



Project Document

The Government of the Republic of Tajikistan
Ministry of Economic Development and Trade
and United Nations Development Programme

**SUPPORT FOR EFFECTIVE NATIONAL COORDINATION OF MONITORING THE
IMPLEMENTATION OF NATIONAL DEVELOPMENT STRATEGY (NDS) FOR
2007-2015 AND LIVING STANDARDS IMPROVEMENT STRATEGY (LSIS) FOR
2013-2015**

(PHASE-II)

October - 2013

Project Title	SUPPORT FOR EFFECTIVE NATIONAL COORDINATION OF MONITORING THE IMPLEMENTATION OF NATIONAL DEVELOPMENT STRATEGY (NDS) FOR 2007-2015 AND LIVING STANDARDS IMPROVEMENT STRATEGY (LSIS) FOR 2013-2015 (Phase-II)
Long-term UNDAF Outcome(s):	Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights, and improve core public functions
Expected Outcome(s): <i>(Those linked to the project and extracted from the CP)</i>	Poverty reduction and economic development programmes are enhanced, with particular focus on the rural poor, women and marginalized/vulnerable people.
Expected Output(s): <i>(Those that will result from the project)</i>	<p>1.1 Sectoral strategies and policies in selected economic and social sectors are formulated and implemented to support achievement of MDGs and implementation of National Development Strategy (NDS). <i>Indicator:</i> Number of sectoral strategies/policies developed that support implementation to achieve MDGs & NDS <i>Target:</i> One strategy/year developed and implemented</p> <p>1.4. National capacities are strengthened to negotiate and efficiently coordinate development finance with international donors, such that trade and foreign direct investments increase: <i>Indicators:</i> % increase in foreign direct investment and exports Number of information tools and reports developed to coordinate and manage foreign aid; <i>Target:</i> Effective promotion of investments, such that international direct investment increases and exports increase by 20% from 2008 Creation of foreign aid and development partners reports, as well as new information tools such as website and database implemented to support effective aid coordination.</p>
Implementing Agencies:	Ministry of Economic Development and Trade of the Republic of Tajikistan

Brief description

The National Development Strategy (NDS) 2007-2015 and Poverty Reduction Strategy (PRS) 3 for 2010-2012 both emphasize the importance of foreign assistance, in particular concessional loans and grants, to supplement national budget funds for alleviating poverty and facilitating Tajikistan's development. Improving foreign aid coordination remains a priority both of the Government and development partners, to ensure effective use of resources and developing national capacity to mobilize increased assistance. The project financed by the Department for International Development (DFID) through UNDP is aimed at strengthening the institutional framework and capacity of the State Committee on Investment and State Property Management (SCISPM) for improving external aid coordination and monitoring.

Development partners with no exception highlight weak capacity of the government at all levels to efficiently implement agreed reforms and implement and monitor the NDS/PRS - in particular poor planning capacity, outdated knowledge, and lack of skills and techniques. Local authorities (Hukumats) particularly lack capacity in these areas. This initiative is focused on capacity development so that planning and communication is strengthened between national and sub-national levels of government.

There is an urgent need to strengthen the capacity of the Ministry of Economic Development and Trade (MEDT) and selected pilot line ministries (Health, Education, Agriculture, Industry & Energy) in implementation and monitoring of NDS/PRS. The project will provide technical assistance to MEDT focusing on improving M&E systems in terms of rationalizing the number of monitoring indicators and linking these with a data tracking system for NDS/PRS implementation horizontally across government through pilot line ministries, and linked vertically with the DDP process in pilot districts.

Programme Period:	2013-2015	<i>Total:</i>	\$720.000(£450,000)
Key Result Area:	Poverty Reduction and Achievement of MDGs	<i>Other:</i>	
Atlas Award ID:		<i>Donor (DFID)</i>	\$720.000(£450,000)
Start date:	01/11/2013	<i>Unfunded budget:</i>	_____
End Date	31/03/2015	<i>In-kind/Parallel contributions:</i>	\$0
PAC Meeting Date		<i>- Government Contribution</i>	\$0
Management Arrangements	NIM	<i>(MEDT will provide: office premise, tel. lines, furniture, conference hall, LAN, office equipment)</i>	

MEDT

Mr. Sharif Rahimzoda, Minister of Economic Development and Trade, Republic of Tajikistan

Agreed by UNDP

Mr. Norimasa Shimomura, UNDP Tajikistan Country Director

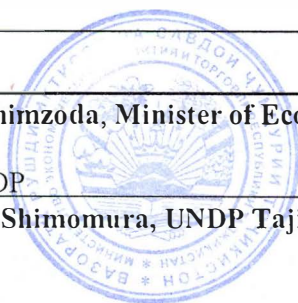


TABLE OF CONTENTS

I.	SITUATION ANALYSIS	5
II.	STRATEGY	Ошибка! Закладка не определена.
III.	RESULTS AND RESOURCES FRAMEWORK	Ошибка! Закладка не определена.
IV.	ANNUAL WORKPLAN	Ошибка! Закладка не определена.
V.	MANAGEMENT ARRANGEMENTS	20
VI.	MONITORING AND EVALUATION FRAMEWORK	21
VII.	LEGAL CONTEXT.....	22
	ANNEX I.....	24
	ANNEX II.....	27

I. SITUATION ANALYSIS

Tajikistan is a landlocked Central Asian country with almost 93% of its territory is mountainous; only less than 10% is suitable for cultivation. The mountains complicate internal transport and communication, though they endow the country with rich hydropower potential as well as mineral resources. Significant water resources allow intensive agriculture and the cultivation of cotton, the country's cash crop. The population of Tajikistan is 8.0 million (01.04.2013), more than 70% of whom live in rural areas. This reflects the traditionally higher fertility rate in the countryside and reduced employment opportunities in urban centers.

The transition in Tajikistan has put specific demands on the government to change its policies and regulatory environment in order to manage an open-market economy and democratization. Over the past decade, despite the negative events, the government has made a good progress towards economic development. UNDP has worked already with districts in developing District Development Plans outlining priorities. According to information, a total of 33 rural districts out of 58 have the District Development Plans, which were developed on the basis of methodology guidelines for development planning approved by the board of MEDP. However, lack of authority and finances, lack of legal framework that ensures the link between planning and budgeting have frustrated progress.

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

Despite those efforts, Tajikistan's GDP is still hovering around 6.987¹ billion USD or over 872 per capita, the lowest in the CIS and one of the lowest in the northern hemisphere. While the poverty level in the country has reduced from 46.7% in 2009 to 38.3% in 2012, more than half of the population lives on less than \$2.15 per day. However, the economy is growing fast, at an average rate of over 7.3% per year, for the past years bringing some hope to an otherwise difficult situation.

In response to all these trends, the government of Tajikistan jointly with the UNDP published the Millennium Development Goals Needs Assessment in 2005, outlining the necessary reforms and estimating the resources required to achieve MDGs. Based on this assessment, the long-term National Development Strategy 2007-2015 (NDS) was developed taking into consideration the MDGs and the target indicators. Since 2007, three cycles of mid-term PRS have been developed and implemented. In 2012, the Republic of Tajikistan concluded implementing its third Poverty Reduction Strategy (PRS-3).

With the conclusion of the PRS-3 cycle in the end of 2013, the government initiated a process of developing a new Living Standards Improvement Strategy in the Republic of Tajikistan (LSIS) for 2013-2015. LSIS maintains continuity with PRS-3 in addressing priorities of the long-term National Development Strategy (NDS), at the same time setting out urgent measures as a result of the consequences from the global economic crisis of 2008-2009 compounded with acute water and energy crisis. LSIS was approved by the Government of Tajikistan on 26 December 2012. LSIS sets out vital development priorities and measures for a medium-term three year perspective.

The quality of all of the Tajikistan PRS documents has been rather weak. This has been largely due to poor institutional capacities, poor and vaguely defined objectives, and importantly the low quality of M&E indicators - mostly focused at the national level and weakly connected to evidence based sub-national database. While the Government has been able to measure some macroeconomic improvements in poverty alleviation using the central statistical database, the quality of sectoral and sub-national Development Plans progress reports has remained largely inadequate.

Analysis of the regulatory framework of the monitoring and evaluation system shows that the Republic of Tajikistan has all the necessary elements of monitoring and evaluation system. However,

¹ Source: The World Bank, <http://data.worldbank.org/indicator>

analysis of monitoring and evaluation procedures in practice reveals the existence of a number of problems, which are mainly related to the lack of capacity in the assessment of interventions' impact to achieve the strategy objectives in the first place, and to insufficient development of particular elements of monitoring in the second place.

There are some drawbacks in certain areas that prevent the full use of the existing legal and regulatory framework of M&E system. The Government decree "On monitoring and evaluation of mid-term strategic documents on poverty reduction" No.216 dated May 2, 2008 needs to be revised. The analysis showed that the existing M&E system of NDS/PRS has a number of problems that need to be addressed within the framework of the proposed technical assistance (TA).

The first problem is the inaccuracy in the creation of a single coherent system of indicators, which is reflected in the shortcomings of the indicators system at different levels.

The second problem is inconsistency of the indicators system with the set goals and objectives of the strategy.

The third problem is a mismatch between the individual elements of a system for monitoring and evaluation, for example, the target indicators are not linked to the expected results of the reforms.

The fourth problem is formal reports on implementation of activities and achievement of the expected outcomes. The system focuses on the issues of monitoring, rather than on an assessment of the situation.

The fifth problem is lack of a clear system that would link the various levels of public administration in a single system.

If these levels are considered separately, then it becomes evident that no monitoring and evaluation system of projects is developed at the national level, while the system of indicators suffers from significant shortcomings.

At the regional level, the monitoring and evaluation activities are developed to a lesser extent.

Currently, the Government is working to improve the M&E system of mid-term strategic documents that is expected to address the above problems. This initiative of the Government is in need of technical and financial support from donors.

Another key issue is the government's capacity to deliver strategic goals and lack of links with the budget process; many of planned activities included in strategic documents are not backed up by specific funding, making it difficult to achieve the strategic goals. In developing a new LSIS for 2013-2015 the Government considered the lessons learned in implementation of previous strategies and 70% of activities in new strategy have specific sources of funding. There has also been donor activity in this area, which is supported by specific flagship initiatives.

Although the sources of funding for LSIS 2013-2015 have been largely identified, however, Tajikistan needs to strengthen the monitoring process for its financing and mobilize greater foreign aid volume to implement measures that lack financing. As major recipient of development partners' assistance, Tajikistan doesn't possess adequate resources for ensuring poverty alleviation and socio-economic development by itself, therefore, requiring continuous and effective external financial and technical assistance from international community.

Development partners have pledged to work with Tajikistan to implement the NDS/LSIS, and both have committed to improving aid effectiveness, in accordance with the Paris Declaration and the Accra Agenda for Action.

The Ministry of Economic Development and Trade coordinates monitoring and evaluation and implementation management of the strategic programs realization. For supporting of the monitoring and evaluation and implementation management the technical assistance was provided by the development partners. In particular the following technical assistances were provided by UNDP on Improvement of the NDS/PRS Implementation Management and its Monitoring and Evaluation within the PRS-3, LSIS 2013-2015. As part of implementation of the mentioned TA there were a number of lessons learnt:

- (i) The line ministries and state agencies responsible for LSIS 2013-2015 and other sector-based strategies implementation still need capacity development on M&E system automation and implementation management of the strategic programs;

- (ii) Demand from the government agencies for the products of the PRS monitoring system remains weak;
- (iii) Analytical skills of the government agencies' monitoring and evaluation system is weak and need to be improved;
- (iv) The measures should be taken into account for the staff turnover in the monitoring and evaluation system of the government agencies.
- (v) Financial regulatory framework needs to be improved in terms of ensuring the link between the development planning process and budgeting.
- (vi) The quality of reporting on the progress of implementation of the PRS and LSIS 2013-2015 need to be improved in terms of analytical content.

The UNDP provided TA to assess the line ministries needs for the IT equipment, which are responsible for M&E of PRS-3 and other sectoral programs. International expert assistance was provided to upgrade M&E system of NDS/LSIS 2013- 2015, which builds a link of monitoring of national strategic documents with sectoral and regional programs, as well as to analyze problems of the regulatory framework supporting the integration environmental sustainability principles into strategic planning and implementation management. Training and advisory support was also provided as part of UNDP activities for the MEDT and key ministries and agencies, local authorities in M&E of strategic programs.

The National Development Council (NDC) and its Secretariat: MEDT will provide continued guidance and support to the line ministries and state agencies to ensure effective M&E and implementation management within the NDS/PRS realization. The line ministries and state agencies currently provide to NDC Secretariat-MEDT regular information on LSIS measures implementation. The first interim report on LSIS 2013-2015 implementation is already prepared and submitted to the Government as required. The first Annual Progress Report on LSIS 2013-2015 implementation under preparation now.

II. STRATEGY

Although during the implementation of the PRS-3 and LSIS 2013-2015 the government implemented specific measures to reform the implementation management of the NDS/PRS and monitoring of strategic programs, the development partners still highlight weak capacity of the government in this area. Experience has shown that in the implementation of the national mid-term strategic documents, the resource provision of the strategic programs, linking national planning process with planning of national budget remains a key problem. There is no clear delineation and mechanisms for localization of national strategies, sectoral and regional programs at the local level. The capacity of MEDT, line ministries and agencies in terms of monitoring LSIS needs continuous improvement and especially in the preparation of quality reports. The underdeveloped legal mechanisms governing the joint cross-sectoral and regional commitments in monitoring of LSIS is a result of weak coordination of the overall process of preparation, inadequate quality of their analytical content and, in some cases, the result of a conflict of interests among the key players in the process. In previous phases of the TA, a special contribution was made to automate the reporting process of M&E LSIS, but the capacity of MEDT and the line ministries and agencies involved in the monitoring process of LSIS still requires appropriate interventions. Social marketing on the development and implementation of the NDS/LSIS, sectoral and regional programs that had to build an interactive platform for dialogue with civil society and private sector needs to be improved and requires development of modern communication strategy for behavior change through partnerships and active involvement of the media, developing PR campaigns and application of information - communication technologies.

In this context, as part of this initiative, a special emphasis will be placed on the promotion of the process of allocation of budgetary funds for the implementation of LSIS and its application at the local level, both in terms of implementing measures and its resource support through the provision of advisory guidance to MEDT and the Ministry of Finance to improve the managerial and legal mechanisms, as well as to strengthen the capacity of staff in this area. Besides, this component will continue to work to improve the monitoring and evaluation system of the government and improve the

analytical skills of MEDT staff in M&E, the state statistics agency, as well as line ministries such as the Ministry of Education, Health, Agriculture, Finance, Industry and Energy.

The expected project outcomes, improving the effectiveness of LSIS implementation management and integrating this with the aid coordination mechanism, are:

- Improving the mechanism of funds allocation for LSIS 2013-2015 priorities
- Establishment and implementation of an effective and sustainable M&E system mechanisms in the MEDT, line ministries and agencies for the monitoring and implementation of the NDS and LSIS, which would ensure the link of national strategies monitoring system with sectoral and regional programs;
- The Government successfully adopting more pro-poor policies, laws and expenditures and receiving greater support for this from the international community.

Intervention logic:

This project is aimed at increasing the effectiveness of the National Development Strategy and Living Standards Improvement Strategy via a sustainable system of NDS/LSIS resource provision system utilising better quantitative indicators of progress. This should lead to:

- (a) increased development financing and reducing the lack of financing for LSIS activities, and
- (b) closer integration of LSIS priorities and the budgetary framework,

An effective LSIS M&E system consists of the following elements:

- indicators system;
- data collection system;
- data analysis system;
- data dissemination system.

If no attention is paid to developing an effective NDS/LSIS M&E system at both the horizontal and vertical levels (central Ministries and local government), LSIS documents will continue to remain declarative and largely disconnected from the national budgetary framework and public investment plans. This will likely result in a bad 'habit' of large and unrealistic LSIS financing gaps (\$8,101 million for 2010-2012).

An improved LSIS M&E system coordinated by the Ministry of Economic Development and Trade, contributes to improving national policy development and coordination capacity. A sound M&E system for the NDS and LSIS will provide a platform for better implementation and coordination of donor/Government programmes to reduce poverty in Tajikistan through economic growth and development. Better quality LSIS M&E indicators developed and maintained by trained staff at all levels (central and local) will enable better measurement and feedback on trends in poverty reduction in the country, and better responses through the budgetary framework.

Benefits:

Although small in size, this intervention is highly strategic in nature, with a range of important potential value for money benefits – in terms of more needs based and evidence based policy design as a function of:

- Increased LSIS funding through the national budget and improved management of external aid for LSIS priorities;
- Improved legal framework that will allow to ensure a link of planning with budgeting;
- Better quality of next LSIS design, and re-design of current LSIS using evidence based PRS progress reports, utilizing better M&E indicators with a greater proportion of quantifiable indicators especially at household level;
- A stronger and more sustainable LSIS M&E system at key line ministries and at local government level.

The project's main goal is to remove the identified capacity constraints, through strengthening relevant MEDT institutional capacity. The key target is to establish sustainable M&E structures with strong and motivated staff, and an automated system of NDS/LSIS monitoring data collection and analysis.

Outputs and activities

The main output will be a strengthened/built capacity of government authorities at national and local levels to implement democratic governance practices and effectively and strategically plan, finance and implement initiatives.

Output/Activity Result 1: Resource provision of LSIS 2013-2015 priorities improved

Activity 1.1: Provide technical assistance in optimizing the budget allocation process for Flagship Initiatives and agreed Work Plans

UNDP will provide technical support to the Ministry of Economic Development and Trade of the Republic of Tajikistan and Development Coordination Council in the creation of working groups and also in preparation of Work Plans on implementation of Flagship Initiatives. The project will also facilitate the process of Work Plans (WPFI) agreement with the Government of the Republic of Tajikistan and DCC, the process for budget allocation for implementation of Work Plans of Flagship initiatives and monitoring their implementation through joint meetings, consultations and round tables, discussions, working sessions and will provide technical support in the evaluation of cost of WPFI.

Activity 1.2. Ensure linkage of Flagship Initiatives resources with the existing DDPs

As part of this activity, there will be analysis held of existing linkage of DDPs with national budget in the pilot districts, which will create an analytical framework, identify key issues and provide specific recommendations for improving the situation in the medium term. The project will also actively organize the dialogue at the local level to discuss the linkage of DDPs with national budget involving local experts, civil society and the private sector. As part of initiative, it will be important to facilitate the process of improving the regulatory framework of the Ministry of Finance, in particular by the introduction of amendments to the instruction on the development of projects of local budgets on the basis of local development programs with the involvement of national consultants, based on the results of which the project will organize activities to increase the capacity of local specialists..

Activity 1.3. Strengthening the monitoring and analytical capacity in MEDT and line ministries.

TA will be provided in the development of training program for capacity building in LSIS M&E, which will include a training module and plan for arrangement and conducting training during the project implementation. Further, according to the developed schedule, trainings will be gradually organized and held for the specialists of MEDT, line ministries and agencies, local specialists responsible for monitoring of national strategic documents, sectoral and local programmes. Besides, the project will hire international consultant in providing support to introduce M&E system for MEDT, line ministries and agencies. The project together with the Department of regional development and monitoring of national programs of MEDT will facilitate the process of revision the updates the state regulations/ decrees in M&E of national strategic documents and DDPs. Further, as part of this activity technical support will be provided to MEDT on reviewing of the first and second year of LSIS implementation and preparation of interim and final report, with emphasis on strengthening the analytical content. To summarize the implementation of the NDS, the project will assist in conducting the review and preparation of the final report. The final report will integrate the results of the implementation of the PRS -1, PRS-2, PRS -3 and LSIS and will provide analytical ground and lessons learned for the development of the new NDS for 2016 - 2030. Next, TA will be provided to the Government of the Republic of Tajikistan in the organization of the process of development and approval of the new NDS.

Activity 1.4. Improving the citizens feedback mechanism on the implementation of the NDS, LSIS and DDP

In order to optimize the participation of citizens in the development and implementation of the NDS, LSIS and DDPs and improving systems of feedback mechanisms, TA will be provided in the form of measures to improve the capacity of local experts in the creation and implementation of e-government. Given the importance of mass media's role in ensuring citizens involvement in the development and implementation of strategic documents, sectoral and local programs on a regular basis, the project contributes to the process of enhancing the role of mass media partnerships by increasing their capacity and organization of communication activities.

III. RESULTS AND RESOURCES FRAMEWORK

Intended outcome: Sustainable monitoring and evaluation system and implementation mechanisms in the line ministries and agencies capable to provide stable management of the government development programmes.
Outcome Indicator: Established M&E structures with strong and motivated staff, technical capacity and efficient M&E system in each line ministry and agency, which is ensuring sustainability of the government development programmes management.
Applicable MYFF service line – Pro-poor policy reforms
Partnership strategy: The project implementation process is based on close dialogue between the Government (MEDT as executing agency) and the international community under UNDP leadership.
Project title and ID (ATLAS Award ID):– Improvement of the NDS/LSIS implementation management and its monitoring and evaluation.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Improved resources alignment behind LSIS 2013-2015 priorities</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> Flagship Initiatives Action Plans are not yet ready <p><i>Success indicator:</i></p> <ul style="list-style-type: none"> The share of budgetary allocations for flagship initiatives and agreed action plan. 	<p>Target</p> <p>1. At least 60% of flagship initiatives work plans implemented by the end of 2015</p>	<p>Activity 1: Support to reflecting the budget allocation for Flagship Initiatives and agreed Work Plan</p> <p><i>1) Technical support to MEDT and DCC in preparation of Work Plan of Flagship Initiatives</i></p>	MEDT, UNDP	
		<p>a) Provision of advisory and methodological support in the creation of 11 Working Groups (WG) on the implementation of flagship initiatives</p>		
		<p>b) Provision of advisory and methodological support for the development and coordination of the draft Work Plans Flagship Initiatives (WPFI)</p>		
		<p>c) Organization and holding 11 round tables with the participation of members of the WG to discuss WP.</p>		\$3,600
		<p><i>2) Facilitation of the process for budget allocation for implementation of Flagship initiatives</i></p>		
		<p>a) Evaluation of the cost of activities and projects included in WPFI involving national experts.</p>		\$ 3,000

		<p>b) Organizing a round table with the involvement of representatives of the Ministry of Economic Development, Ministry of Finance, the State Property Committee, DCC and WG to discuss the results of the evaluation of WPMI cost and determination of extra budgetary sources of funding for the implementation of WPMI.</p>	\$ 240
		<p>c) Development of monitoring system for financing of WP implementation</p>	
		<p>d) Provision of technical assistance to the Department of Regional Development and monitoring of national programs in monitoring the progress of WP implementation</p>	\$ 30,000
		<p>3) Review of WPMI progress implementation</p>	
		<p>a) Review of WPMI progress implementation with the involvement of national experts</p>	
		<p>b) Preparation of final report on WPMI implementation</p>	
<p>Baseline:</p> <ul style="list-style-type: none"> DDPs are under-resourced for their further implementation DDP priorities are not adequately considered in the development of the local budget <p>Success indicators:</p> <ol style="list-style-type: none"> % increase in funding for the implementation of DDP (including from the government/donor/other sources) Number of DDPs reflecting the LSIS priorities 	<p>Targets</p> <ol style="list-style-type: none"> By the end of 2015 at least 50% of DDP reflect the increase in funding the implementation, including 50% from the budget of all levels of government, 20% from donors and 30% from other sources. At least 33 DDPs reflect LSIS priorities 	<p>Activity 1.2. Ensure linkage of Flagship Initiatives resources with the existing DDP</p> <p>1) Analysis of existing linkage of DDP with national budget in pilot districts.</p> <p>a) Review of the DDP implementation of the pilot districts to identify linkages with local budget with the assistance of national experts.</p> <p>b) Preparation of recommendations to improve the development of local budgets based on priorities of local DP</p>	

		<p><i>2) Activities at the local level with stakeholders to discuss the linkage of planning with budgeting</i></p>	
		<p>a) Organization and holding 11 regional workshops with local specialists of the Executive body of state power (EBSP) on ensuring linkage of resources with DDP</p>	\$27,000
		<p><i>3) Introducing changes in the provision of the Ministry of Finance on preparation of local budgets, based on DDP</i></p>	
		<p>a) Provision of assistance to the Ministry of Finance to improve the instructions for developing the drafts of local budgets on the basis of local development programs with the involvement of national consultants.</p>	\$3,000
		<p>b) Organizing and conducting workshops for 11 local specialists on the updated instruction for the development of local budget with the involvement of the Ministry of Finance experts.</p>	\$27,000
<p>Baseline:</p> <ul style="list-style-type: none"> Weak system of LSIS M&E system and linkage between MEDT and line ministries is not effective Analysis of PRS implementation (2010-2012) prepared. <p>Success indicator:</p> <p>1. Efficiency level M & E system that monitors the impact and results in the framework of the MEDT, line ministries activity.</p> <p>2. The level of analysis, which builds an information base for the National Development Strategy for 2016-2030</p>	<p>Target</p> <p>1. Effective M & E system in the Ministry of Economic Development and in line ministries and agencies is fully functional.</p> <p>2. Reporting on LSIS implementation has a deep analytical content and builds an effective information base for the development of the NDS 2016-2030.</p>	<p>1.3. Strengthening analytical capacity in MEDT and line ministries in monitoring.</p>	
		<p><i>1) Development of capacity building program in LSIS M&E.</i></p>	
		<p>a) Develop module and training materials on monitoring</p>	
		<p><i>2) Organizing and conducting 11 trainings on monitoring for the specialists of MEDT, ministries and agencies, local specialists.</i></p>	\$27,000
		<p><i>3) Provision of international consultation on introducing M&E for MEDT, ministries and agencies</i></p>	\$30,000

	4) The introduction of changes in government regulations/decrees in M&E of national strategic documents and DDP.	
	a) Assistance MEDT in updating the procedures and rules for monitoring the implementation of the mid-term strategy for the PRS, adopted the decision of the Government of the Republic of Tajikistan (No.210 dated 02.05.2008).	\$3,000
	b) Provision of advisory support to MEDT in the revision of terms of references of economic departments and divisions in monitoring of mid-term development planning documents	
	5) Reviewing the first year of LSIS implementation. Preparation of the report.	
	a) Review of the economic literature, statistics, sectoral and regional reports on LSIS monitoring	
	b) Organizing and conducting field trips to the regions to monitor the DDPs and their linkage with the national strategic documents together with the specialists of the Department of Regional Development and monitoring of the national strategic programs of MEDT.	\$27,000
	c) Preparation of a report on the review of the first year of LSIS implementation.	
	d) Organizing and holding development forums	\$30,000
	6) Reviewing the second year of LSIS implementation. Preparation of the report.	
	a) Review of the economic literature, statistics, sectoral and regional reports on LSIS monitoring.	

	b) Organizing and conducting field trips to the regions to monitor the DDPs and their linkage with the national strategic documents together with the specialists of the Department of Regional Development and monitoring of the national strategic programs of MEDT.	\$14,000
	c) Preparation of a report on the review of the second year of LSIS implementation.	
	7) Review and development of NDS for 2016-2030	\$54,000
	a) Development and formulation of an action plan and organizational structure to develop a new NDS for 2016 - 2030.	
	b) International consultant.	\$30,000
	c) Review and evaluation of the implementation of the NDS to 2015 and preparation of the final report.	
	d) Conducting round tables, seminars and conferences to discuss the results of the NDS to 2015.	\$27,500
	e) Creation of a working group on drafting of the NDS (recruitment and selection of international and national consultants)	\$60,000
	f) Development of sections of the NDS to 2016-2030 and integration into a single document.	
	g) Conducting round tables with the participation of line ministries to discuss the developed sections of the NDS.	\$2,000
	h) Further development of the sections of the NDS with the comments received from the ministries and agencies involved in the development and implementation of the NDS/LSIS, Development partners and other stakeholders	
	i) Approval of NDS for 2016-2030.	

<p>Baseline:</p> <ul style="list-style-type: none"> Imperfect system of citizens' feedback mechanism for NDS, LSIS and DDP. <p>Success indicator:</p> <ul style="list-style-type: none"> Number of publications and programs organized by the media, which supports public opinion and satisfaction with the LSIS/NDS and local development programmes implementation 	<p>Target</p> <p>1. At least 46 different activities that support public opinion and satisfaction with the implementation of the NDS/LSIS and local development programs, organized and conducted by the media.</p>	<p>Activity 1.4. Improving the citizens' feedback mechanism on the implementation of the NDS, LSIS and DDP.</p>			
		<p><i>1) Building the capacity of local experts in the implementation of e-government.</i></p>			
		<p>a) Development of training module and materials involving the national expert.</p>			\$2,600
		<p>b) Organizing and conducting 11 workshops for local specialists to implement the of e-government system with the involvement of national expert.</p>			\$27,000
		<p><i>2) Installation of the equipment and launch of e-government system to receive public opinion on the implementation of the NDS/PRS.</i></p>			\$52,000
		<p><i>3) Support partnership with mass media.</i></p>			\$20,000
		<p><i>4) Build capacity of mass media on LSIS and NDS implementation</i></p>			\$10,000
				<i>Administrative costs</i>	\$162,949
				<i>Project expenditures</i>	\$509,940
		GMS (7%)	\$47,102		
		TOTAL:	\$719,991		

IV. WORK PLAN

Year: 2013 (October - December)

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (GBP)		
<i>CPAP Output:</i> Output 3- Ensuring government authorities capacity at national and local levels to implement democratic governance practices, and effectively and strategically plan, finance and implement initiatives.											
<i>Output 1:</i> Successful alignment of resources behind LSIS priorities											
<p>Baseline:</p> <ul style="list-style-type: none"> - Flagship Initiatives Action Plans are not yet ready - Budget allocation is not yet clear for Flagship Initiatives from various sources - The LSIS M&E system is weak and the link between MEDT and line ministries is not effective - Analysis of first year LSIS (2013-15) implementation are not available <p>Indicators:</p> <p>1.1. Number of created Working Groups</p> <p>1.2. Drafted Work Plans Flagship Initiatives.</p> <p>1.3. Drafted the structure of first year LSIS implementation review paper</p>	<p>Activity 1: Support to reflecting the budget allocation for Flagship Initiatives and agreed Work Plans</p> <p>1) Technical support to MEDT and DCC in preparation of Work Plans of Flagship Initiatives (round tables, discussions, working sessions)</p> <ul style="list-style-type: none"> • a) Providing consulting and methodological support in the creation of 11 Working Groups (WG) on the implementation of flagship initiatives • b) Providing consulting and methodological support for the development and coordination of the draft Work Plans Flagship Initiatives (WPF1) • c) Organization and conduction 11 round tables 				X	<p>MEDT UNDP Contractors, Involved national and International organizations, Sector and regional structures</p>		Local Consultants	3989		
										Contractual Services – Individ	8778
								X		Capital Assets	17162
										Maint of Other Equip	1397
										Miscellaneous Expenses	2475
										Round tables	34718
										Translator	3989
										Edition/publication	7584

<p>1.4. Number of trained MEDT and line ministries staff, local specialists on new reporting format of implementation LSIS.</p> <p>1.5. Number of local specialists covered by working session on improvement of monitoring DDP and ensuring its linkage with the national strategic documents</p> <p>Quarterly targets for Oct.-Dec. 2013</p>	<p>with the participation of members of the WG to discuss the WPF.</p> <ul style="list-style-type: none"> 2) Facilitation of the process for budget allocation for implementation of Work Plans of Flagship initiatives. d) Provide technical assistance to the Department of territorial development and monitoring of national programs of MEDT in monitoring the implementation of WP 							Facilities and Administration (7%)	5605
<p>1.1 Working Groups (WG) on the implementation of flagship initiatives are created</p> <p>1.2. At least 2 drafted Work Plans Flagship Initiatives</p> <p>1.3. The structure of first year LSIS implementation review paper are available.</p> <p>1.4. Analytical skills and capacity of MEDT and line ministries staff, local specialists on new reporting format of implementation LSIS are improved.</p> <p>1.5. Local specialists are able to better understand the linkage between Flagship Initiatives and the national strategic documents</p>	<p>Activity 2: Strengthening the monitoring and analytical capacity in MEDT and line ministries (Log frame: Output indicator 1.4 and 1.5).</p> <p>1. Design of capacity development programme on M&E for LSIS</p> <ul style="list-style-type: none"> a) Development of the module and training materials on monitoring <p>5. Review of the first year of LSIS implementation. Preparation of the report.</p> <ul style="list-style-type: none"> a) Review of the economic literature, statistics, sectoral and regional reports on LSIS monitoring b) Organizing and conducting field vizits to the regions to monitor the DDP and its linkage with the national strategic documents with the participation of specialists of the territorial development and monitoring of the national strategic programs MEDT 				X				
								Total Activity 1	\$ 85697
								Local Consultants	3989
								Contractual Services – Individ	7978
								Capital Assets	16768
								Travel	13173
								Training, Workshops and working sessions	39702
								Rental & Maint of Equipment and car	3390
								Miscellaneous Expenses	1984
								Translator	4592
								Edition/publication	5984

	<ul style="list-style-type: none"> c) Preparation of the report on the review of the first year of the LSIS d) Provide technical assistance in the organization and conduction session National Development Council under President of the Republic of Tajikistan and Development Forum of Tajikistan 							Facilities and Administration (7%)	6829
								Total activity 3.	\$104389
TOTAL for 2013								\$190086	

V. MANAGEMENT ARRANGEMENTS

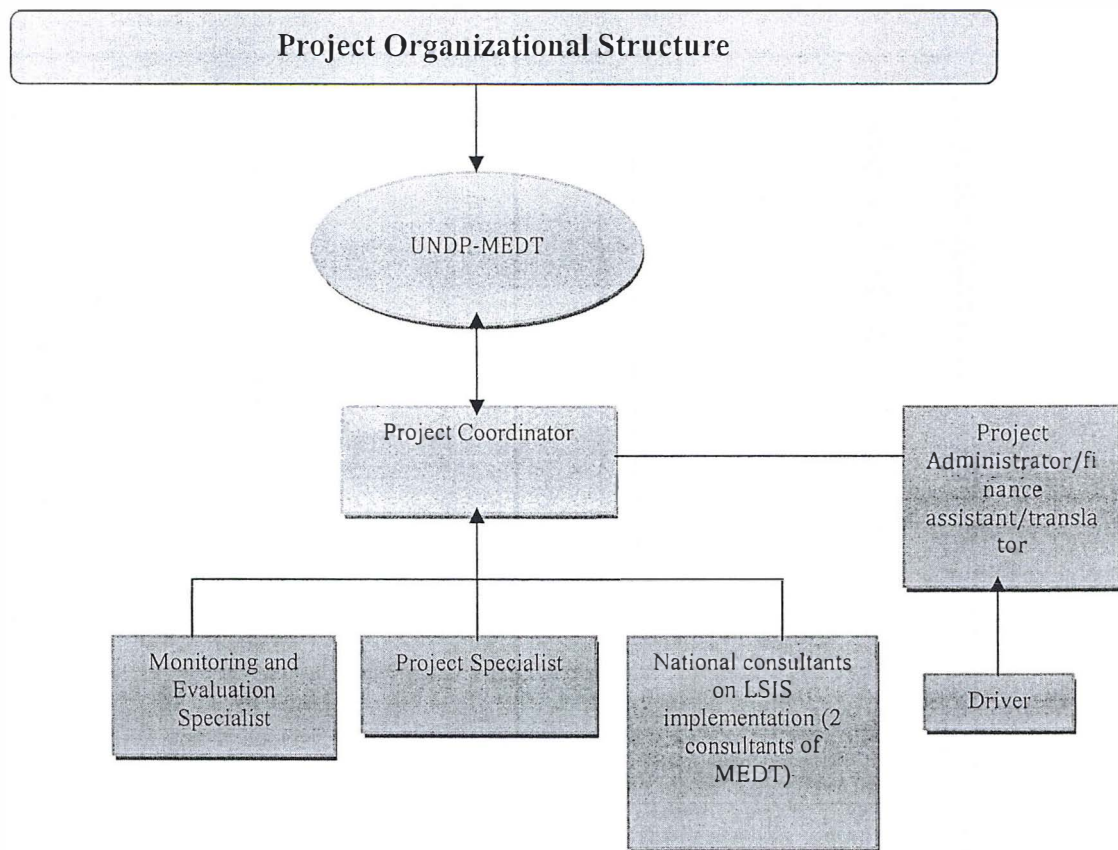
MEDT will be the Implementing Partner and Beneficiary, with substantive implementation support provided by the UNDP Country Office. In its capacity as Implementing Partner, MEDT will be responsible for overall project management under strict oversight of UNDP. UNDP will facilitate procurement above \$10,000 in accordance with its rules and regulations. Procurement under \$10,000 will be delegated to MEDT under direct supervision of UNDP. MEDT will ensure that procurement and contracting will be consistent with UNDP Rules and Procedures. As the Implementing Partner, MEDT will also be responsible for the facilitation of all international consultant missions undertaken under the project. UNDP will provide support and services as detailed in the project annual and quarterly work plans. The transfer of assets' ownership to MEDT will be made upon completion of the project in accordance with the relevant policies and procedures of UNDP.

The project "Improving management and M&E of NDS/LSIS" will have a Project Coordinator. The Component Coordinator will be responsible for project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, and closely coordinating project activities with relevant Government institutions. This work will include the reception of reports and holding regular consultations with project stakeholders.

Under the direct guidance and supervision of the Component Coordinator as well as MEDT, a Monitoring and Evaluation Specialist will perform activities related to the M&E of Project indicators and LSIS implementation processes in cooperation with the line ministries. She/he will provide analytical services ensuring the high quality, accuracy and consistency of work. All necessary support to the Monitoring and Evaluation Specialist will be provided by UNDP office in Dushanbe and MEDT. Under the direct guidance and supervision of the Component Coordinator, a Project Specialist will be responsible for performing a detailed review and analysis of key project outcomes achievements, as well as facilitation of Flagship Initiatives, provision of advisory and methodological support on the development and implementation of long and mid-term national development strategies, sectoral and regional programmes for the representatives of state structures, civil society and private sector, analysis of linkage of resource provision with local development programs.

The Project assistant will be responsible for activities related to data collection and analysis under the Project. In addition, the project will hire two national consultants, who will provide support to the project team in the effective implementation of expected tasks, and also provision of advisory and methodological support to national and local specialists, and also to the project specialist.

The project group members will be stationed in MEDT. The United Nations Communities development program and area offices of UNDP will provide administrative services and support, as necessary. Local and international consulting services will be procured as necessary in line with rules and provisions of UNDP.



The project will be subject to an independent audit as required by UNDP/National Implementation Module Guidelines. UNDP standards and regulations on monitoring and evaluation will be used for measuring project implementation and achievement of results. Monitoring and evaluation will be organized by project staff and any external consultants upon requests from donors or UNDP.

Monitoring and evaluation matrix was developed by project staff, which further will be used as an instrument for inspection of project implementation progress and expected results' achievement.

Reports on the project will be prepared by the project specialists under the direct supervision of the Project coordinator and submitted to UNDP management on a quarterly and semi-annual basis. The project team will also prepare annual reports and the final report. Reports may be submitted to the Ministry of Economic Development upon request.

VI. MONITORING AND EVALUATION FRAMEWORK

Department for International Development will receive 6 monthly progress reports, based on the project logframe, and will participate in an Annual Steering Committee meeting on the project. A final evaluation will be conducted on after completion of the project. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

- Based on the initial risk analysis submitted (see annex), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- Quarterly Progress Reports (QPRs) reflecting all aspects of project implementation will be prepared and submitted to UNDP.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

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

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Tajikistan and UNDP, signed on December 3, 1993.

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”.

ANNEX I

Risk Analysis:
ANNEX I – PROJECT RISKS MATRIX

Project Title: Support for Effective Coordination and Motoring of External Aid	Contract IN:	Date: September 2013
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#	Description	Date identified	Type	Impact (I) and Probability (P)	Counter-measures/Management response	Author	Submitted, updated	Last update	Status
1	Change in MEDT leadership	September 2013	Organizational Political Strategic	The risk occurrence could seriously limit the impact of the project success. If occurred, the project will not be able to achieve its results P=3 I=5	The political situation will be thoroughly assessed and contingency plan will be developed.	Mirzo Olimov	Mirzo Olimov		
2	High staff turnover within MEDT and other relevant Government bodies/departments impedes efficient and sustainable institutional capacity building	September 2013	Organizational Strategic	The risk occurrence could impact the effectiveness of project activity and sustainability 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. Coordination and taking measures together with MEDT on reducing the staff turnover	Mirzo Olimov	Mirzo Olimov		
3	The currency fluctuation may result in lack of resources for the project activities	September 2013	Financial	The risk occurrence will force the downscaling of certain project activities P=3 I=3	Contingency and emergency situations planning in the preparation of key project activities budget.	Mirzo Olimov	Mirzo Olimov		
4	The work of MEDT experts, who contribute to the project	September 2013	Organizational	The risk occurrence will negatively impact the quality of provided	Selected experts will be thoroughly briefed on the requirements for	Mirzo Olimov	Mirzo Olimov		

#	Description	Date identified	Type	Impact (I) and Probability (P)	Counter-measures/Management response	Author	Submitted, updated	Last update	Status
	implementation is not paid as the work of consultants, but is regarded as partnership. This may limit their interest and commitment on the quality of provided services			services on capacity building and will increase the work load on the project staff P=4 I=4	participation in the project and the quality of the expected results.				
5	Timely achievement of results is under the threat due to lack of participation of target groups on the improvement of sectoral and regional coordination	September 2013	Organizational	The risk may have negative impact on the quality of the results achieved and increase the workload of the project staff P=4 I=4	Project activities will be carried out in close cooperation with the target group for which relevant activities and advocacy will be carried out, which will ensure their engaged participation	Mirzo Olimov	Mirzo Olimov		