly all indicators of human development are low or declining. Development in Tajikistan is still heavily dependent on international and humanitarian assistance. Following the signing of the Millennium Declaration, in 2007 the government adopted the National Development Strategy (NDS) for 2007-2015² and Living Standards Improvement Strategy of Tajikistan for 2013-2015³ which are framed under the Millennium Development Goals (MDG). In the support of the NDS, UNDP developed Country Programme Action Plan (CPAP) for 2010-2015⁴, with a primary focus on developing regional cooperation for economic growth.

Against this background it's not surprising that human development is at the core of UNDP's work – globally and in Tajikistan in particular. In 2010-2012 UNDP Tajikistan implemented project⁵ that has been an important contribution in that regard and has laid down the foundation of expanding the human development agenda in the country in the future.

Lessons learned from previous experience

The Forward-looking Project Review of the first stage of the project⁶ recognized that it has delivered all envisaged outputs and achieved its major target laying the foundation for better understanding of human development paradigm and translating it into practical human-centred policies. The outputs of the project have contributed directly to achieving this objective. The outputs of the project and its major outcome (strengthened human development capacity at national level) constitute a solid basis for expanding the project in-depth in the future. Project addressed issue of critical importance for Tajikistan – **mainstreaming human development into national policies is critically important for Tajikistan**. A necessary precondition for that is awareness of the concept, ability to apply it in practice and availability of broad 'supporting infrastructure' in terms of analytical capacity, data collection capacity, cross-institutional partnerships and open channels for exchange of knowledge – and the project was explicitly addressing these challenges reflected also under the "baseline" of the project.⁷ The strategy to address those challenges was based on a combination of research, capacity development and advocacy interventions structured in four mutually reinforcing activities:

1. Production of set of National Human Development Reports (NHDRs)
2. Supporting human development training and teaching at various level so that "diffusion" of human development concept is achieved among wider segments of the Tajik society
3. Establishing and further supporting of a human development focused National Research Institution to assist the Tajikistan Society with policy advice in promoting human development concept at all levels

¹ http://www.undp.tj/index.php?option=com_content&task=view&id=294

² [http://medt.tj/public/userfiles/Afzaliyathoi%20milli/eng/NDS_\(English\).pdf](http://medt.tj/public/userfiles/Afzaliyathoi%20milli/eng/NDS_(English).pdf)
http://www.undp.tj/files/reports/nds_eng.pdf

³ http://medt.tj/public/userfiles/Afzaliyathoi%20milli/CBCNMT/all_eng.pdf

⁴ http://www.untj.tj/files/strategic_documents/Final_draft-CPD_Tajikistan_03_February_2009.pdf

⁵ "Mainstreaming Human Development in Tajikistan", Award ID 00059924, http://atlas-snapshot.undp.org/?report=project_progress_report&award_id=00059924&fiscal_year=2013&business_unit=TJK10&unit=TJK

⁶ UNDP BRC. Forward-looking Project Review "Implementing the human development concept in Tajikistan", dated 19 March 2013

⁷ The baseline included "No capacity at Statistics Agency to calculate HDI as well as no access to available data"; "Low knowledge and understanding of Human development Concept among students and civil servants"; "No research institution focused on human development exists in Tajikistan"; "Weak national capacity to undertake research on Human Development issues"; "Weak national capacity to undertake human development centered research/analysis".

2. Supporting human development training and teaching at various level so that "diffusion" of human development concept is achieved among wider segments of the Tajik society
3. Establishing and further supporting of a human development focused National Research Institution to assist the Tajikistan Society with policy advice in promoting human development concept at all levels
4. Undertake relevant research activities following the recommendations from the NHDRs and other strategic documents

The Forward-looking Project Review of the first stage of the project⁸ recognized that it has delivered all envisaged outputs and outlined a number of lessons learned:

- The capacity development aspects were an important component of the work on the NHDRs. The process in that regard was equally important as the output (a publication). Each of the reports was preceded by training for the national teams on the specific topic and the methodological novelties that have emerged.
- Attempts were made to launch human development outreach at local level. Three of regional human development studies were elaborated⁹ on the socioeconomic capacity of the territorial units. Local Governments find these reports very useful and foresee their use for implementation of District Development Plan with focus on Human Development.
- Project was successful in reaching good coverage of the Universities with HD courses, which has reached a level of "saturation."The established teaching infrastructure needs to be used more intensively for in-depth studies and improving the quality of the teaching provided.
- The project has been very successful in meeting its major objective—expanding the "appetite for human development" among major policy-makers and academic community. It suggests that the project has prepared the foundations for future work—but also generated huge expectations.

II. PROJECT STRATEGY.

The Forward-looking Project Review concludes that the current situation in regards human development awareness is different from what it used to be several years ago and this is a major reason why the next stage of the project should not be just mechanical continuation of the earlier one. The priority focus today has to be put on the **practical aspects of human development and going in-depth into implementation with explicit target at community-level work** – the level at which human development and social exclusion takes place (or doesn't). Those two aspects structure the follow-up project on supporting human development in Tajikistan. The change might be also reflected in a modified title: **"Mainstreaming Human Development in Tajikistan: from awareness to change on the ground"**.

The conceptual framework of the new project entails going beyond general human development analysis and complementing the traditional human development reporting with in-depth studies with strong links to practice – both operational (links to community-level interventions) as research (links to human development teaching filling it with practically-driven and practice-related substance).

"Cross-cutting and mutual enrichment" will actually be a major feature of the second stage of the project. It's both cross-cutting all the three strands as well as across partners. This pattern would reflect the very nature of the human development paradigm as an overarching development concept. Doing this in practice, functionally integrating local level research with HDRs elaboration, teaching and students' practice in projects at local level, support for projects at local level with novel methodological inputs and knowledge from other countries through HD networks would be multiplying the effect of the resources

⁸UNDP BRC. Forward-looking Project Review "Implementing the human development concept in Tajikistan", dated 19 March 2013

⁹"Social-Economic capacity of Isfara city in the context of Human Development", "Social-Economic capacity of A.Jomi district in the context of Human Development" and "Social-Economic capacity of Rudaki District in the context of Human Development".

invested. It will be also a way of diffusion of human development approach through and into all the components involved in the project (and in the work of all its partners). In the long run, it's the most sustainable way of mainstreaming human development, which remains the project's major objective.

The major thematic areas or strands of the present project will be similar to those at the initial phase (HD analysis and reporting; HD teaching; supporting the human development focused National Research Institution and targeted research activities). This is not a repetition though. Going in-depth in the same area doesn't mean doing more of the same in that area. The strands of the project will be highly integrated, with stronger mutual complementarities and clearer link to local level interventions.

The new project will continue contributing to country programme outcome: National and local levels of government and local self-governing bodies have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner. The project will achieve this outcome through two major interlinked directions:

1. Improved quality of human development knowledge of students in the institutes of higher education with focus on practical application:
2. Improved capacity to support policy-making, monitoring and research with adequate evidence, especially on local level.

Following is detailed description of the activities in these directions.

Output of the project is: Mainstreamed human development in Tajikistan through improved policy making and capacities to respond to emerging challenges, and better opportunities to target national development process

To achieve this output two main activities are foreseen:

Activity Result 1: Improved quality of human development knowledge of students in the institutes of higher education with focus on practical application.

Improved quality of human development courses in the institutes of higher education will be achieved through a combination of human development learning and practical application of human development concept. In addition, it will include advocacy and communication of Human Development concept while it is known and understood at central level, knowledge of it is limited at local level, further restricting the demand for HD teaching and analysis.

HD teaching

The coverage of the Universities with HD courses has reached a level of "saturation." No further expansion of the number of the courses is needed. Instead, the established teaching infrastructure needs to be used more intensively for in-depth studies and improving the quality of the teaching provided. In that regard the following areas appear as critically important:

- Practical orientation – going beyond general theory to real life application (including practice in real-time project development and implementation)
- Access to the latest literature and sources (both in English, Russian and translated in Tajik)
 - Establishment of electronic libraries
 - Providing on-line access
 - In the short to medium run continue provision with printed materials¹⁰
- Building partnerships with other Universities in CIS and Eastern Europe—incl. in the area of Trainings of Trainers

¹⁰During project review and formulation mission a number of project partners, especially from government and education institutions noted that access to e-resources at local level is rather limited due to limited internet access and energy supply problems. In short- and mid-term printed materials should be provided, especially at local level.

- Building network of mutual learning. Experience from elsewhere suggest that on-going courses and networks of practitioners generate high quality content and thus promote mutual learning.
- Involvement of trained experts in practical work, for instance through preparing case studies for NHDRs, situation analysis for Regional (*viloyat*) and District (*rayon*) development plans
- Developing in-depth sector-specific thematic modules (e.g. on “HD and pension reform”, “HD and health sector” etc.) that would serve as supporting tools for better understanding what “human centered approach to sector-specific challenges” is.

Activity Result 2

Improved capacity to support policy-making, monitoring and research with adequate evidence, especially on local level.

HD reporting and analysis

The NHDRs and the process behind production of NHDRs will remain an important area of activities but will be complemented by other sector-specific research addressing existing gaps in data, analysis and policy design. The future project will utilize NHDRs’ potential so far and will go beyond producing just publications establishing a closer link with development practice. In other words, the human development process will go beyond producing NHDRs and will serve as an “integrative environment” and a common denominator of the activities in other strands, and also of other activities of the CO.

The future NHDR process will be a dual-track tool for better integration of human development into the CO work. Individual reports will be benefitting from inputs of the projects on the ground, and the project teams will be benefitting from the HD knowledge and support (for example, in the area of monitoring indicators and human development impact assessment). This component might be seen as “mainstreaming HD internally in our UNDP work” introducing the human development dimensions to individual projects’ work.

Another important feature of the future NHDRs will be their forward looking nature, aimed at identifying and responding to emerging challenges. Currently the topics for the NHDR are already being selected in participatory way, responding to issues identified by National Partners. In the future, this link could be strengthened further, with the NHDRs becoming crucial informants for national strategies, like the next round of the National Development Strategy or Post-2015 Goals, which will replace MDGs.

The topics of the future NHDRs will be selected in consultations with the national partners – particularly with the Ministry of Economic Development and Trade (as well as with other stakeholders). The NHDR teams will also include experts with the institutions with direct stake in the issue. The very selection of the topic in a consultative manner involving a number of partners could a good opportunity for improving the cooperation and coordination between major institutions (like for example the Ministry of Economic Development and Trade and the Agency on Statistics). Another important element of new project is strengthened quality assurance of NHDR and related analytical products, which will be implemented through better involvement of international expertise.

In the past the major criticism of NHDRs was that they were too long. Also, a lot of useful analytical material prepared during the preparation of NHDRs was not fully utilized. Therefore, it is planned to arrange the preparation of the 8 thematic reports (at least 3-4 per year) that would use the detailed analysis prepared during the preparation of the NHDRs. Such reports might be presented in different forms (e.g. publications, CDs or other soft materials).

Local level pilots

This area of activity is supposed to promote and mainstream human development at the level of the communities providing examples of how pressing challenges can be addressed in human development context. In this area the future project might consider two mutually complementary aspects:

- Piloting HD-centered approaches
- Developing “replication packages” based on the experience gained

This area of work by definition will be developed and implemented in close partnership with the CO programs, like Communities Programme. And there is a great scope of cooperation between Communities Programme and MHDT Project. Studies prepared by MHDT Project methodology will be used as an input for district developing planning. Besides complimentary use of studies prepared by two projects, this could include involvement of Communities Programme in development of future NHDRs to incorporate regional, district and local dimensions. On the other hand, MHDT project upon request could fill in analysis gaps related to social issues at district level (analysis is provided in Annex 4).

The local level pilots will be done in close coordination with the data and analytical work so that they mutually reinforcing and enriching. Analytical pieces on the priorities of the regions and the elaboration of regional development plan (under the “Customized HD analysis”) will benefit from local level monitoring systems, human development outcomes indicators, calculation of the HDI and other indicators at the regional and local level . The same applies for example to the assessment of the socio-economic potential of the regions in the context of human development that should combine a broad variety of expertise and by definition would be implemented in “cross-components” pattern.

III. RESULTS AND RESOURCES FRAMEWORK

UNDAF Outcome: 4. Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights, and improve core public functions

CPAP Outcome: 3. National and local levels of government and local self-governing bodies have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator: Capacity of national and local government to implement development initiatives in an inclusive, participatory and democratic manner.

Baseline: poor capacity on national and local government to implement development initiatives in an inclusive and participatory manner.

Target: Improved capacity of national and local government to implement development initiatives in an inclusive and participatory manner.

Applicable Key Result Area (from 2010-15 Strategic Plan): Democratic Governance – Strengthening accountable and responsive governing institutions

Partnership Strategy: The project will attempt to ensure partnerships between the development actors (local NGOs, Institutes of Higher Education, media, other UN Agencies and donors) in Tajikistan and the state agencies throughout the project implementation. The participation of academia representatives will be essential for the success of the project.

Project title and ID (ATLAS Award ID): 00087049 (ATLAS Award ID 00074836) Mainstreaming Human Development in Tajikistan: from awareness to change on the ground.

Intended Outputs	Output Targets for 2013-2015	Indicative Activities (deliverables)	Responsible parties	Inputs in USD
<p>Output : Mainstreamed human development in Tajikistan through improved policy making and capacities to respond to emerging challenges, and better opportunities to target national development process</p> <p><u>Baseline1.1:</u></p> <ul style="list-style-type: none"> Absence of textbook on HD for students is a barrier in study process Absence of electronic source of HD materials <p><u>Indicators:</u></p>	<p>1.1 Improved HD teaching</p> <ul style="list-style-type: none"> Textbook on HD for students is prepared Electronic library on HD established 	<p>Activity Result 1:</p> <p>Improved quality of human development knowledge of students in the institutes of higher education with focus on practical application:</p> <p>1.1 Human Development teaching</p> <ul style="list-style-type: none"> Develop and publish 	<p>UNDP, Institutes of Higher Education,</p>	National Consultants: 10,000
				Printing costs: 10,000
				e-library services: 2,500
				Communication cost 8,000
				Rent of Premises 18,000

Intended Outputs	Output Targets for 2013-2015	Indicative Activities (deliverables)	Responsible parties	Inputs in USD
<ul style="list-style-type: none"> Number of Human Development manuals published for university students Availability of electronic library on HD issues 		human development textbook in Tajik and Russian languages <ul style="list-style-type: none"> Establish electronic library of human development materials in Tajik and Russian languages 		Contractual services - Individuals 63,000 Miscellaneous 2,500 Sub-Total for Activity 1.1: 114,000
<p>Baseline 2.1:</p> <ul style="list-style-type: none"> Lack of integrated approach in assessment of MDG achieving in the context of HD Lack of understanding HD concept among stakeholders; Absence of stakeholders' awareness on the undertaken actions to follow up to NHDRs' recommendations; Weak capacity of national experts to develop NHDRs <p>Indicators 2.1:</p> <ul style="list-style-type: none"> Number of NHDRs developed, including number of thematic reports issued Number of participatory consultations are conducted to discuss the NHDRs development to ensure that the results of the report are accepted by all relevant stakeholders Availability of the matrix of actions to follow up to NHDRs' recommendations Multidisciplinary team and number of experts 	<p>Targets 2.1:</p> <ul style="list-style-type: none"> Two National Human Development reports developed including 8 thematic reports (3-4 per year) are issued Acceptance of the NHDRs by all relevant stakeholders achieved by participatory consultations conducted to discuss the NHDRs development at different regional 	<p>Activity Result 2:</p> <p>Improved capacity to support policy-making, monitoring and research with adequate evidence, especially on local level.</p> <p>2.1 Developed National Human Development Reports (NHDRs) :</p> <ul style="list-style-type: none"> Prepare 2 NHDRs and 8 thematic reports (at least 3-4 per year) that would use the detailed analysis prepared during the preparation of the NHDRs. Such reports might be presented in different forms (e.g. publications, CDs or other soft materials) Conduct participatory consultations to discuss 	UNDP, MEDT, NGO "Center of Innovative Development"	Publication and launch of NHDRs: 20,000 National Consultants: 50,000 International Consultants: 15,000 Local Travel cost: 2,000 International travel cost 5,000 Transport cost 24,000 Contractual services - Individuals 63,000 Miscellaneous 2,500

Intended Outputs	Output Targets for 2013-2015	Indicative Activities (deliverables)	Responsible parties	Inputs in USD
<p>trained on HD research</p>	<p>and branch structures</p> <ul style="list-style-type: none"> Awareness of stakeholders on undertaken actions to follow up to NHDRs recommendations is raised Multidisciplinary team of experts is trained to develop NHDRs 	<p>the NHDRs development to ensure that the results of the report are accepted by all relevant stakeholders</p> <ul style="list-style-type: none"> Develop the matrix of actions to follow up to NHDRs recommendations and dissemination among stakeholders Train multidisciplinary team of experts on new areas/topics of HD research to develop NHDRs 		<p>Sub-total for Activity 2.1: 181,500</p>
<p><u>Baseline 2.2</u></p> <ul style="list-style-type: none"> Data deficit for NHDR development related to specific thematic related areas at local level Lack of researches on estimation of socio-economic capacity in the context of Human Development at local (district/city) level to be used for Human Development mainstreaming into specific development plans, programme strategies and project interventions at local level . <p><u>Indicators 2.2</u></p>	<p>Targets 2.2</p> <ul style="list-style-type: none"> Data for NHDRs related to specific thematic areas at local level is provided to the stakeholders Researches on evaluation of socio-economic capacity of pilot districts in the 	<p>2.2 Pilot data collection methods for community-based level implemented</p> <ul style="list-style-type: none"> Conduct additional background studies to provide qualitative and quantity data on specific thematic areas related to NHDRs at local level Conduct researches on evaluation of socio-economic capacity of pilot 		<p>Contractual services companies 70,000</p> <p>Sub-total for Activity 2.2: 70,000</p>

Intended Outputs	Output Targets for 2013-2015	Indicative Activities (<i>deliverables</i>)	Responsible parties	Inputs in USD
<ul style="list-style-type: none"> Number of additional background studies conducted to provide qualitative and quantity data on specific thematic areas related to NHDRs at local levels Number of conducted researches on evaluation of socio-economic capacity of pilot districts in the context of Human Development to be used for Human Development mainstreaming into specific development plans, programme strategies and project interventions at local level 	context of Human Development conducted	districts in the context of Human Development that is going to be mainstreamed into specific development plans, programme strategies and project interventions at local level		
GRAND TOTAL:				365,500
UNDP funded:				350,500
UNFPA parallel financing				15,000

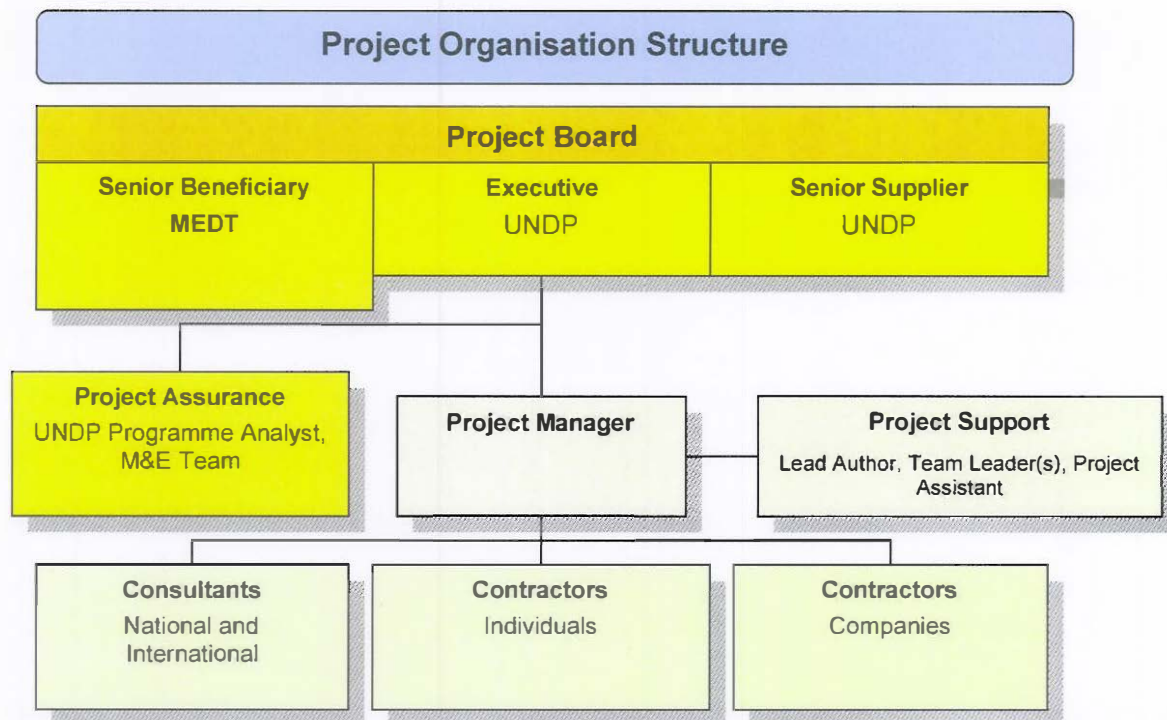
IV. ANNUAL WORK PLAN 2013 FOR 'MAINSTREAMING HUMAN DEVELOPMENT IN TAJIKISTAN: FROM AWARENESS TO CHANGE ON THE GROUND' PROJECT, NO. 00087049, ATLAS AWARD ID 00074836

EXPECTED OUTPUT	PLANNED ACTIVITIES	QUARTERS		PLANNED BUDGET			
		III	IV	Responsible party	Funding source	Budget description	Amount (in USD)
<p>Output : : Mainstreamed human development in Tajikistan through improved policy making and capacities to respond to emerging challenges, and better opportunities to target national development process</p> <p>Baseline1.1:</p> <ul style="list-style-type: none"> Absence of textbook on HD for students is a barrier in study process Absence of electronic source of HD materials <p>Indicator 1.1:</p> <ul style="list-style-type: none"> Number of Human Development textbooks published for university students Electronic library on HD available <p>Target 1.1:</p> <ul style="list-style-type: none"> Textbooks on HD for students provided Electronic library on HD established 	<p>Activity Result 1: Improved quality of human development knowledge of students in the institutes of higher education with focus on practical application</p> <p>1.1 Human Development teaching</p> <ul style="list-style-type: none"> Develop and publish human development textbook in Tajik and Russian languages Establish electronic library of human development materials in Tajik and Russian languages 			UNDP, Institutes of Higher Education	UNDP Core Funds	National Consultants	5,000
						Contractual services Individuals	13,100
		X	X			Rent of premises	3,600
						Communication cost	2,000
		X	X			Miscellaneous Expenses	500
						Total for Activity 1:	24,200

EXPECTED OUTPUT	PLANNED ACTIVITIES	QUARTERS		PLANNED BUDGET			
		III	IV	Responsible party	Funding source	Budget description	Amount (in USD)
<p>Baseline 2.1</p> <ul style="list-style-type: none"> Lack of understanding HD concept among stakeholders Absence of stakeholders' awareness on the undertaken actions to follow up to NHDRs' recommendations; Necessity in forming multidisciplinary team of national experts to develop NHDR <p>Indicators 2.1:</p> <ul style="list-style-type: none"> Number of participatory consultations are conducted to discuss the NHDRs development to ensure that the results of the report are accepted by all relevant stakeholders; The matrix of actions to follow up to NHDRs' recommendations developed and disseminated among stakeholders; Multidisciplinary team and number of experts trained on HD research. <p>Targets 2.1:</p> <ul style="list-style-type: none"> Acceptance of the NHDRs by all relevant stakeholders achieved; Raised awareness o stakeholders on undertaken actions to follow up to NHDRs recommendations. Multidisciplinary team of experts able to develop NHDRs trained. 	<p>Activity Result 2: Enhanced capacity to support policy-making, monitoring and research with adequate evidence, especially on local level</p> <p>2.1 Conduct preparatory work for the development of Human Development Report (NHDR) on "Development opportunities: access to resources, services, and participation"</p> <ul style="list-style-type: none"> Conduct participatory consultations to discuss the NHDRs development to ensure that the results of the report are accepted by all relevant stakeholders; Develop the matrix of actions to follow up to NHDRs recommendations and disseminated among stakeholders. Train multidisciplinary team of experts on new areas/topics of HD research to develop NHDRs. 			UNDP, MEDT, NGO "Center of innovative development"	UNDP Core Funds	National consultants for NHDR	10,000
		International consultants	5,000				
		Local travel	500				
		Rent of car with driver services	4,800				
		Contractual services-Individuals	12,600				
		Miscellaneous Expenses	500				
		Sub-total for Activity 2.1:	33,400				

<p>Baseline 2.2</p> <ul style="list-style-type: none"> Data deficit for NHDR development related to specific thematic related areas at local level Lack of researches on evaluation of socio-economic capacity of districts in the context of Human Development level to be used for Human Development mainstreaming into specific development plans, programme strategies and project interventions at local level <p>Indicators 2.2</p> <ul style="list-style-type: none"> Number of additional background studies conducted to provide qualitative and quantity data on specific thematic areas related to NHDRs at local levels Number of conducted researches on evaluation of socio-economic capacity of pilot districts in the context of Human Development to be used for Human Development mainstreaming into specific development plans, programme strategies and project interventions at local level. <p>Targets 2.2</p> <ul style="list-style-type: none"> Data for NHDRs related to specific thematic related areas at local level provided Researches on evaluation of socio-economic capacity of pilot districts in the context of Human Development conducted 	<p>2.2 Pilot data collection methods for community-based level implementation</p> <ul style="list-style-type: none"> Conduct additional background studies to provide qualitative and quantity data on specific thematic areas related to NHDRs at local level. Conduct researches on evaluation of socio-economic capacity of pilot districts in the context of Human Development to be used for Human Development mainstreaming into specific development plans, programme strategies and project interventions at local level. 	X	X			Contractual services - companies	14,000	
							Sub-total for Activity 2.2:	14,000
							Total for Activity 2:	47,400
Budget for 2013							70,600	
Including UNDP funded:							66,600	
Including UNDP parallel financing							4,000	

V. MANAGEMENT ARRANGEMENTS



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

The project will be implemented through the direct implementing modality (DIM) in accordance with UNDP rules and regulations. At the same time, for various components of the project relevant national partners representing national research institutions and government agencies will also be involved. Public organization “Center of Innovative Development” will be involved into the conduction of the researches focused on Human Development at local level.

UNDP CO will provide specific support services for project realization through the Administrative and Finance Units as required.

To perform the day-to-day support to the management of the project, a Project Manager (PM), and Project Assistant (including responsibilities on finance/administrative issues) will be employed. The PM will be responsible for overall project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and other project staff. The PM will also closely coordinate project activities with relevant Government institutions and civil society organisations hold regular consultations with other project stakeholders.(see Annex 1. TOR for project staff)

In addition relevant International and National consultants would be selected following competitive bidding process to ensure achievement of intended project results.

The Advisory Board will be created within the project to ensure broad participation of the NHDR’s potential users and relevance of its content and issues to policy needs. The Advisory Board will be composed of the Government decision makers, international donors implementing technical assistance projects in Tajikistan and leaders from NGOs that partner in similar projects and socio-economic initiatives. Membership in the Advisory Board shall automatically be granted to the Scientific Editor (SE), main stakeholders (government and NGO) and a representative of the UNDP Country

Office. For a detailed description of the Advisory Board's functions and working practices, see Annex 2.

A writing team will be established to produce the NHDRs in accordance with the Report Concept approved by the Advisory Board. The concept will be derived from the Report's theme agreed through the process described above. Acting within the framework of the Concept, members of the writing team shall exercise full editorial independence and bear full responsibility for compliance with the minimum quality standards outlined in the UNDP Corporate Policy. The Scientific Editor (SE) will head the writing team. The candidate for this position will be nominated by UNDP and the PM following preliminary consultations with potential project stakeholders.

To ensure that the NHDR's content meets high academic standards, UNDP corporate policy requires that the report's text is subjected to a peer review. An interdisciplinary International Review Panel will be created within the project's structure to comply with this requirement. The Panel will include international experts and editors of Tajik academic journals specializing in the areas related to the Report's theme. The panel reviews the draft NHDR version for the quality of analysis and presentation of the material as outlined in the UNDP Corporate Policy on national reports and suggests areas of potential improvement to members of the writing team. The functions of the International Review Panel are outlined in Annex 3.

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 MDG, NDS and PRS frameworks. The PB will represent a senior executive responsible for the ultimate outcome-MTED, a senior supplier representing the implementers-UNDP and a senior user-National Research Institution representing the interests of civil society and government is the Advisory Board. In this PB, the UNDP Resident Representative (or his delegate) and the UNDP Programme Analyst will be represented.

VI. 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 Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, 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
- 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.

Monitoring of the Project and its evaluation will be conducted in accordance with the UNDP policies and procedures. This will include, but will not be limited to the following:

- The UNDP CO jointly with the PM will establish specific monitoring criteria and procedures to ensure that the Project follows the implementation schedule as foreseen by the Project documentation, especially achievement of outputs;
- UNDP Programme Analyst will supervise the project development progress; the Project team will provide him/her with regular project updates, technical and financial reports;
- Project Board meetings will be conducted in accordance with UNDP rules and procedures and will include participants from UNDP and Implementing Partner and other partners as deemed necessary; these meetings will regularly assess project implementation effectiveness and suggest means of improving future implementation as relevant;
- The Project will be subject to an independent external audit to be carried out following UNDP rules and procedures;
- The Project Implementation Team will provide reports (annual and final) on the project implementation, which will be discussed at the review meetings. The reports should contain lessons learned and suggestions for further implementation. The final report containing the evaluation of the outputs and a final financial report will be submitted by the PM to the UNDP upon completion of the project.

UNDP will be responsible for monitoring both the substantive implementation of project activities as outlined in this document as well as budgetary reports. The project objectives, indicators and targets mentioned in the programme logical framework matrix will serve as the primary reference for the monitoring and evaluation of the project.

To ensure transparency and accuracy of achievements reported the country office may use independent evaluations. Any partner contributing to the project will be encouraged to undertake regular monitoring visits and participate in any evaluation exercise.

To complement and enhance UNDP project monitoring, it may be determined to conduct joint annual or bi-annual evaluations with representatives of the main stakeholders. Such a team effort will strengthen partnerships and allow for a transparent and fair review of activities.

Quarterly Progress Reports reflecting all aspects of project implementation and Annual Project Reports (APRs) will be prepared by the PM and submitted to the UNDP, donors and national AID Coordination Unit. The APRs are concise documents that assess the performance of the project and the status of achievement of project outputs and their contribution to the relevant UNDP Strategic Results Framework Outcomes on a calendar year basis.

VII LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

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

The implementing partner shall:

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

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 implementing partner 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".

VIII. PRELIMINARY RISKS ASSESSMENT

#	Description	Date identified	Type	Impact and probability	Countermeasures / Mngt response
1.	Limited capacity of national researchers to deliver high quality analytical products	2013	Organizational	P=3 (Medium) I=3 (Medium)	Using NHDR process and learning-by-doing exercise and active knowledge transfer during the process. Involvement of International experts in NHDR preparation.
2.	Duplication of the researches implementing by Human Development Project and Community Programmes at local level	2013	Organizational	P=2 (Medium) I=2 (Medium)	Coordination actions and researches between the Human Development Project the Community Programme
3.	Lack of background data to be used for HD analysis	2013	Organizational	P=3 (Medium) I=3 (Medium)	Joint initiatives with partners to collect data from sources of official statistics and various studies of local and international organizations

IX ANNEXES

Annex 1. Terms of References for Project Team

Project Manager (SC 100% full time)

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 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. 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 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.

Project Assistant (SC 50%part time)

Country: Tajikistan

Duty station: Dushanbe

Duration of appointment: 6 months with possible extension

Description of duties

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

The incumbent's specific duties include:

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:
 - 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;
 - • 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;

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
- (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

Annex 2. Terms of Reference for NHDR Advisory Board

NHDR ADVISORY BOARD

1. PURPOSE

The Advisory Board for National Human Development Report Preparation is a part of the project management structure that works to broaden the involvement of the Report's potential users in the NHDR process. Such involvement would ensure the relevance of the Report's theme, issues and approach to the practical needs of policy makers. In effect, the Advisory Board acts as the primary 'client' of the report, representing the stakeholders with the authority to implement its recommendations.

2. MEMBERSHIP

The Advisory Board will represent various ministries and agencies at the national level, international donors active in Tajikistan, NGO activists involved in major socio-economic initiatives or as partners in international technical assistance projects. Automatic membership in the Board will be extended to the Scientific Editor, National Project Coordinator, Project Assistant, and a representative of the UNDP country office.

Organizations represented in the Advisory Board will be selected by UNDP in conjunction with the National Project Coordinator. The selection will reflect the Report's thematic area that will be identified during preliminary consultations. Invitations to delegate a representative are sent to each of the selected organizations. Each invited organization is free to designate a representative of its own choosing.

To ensure full editorial independence, membership in the Report's writing team cannot be combined with membership in the Advisory Board. A member of the Advisory Board will be required to abandon his/her membership if selected as an author.

3. FUNCTIONS

The Advisory Board:

- Debates and approves the Report's theme;
- Discusses and approves the Report Concept, a document that outlines the specific issues to be addressed in the Report, target groups, linkages to national policies and UNDP/UN country team programming, and the Report's distribution and promotion strategy;
- Debates and approves the criteria for author selection. Potential authors meeting the approved criteria can be identified by any member of the Advisory Board;
- Evaluates, provides feedback and content suggestions on the extended summaries and preliminary drafts of the Report's chapters;
- Approves the final version of the Report.

4. PROCEDURE

The Advisory Board will deliberate and make decisions during meetings. The first meeting will be convened by UNDP and the Implementing Agency, and subsequent meetings will take place in accordance with the project work plan.

The exact time and place of the Advisory Board meetings will be arranged by the National project Coordinator with the Board members. In advance of each meeting, the Project Assistant will share with each member of the Advisory Board the draft agenda and relevant working materials. The agenda and procedures of the meeting are approved at the meeting.

Deliberations at the meetings and the decisions made will be entered on the meeting records maintained by the Project Assistant. These records will be shared with each member of the Advisory Board. The National Project Coordinator will approach members who were unable to attend the meeting to give them the opportunity to comment on the agenda items by phone, fax, or e-mail.

These comments will be entered on the meeting records.

The Project Assistant, acting in conjunction with the National Project Coordinator and the Scientific Editor, will be responsible for implementing the Advisory Board's decisions. Early drafts of the Report will be circulated among the Advisory Board members to enable their direct oversight over how these decisions have been implemented in the text.

Annex 3. Terms of Reference for the International Review Panel

THE INTERNATIONAL REVIEW PANEL

1. PURPOSE

The International Review Panel will be created within the project working structure in order to ensure the Report's high academic quality, achieve its compliance with the national and international standards set by the UNDP Corporate Policy, and enhance the Report's appeal to international audiences. The Panel will work towards these objectives by evaluating the Report's preliminary versions against the criteria outlined in Appendix 5.

2. MEMBERSHIP

The Panel will be composed of experts from international organizations, and members of the editorial boards of peer-reviewed academic periodicals published in Tajikistan. Potential members of the Panel will be identified by UNDP in partnership with the National Project Coordinator and the Scientific Editor. The Project Assistant will be responsible for perspective panel members and securing their agreement to join the Panel.

3. FUNCTIONS

Members of the International Review panel:

- Conduct a peer review of the draft of the Report and suggest for improving these drafts to the writing team members;
- Advise, when requested, on appropriate literature search, application of the human development methodology and other matters;
- Assist in promoting the Report among colleagues, students and other relevant audiences.

4. PROCEDURES

Preliminary drafts of the Report will be sent for the Panel's review by the Project Assistant in coordination with the Project Manager. Members of the Review Panel work mostly as individuals and submit their comments and feedback by e-mail, fax or other electronic means of communication.

The Project Assistant will collect, summarize and share such feedback and comments with the writing team.

In compliance with the principle of editorial independence, the authors will consider the comments and suggestions from the panel members. They will either incorporate those comments in the text or give reasons for rejecting those comments in writing.

Annex 4: Sub-national studies of social-economic situation in Tajikistan

May 1, 2013 (prepared by Mihail Peleah in the frame of MHDT project review)

UNDP Tajikistan is implementing sub-national studies of social-economic situation in Tajikistan in the framework of two initiatives: Community Programme and Mainstreaming Human Development in Tajikistan. The scope of this note is to briefly outline approaches and author groups involved in preparation of these sub-national studies, using studies prepared for Rudaki rayon both by Community Programme¹¹ and by Human Development project¹². Both studies are available in Tajik language only, consequently overview is based on informal translation of outline, review of author groups composition and review of methodological materials used for preparation of studies. Full comparison of two approaches is outside of the scope of this note.

Community Programme approach is more top-down, aiming at preparing Rayonal Development Plans for implementation of National Development Strategy and corresponding Welfare Improvement Programme (Poverty Reduction Strategy-3). Preparation of studies is regulated by "Manual on Elaboration and Implementation of the Social and Economic Development Programs of Districts and Towns in the Republic of Tajikistan", approved by Ministry of Economic Development and Trade of the Republic of Tajikistan in 2011. Content of the document reflects the NDS (as Rayon Development Plan underpins implementation of NDS at rayon level) and focus mostly on economic development of rayons. Social part of study focus mostly on investments in infrastructure, not on provision and access to services. Author Group composition reflects top-down nature of the exercise and includes representatives of Ministry of Economic Development and Trade and UNDP Project. At the same time, manual explicitly demand creation of Working Group, which must include representatives of local governmental structures.

Human Development Project approach is more bottom-up¹³, aiming on social-economic overview of the rayon and analysis of human development potential. Preparation of studies is guided by template study document, developed by MHDT Project for Isfara rayon and modified by the Think Tank "Innovation Development Center." In terms of content, study includes both economic and social aspects of situation. At the first glance, social situation is analyzed deeper, paying more attention to provision of services and access to them. In addition, Human Development Project is working on estimation of Human Development Index at rayon level, which could further enrich analysis. Author Group composition is more participative, as it includes representatives from the rayon administration.

Quick overview of approaches taken by Community Programme and Human Development Project suggest the following:

- Generally, both approaches are compatible and complementary. Each reflects some specifics—CP one is aimed on preparing development plan, more economic oriented and top-down, while HDP one is analysis of development potential, looking more deep in social issues and more bottom-up.

¹¹ Study prepared for previous round of PRS. Available in Tajik language only.

¹² Study prepared in 2012. Available in Tajik language only.

¹³ Human Development project manager noted that studies were developed on the basis of resolution of Ministry of Economic Development and Trade and requests from the heads of rayon.

- There is a great scope of cooperation between Community Development programme and Human Development project. Studies prepared by HDP methodology could be used as an input for rayon development planning. Besides complementary use of studies prepared by two projects, this could include involvement of CP in development of future NHDRs to incorporate regional, rayon, and local dimensions. On the other hand, HDP upon request could fill in analysis gaps related to social issues at rayon level.

Annex 5 Detailed budget of the project

Project Mainstreaming Human Development in Tajikistan: from awareness to change on the ground in 2013-2015

PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME			RESPONSI BLE PARTY	PLANNED BUDGET			Amount 2014	Amount 2015	Total amount
	2013	2014	2015		Funding Source	Budget Description	Amount 2013			
<u>1. Improved quality of human development knowledge of students in the institutes of higher education with focus on practical application.</u>							\$24 200	\$53 400	\$36 400	\$114 000
1.1. Human Development Teaching	x	x	x	Institutes of Higher Education						
1.2 Human Development Textbook prepared in Tajik and Russian language	x	x		UNDP	UNDP	National Consultants	\$5 000	\$5 000		\$10 000
Printing services		x		UNDP	UNDP	Printing costs		\$10 000		\$10 000
1.3 Organization of electronic library of human development materials in Tajik and Russian languages	x	x	x	PO CID	UNDP	Contractual services- individuals	\$500	\$1 000	\$1 000	\$2 500
1.4 Rent of premises	x	x	x	UNDP	UNDP	Rent of premises	\$3 600	\$7 200	\$7 200	\$18 000
1.5 Communication cost	x	x	x	UNDP	UNDP	Contractual services- companies	\$2 000	\$4 000	\$2 000	\$8 000
1.6 Salary of project staff	x	x	x	UNDP	UNDP	Contractual services - individuals	\$12 600	\$25 200	\$25 200	\$63 000
1.7 Misceleneous	x	x	x		UNDP		\$500	\$1 000	\$1 000	\$2 500
<u>2. Improved capacity to support policy making, monitoring and research with adequate evidence, especially on local level.</u>							\$46 400	\$103 300	\$101 800	\$251 500
2.1. Preparing National Human Development Reports, including:							\$32 400	\$75 300	\$73 800	\$181 500

NHDR 2014, NHDR 15: Topic select, draft 1	x	x	x	UNDP	UNDP	National Consultants	\$10 000	\$20 000	\$20 000	\$50 000
Travel of advisers on HD from UNDP region Bureau for Europ and CIS.		x	x		UNDP	International consultants		\$2 500	\$2 500	\$5 000
Review of the Draft of NHDRs by international experts on Gender, Population issues	x	x	x		UNFPA	International consultants	\$4 000	\$6 000	\$5 000	\$15 000
NHDR printing and presentation cost		x	x	UNDP	UNDP	Printing costs		\$10 000	\$10 000	\$20 000
Local travel	x	x	x				\$500	\$1 000	\$500	\$2 000
Rent of car with Driver Services	x	x	x			Services	\$4 800	\$9 600	\$9 600	\$24 000
Salary of project staff	x	x	x	UNDP	UNDP	Contractual services - individuals	\$12 600	\$25 200	\$25 200	\$63 000
Misceleneous	x	x	x		UNDP		\$500	\$1 000	\$1 000	\$2 500
2.2 Researches at local level	x	x	x	Public Organization CID	UNDP	Contractual services - Companies	\$14 000	\$28 000	\$28 000	\$70 000
UNDP funded							\$66 600	\$150 700	\$133 200	\$350 500
UNFPA funded							\$4 000	\$6 000	\$5 000	\$15 000
GRAND TOTAL							\$70 600	\$156 700	\$138 200	\$365 500