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PROJECT DOCUMENT
UNDP Tajikistan

Project Title: Improved Access to Public Services (IAPS) through Civil Registry Reform

Project Number: 00123810

Implementing Partner: United Nation Development Programme (UNDP) in Tajikistan

Start Date: 1 November 2022

End Date: 31 October 2026

PAC¹ Meeting date: 8 November 2022

Brief Description

UNDP will continue building on the success of the ongoing "Support to Civil Registration System Reform" project funded by the Swiss Development Cooperation Agency and through the EU-funded project will support the implementation of the civil registry reform, which has strong linkages to basic service provisions in the health and education sectors. It will address the need to systematically collect basic vital statistics and the integration of data systems in view of improved planning and budgeting. Through supporting the integration of the CRS with other e-systems, the programme will set the basis for e-governance. The project will also seek to develop a digitalised system of archiving historical records, allowing for the population to timely access their documents.

The impact or overall objective of this project is to improve the accessibility of basic public services for rights-holders. The outcome or specific objective is a public administration offering digitalised and integrated public services, ensuring transparency and accountability for all rights-holders. Three outputs will contribute to achieving the objectives. Output 1: Civil Registry System is integrated with the electronic data systems of other state institutions; Output 2: Civil Registry System is optimised and capable of delivering quality services to the rights-holders; Output 3: Civil Registry Offices are enabled to complete the digitalisation of historical civil registry acts.

Contributing Outcome:

Country Programme Document for Tajikistan (2023-2026): Outcome 4. People-centred governance and rule of law

United Nations Sustainable Development Cooperation Framework for Tajikistan (2023-2026): Outcome 4. People-centred governance and rule of law

Indicative Output(s) with gender marker²: GEN2

Total resources required:	US\$ 9,670,987	
Total resources allocated:	UNDP TRAC:	-
	Donor:	US\$ 9,670,987 (€9,700,000 EURO, UNORE 1.003 as of 1 Nov 2022)
	Government:	-
	In-Kind:	-
Unfunded:	-	

Agreed by (signatures):

Government	UNDP (Implementing Partner)
 Mr. Muzaffar Ashuriyon , Minister of Justice of the Republic of Tajikistan Date:	 Mr. Lenni Montiel , UNDP Resident Representative in Tajikistan Date:

¹ PAC – Project Appraisal Committee

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE

Tajikistan, the poorest country in Central Asia and one of the world most remittance-dependent countries (around 29% of Gross Domestic Product in 2018)², is a low-income country, which ranks 78 (out of 165 countries) in the SDG Index Dashboard Report of 2020.³ Over the past decade, Tajikistan has made steady progress in terms of poverty reduction and economic growth. Between 2000 and 2019, the poverty rate fell from 83% to 26.3% of the population, while the economy grew at an average rate of 7% per year.⁴ However, there are significant variations in the poverty rate between rural 30.2% and urban 21.5% communities.⁵ Tajikistan has a rapidly growing population (2.5% per annum), which as of 1 June 2020 stood at 9,520,572,⁶ double what it was in 1985; by 2050, the forecast is 16,000,000. The low median age of 22.1 years has direct impact on socio-economic development, particularly the job market. The unemployment rate in Tajikistan stood at 11.08% in 2019, showing an increase from 10.92% in 2018.⁷ While the COVID-19 pandemic severely affected the socio-economic well-being of the population, Tajikistan's economy has been experiencing a fast recovery. According to official estimates, real GDP grew by 8.7 percent year over year in the first half of 2021 after growth slowed to 4.5 percent in 2020. The gradual opening of air traffic with Russia stimulated the inflow of migrant remittances and supported the recovery of household consumption.⁸ Tajikistan's Human Development Index value for 2019 is 0.668 positioning it at 125 out of 189 countries and territories.⁹

A hurdle for the Government to plan and budget relates to statistics and data management. Lack of integration of the different services producing data on vital life events is a significant obstacle to obtaining reliable statistics on human development. This affects reporting on SDG progress and also undermines decision-making based on analysis of data. Around 20% of citizens of Tajikistan lack registration documents, especially in remote areas; an estimated 25% of births (50,000 out of 200,000 annually) are not immediately registered, which has implications on access to health, education and social protection. Lack of registration documents remains a challenge for families left behind by migrant workers, who, in the case of dissolution of marriage, face challenges to reassert their rights. Similarly, lack of documentation is a challenge for children and young women to protect their rights when it comes to combating human trafficking or preventing domestic violence. The post-Soviet and post-war context have shown an increase in early marriages, polygamy, labour exploitation and women's restricted public lives.

Moreover, the lack of basic statistics leads to disenfranchisement of large segments of the population. Persons with disabilities are particularly vulnerable to human rights violations when it comes to their access to education, the labour market, health care and social security. Women and girls with disabilities often face multiple forms of discrimination based on their gender and poverty, in addition to their disability, as the Committee on the Elimination of Discrimination against Women (CEDAW) has raised it in 2013 and 2018.¹⁰

Corruption, including bribe seeking, is widespread and under-resourcing does not only lead to poor services, but also increases the likelihood of corruption. Measures taken to combat the same include the adoption of the procedure to analyse corruption risks in organizations (government decision No. 465 of 28/10/2016), stiffening of sanctions for bribe-taking and the implementation of the OECD's recommendations under the 2018–2019 Istanbul Anti-corruption Project

² World Bank. 2019. World Development Indicators. Washington, DC. World Bank Group.

³ <https://dashboards.sdgindex.org/rankings>

⁴ <https://www.worldbank.org/en/country/tajikistan/overview>

⁵ <https://www.worldbank.org/en/news/infographic/2019/10/17/poverty-in-tajikistan-2019>

⁶ <https://www.worldometers.info/world-population/tajikistan-population/>

⁷ <https://www.statista.com/statistics/809023/unemployment-rate-in-tajikistan/>

⁸ <https://www.worldbank.org/en/search?q=tajikistan¤tTab=1>

⁹ <http://hdr.undp.org/sites/default/files/Country-Profiles/TJK.pdf>

¹⁰ <https://iphonline.org/wp-content/uploads/2018/12/Tj-disabilities-report-updated-compressed.pdf>

Plan.¹¹ These measures have already yielded some benefits. In 2019 Tajikistan received a score of 25/100 on Transparency International's Corruption Perception Index 2019, ranking it 153/180 countries, demonstrating a general improvement from previous years.¹²

Policy Framework (Global, EU)

At a global level, the proposed project supports the *2030 Agenda for Sustainable Development*, with the pledge to *leave no one behind*. Tajikistan has ratified several international conventions, including the *International Covenant on Civil and Political Rights* and the *Convention on the Rights of the Child* (ratification in 1993), establishing the legal commitments regarding the right to a name, nationality, education, health, the rights to vote and to be elected. The country has signed but not yet ratified the *Convention on the Rights of Persons with Disabilities*. This project will help reinforce these commitments.

In terms of alignment to EU policy documents, the project will contribute to the *EU's Gender Project Plan* (GAP II 2016-2020). By promoting digital technologies and services to foster socio-economic development, the project is also in line with *European Consensus for Development*. The project will work further towards this objective by pursuing the EU's *Digital4Development (D4D)* approach in Asia. The D4D Approach aims at mainstreaming digital technologies into EU development policy. Given its crosscutting nature, digitalisation is seen as a key aspect in improving access and quality of public services. The EU's vision of digitalisation is also embedded in the *Euro-Asian Connectivity Strategy* (December 2018), which argues that digital connectivity should be sustainable, comprehensive and rules-based, with respect to matters such as data sovereignty, data protection and privacy.

A more recent EU policy in the area of digitalisation is the European Commission's *Digital Package* released in February 2020, which includes a Communication on Shaping Europe's digital future and the main principles of the Global Digital Cooperation Strategy under preparation. These policies lay down the EU's ambition to promote worldwide a peaceful, secure and open ICT environment based on a human centric approach to data and technology.¹³ In this context, it is a high priority to address cyber-security threats and protect human rights and freedoms off- and online, including providing the highest standards for data privacy, protection and security. Also of crucial importance to the EU policy framework relevant for this Project are the *General Data Protection Regulation (GDPR)*, the *Directive on security of network and information systems (NIS Directive)* and the international *Budapest Convention on Cybercrime*.

Operationally speaking, the project is guided by the *Multiannual Indicative Programme (MIP) 2014-2020* for Tajikistan, with the overall objective being poverty reduction through the promotion of sustainable development and economic growth, focusing on support to education, health and rural development. This project will help provide an accessible and efficient CRS, which will support national planning, the design of socio-economic policies and sector resources allocation. It is thus particularly aligned with the MIP focal sectors of 'Health' and 'Education'.

Public Policy Analysis of the partner country/region

The registration of civil acts is based on the *Constitution of the Republic of Tajikistan* and regulated by the *Family Code*, the *Law on State Registration of Acts of Civil Status* (hereinafter the CROs Law,¹⁴ Government Decree N77) and other normative-legal acts as well as international legal acts recognised by the Republic of Tajikistan.

¹¹ Human Rights Committee, Concluding observations on the third periodic report of Tajikistan, OHCHR, https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CCPR/C/TJK/CO/3&Lang=F

¹² <https://www.transparency.org/en/countries/tajikistan#>

¹³ The vision is based on the EU values and standards which aim at granting an adequate level of citizen protection from abuse, limitations to freedom of speech and access to online resources and networks, universal application of privacy, data protection and data security by design principles.

¹⁴ ZAGS – Zapis Actov Grajdansogo Sostoyaniya (Russian name for Civil Registration Office) and the terminology used when referring to the Civil Registry System Reform process.

To translate the legal provisions into project, the Ministry of Justice (MoJ) launched the *National Civil Registry Reform Programme 2014-2019*, which envisaged to enhance the legal framework, introduce instructions and by-laws, simplify and streamline procedures, and establish a fully electronic system of civil registration and digitalised archives. As per the Order of the President, all 68 CR offices will be located in standalone, renovated and '*designed for purpose*' buildings where they will be able to have front and back offices. Furthermore, the programme envisaged comprehensive training for civil registration officers as well as information campaigns to raise the population's awareness. These ambitious reforms have only been partially realised and a *new draft National CR Reform Programme 2021-2025* was developed. This was endorsed by line ministries, and while not formally adopted, the commitments have been translated and will be implemented through the adoption of Annual Action Plans.

Also envisaged are the introduction of new information and communication technologies, improvement of the quality of civil registration, integration of E-Systems and data exchange, and monitoring strategies for achieving results. This Programme translates the Government's commitment towards progressive achievement of the 2030 Agenda and the Sustainable Development Goals (SDGs), in particular SDGs 16 and 17 while also contributing to SDGs 3, 4, 5 and 10 (see also 2.3).

The Government has shown commitment for digitalising, although its capacity to undertake structural reforms without support from the international community is limited. In March 2019 interest was expressed to participate in the World Bank's (WB) regional Digital CASA programme (see also 3.3) and negotiations are on-going. In December 2019, the '*Concept of Digital Economy of the Republic of Tajikistan*' was adopted through Government Decree N642. The Ministry of Economic Development and Trade is currently working on the '*Roadmap of Digital Economy Development in Tajikistan*' which was anticipated to be adopted by Autumn 2020, but which has been delayed due to the Covid-19 context and is still pending adoption.

This project will also be based on the national framework for gender equality, specifically the Law on State Guarantees of Equal Rights and Opportunities for Men and Women, and other laws aiming at protecting women's rights and security, such as those combating human trafficking, preventing domestic violence, and raising the legal age of marriage to 18 years. A national gender policy was passed in 2010. The National Strategy for Enhancing the Role of Women in the Republic of Tajikistan lists concrete projects to improve women's rights.

In 2017, the Government of Tajikistan launched the multi-sectoral "National Programme on Rehabilitation of Persons with Disabilities for 2017-2020" (resolution number 455 of 28 October 2016). This multi-sectoral national programme provides a medium-term vision and roadmap regarding the rights of persons with disabilities, access to quality rehabilitation services and assistive products and supports universal health care in Tajikistan up to 2020.

Problem analysis/priority areas for support

A real demographic picture of Tajikistan's population does not exist, largely due to conflicting data obtained by different entities such as the MoJ, Ministry of Health and Social Protection (MoHSP) and the Agency on Statistics. The data produced has little reliability, which is demonstrated by the gap in birth records between the MoHSP (200,000 HMIS recorded births) and the MoJ (150,000 births registered).¹⁵ These variations have implications on access to health, education and social protection, but also challenge the State at central and local level to design effective socio-economic policies that address key structural development issues. Lack of registration documents is also problematic for families, specifically women and mothers left behind by migrant workers, who at times face challenges to re/assert their rights. The gender dimension of civil registration is key for identifying needs of women in the most vulnerable situations, including women/heads of households, single women, and people with disabilities for planning purposes,

¹⁵ Source: Meeting between UNDP and the Ministry of Justice, Deputy Minister. (30 April 2019).

and for enabling the most excluded to enjoy their economic, social and political rights, and play an active role in their communities.¹⁶

Since 2016, UNDP supported by SDC has been implementing the *Support to Civil Registry Reform Project*, which seeks to address some of the gaps and challenges in the CRS. The UNDP/SDC project has identified structural and functional weaknesses within the CRS, which this EU funded project seeks to address.

For example, there are a number of entities requiring data exchange on vital statistics to be received from the CRS. Among them the Ministry of Health and Social Protection, which keeps its own vital birth and death statistics, the Ministry of Education, and the Ministry of Foreign Affairs (MoFA) and Ministry of Internal Affairs (MoIA). The latter two share the responsibility for issuing passports at age 16, at which point the applicant also receives a Unique Identification Number (UIN). Integrating the systems of Civil Registration, MoHSP and MoFA would be a breakthrough because the UINs would be issued at birth, registering the new-born without delay in the CRS, hence avoiding late registration of children.¹⁷

Out-dated work practices in civil registry offices (CRO) make it difficult to provide quality services to the population. Apart from the pilot front and back-office model CROs in Kulyab and Rudaki, which are being supported through the UNDP/SDC project, there is no division between front and back-office services, causing long waiting times. From 2019, by Order of the President, all new CRO will be built according to front and back-office model.

The front and back-office service delivery model planned through the MoJ Reform Plan of CR envisages optimization and improving service delivery. The components towards achieving the vision are:

- (i) Division of office space into front and back offices plus separate waiting zone and queue management system for citizens, which is seldom available in most CR Offices currently. Front offices serve as an interface (channel) for interaction with citizens, while the back office is purely responsible for registration and document management.
- (ii) Division (or combining) of functions and responsibilities of front and back offices. Front offices receive applications and requests from citizens and at the end provide ready certificates and other documents to citizens. The back-office processes application with supporting documents, conduct registration and issue certificates using the digital information system CROIS2.

The value and benefits are on creating customer/citizen-centered or citizen-friendly environment in CR Offices with introducing waiting zones, a queue management system and front offices for citizens. The queue management system and front office will allow faster and more transparent service delivery compared to the traditional door-based mechanism.

It should be noted that the project is aware of the pure one-stop-shop model, which usually covers more than one public service from different agencies and areas, and with different service delivery/communication channels (e.g. online application). There is a vision in Tajikistan to introduce this and the project is closely monitoring the situation with the e-Government agenda of the country and in particular introducing electronic public services. In such a positive scenario the experience of introducing the front and back-office model in CR offices might be expanded and/or integrated with electronic public services (e-Government public services). Hereinafter in this document and annexes, other annexes (e.g. budget) the term “front and back-office” will be used.

¹⁶ ‘Support to Civil Registration System Reform in Tajikistan’ Project,
<https://www.ungm.org/UNUser/Documents/DownloadPublicDocument?docId=780300>

¹⁷ Gap in records between the MoHSP (200,000 HMIS recorded births) and the MoJ (150,000 births registered).

Additional problems include inconsistent procedures of archiving, shortage of specialists and lack of modern equipment add to the inefficiencies. A lack of physical and chemical means for storing documents complicates the processing and restoration of documents.

Depending on geographic location, the average volume and capacity of CR offices is from 20 to 25 people per day served by each CRO. This number includes the referred citizens from jamoats as well as those coming directly to the CRO. For instance, late birth registration after one year shall be applied to the district level of the CRO. Depending on the geographical location of district, on average of six jamoats are reporting to each CRO. 70% of vital life events are registered at *jamoat* level, which is a self-governing body at a low local level¹⁸ and 405/427 have a civil registry mandate. The staff carrying out this task is entrusted with a variety of functions and insufficient training is resulting in a large number of incorrect records. To adequately respond to this challenge, the MoJ is envisaging placing a dedicated civil registry staff member in each of the 405 *jamoats* that have responsibility for civil registration, to ensure harmonized civil registration.

As per applicable legislation, civil registration records are to be kept for 75 years and according to the MoJ, this covers currently more than 25 million historical records, which are kept in Civil Registry archives. Many were severely damaged during the period of the civil war (1992 – 1997) and require restoration. There are frequent discrepancies between first copies (archived at district level) and second copies (archived at regional and central level), which causes difficulties for citizens when applying to register a civil act or for a passport. Under the SDC/UNDP project, a pilot for archive digitalisation is being rolled out, which includes 168,000 first and 10,000 second copies. The pilot will assess the cost and time required for full digitalisation of the archives. (See further section on partnerships)

A digitalised civil registry can be seen as a prerequisite for a future e-governance infrastructure, offering more effective public services. A comprehensive and universal CRS creates a digital cornerstone to build upon more specific e-services while removing duplication, decreasing the administrative burden and solving other related challenges found in conventional management systems.

COVID-19 Context

Since 2020, Tajikistan, like the rest of the world, has been exposed to the COVID-19 pandemic, and in Tajikistan, this global challenge accelerated the digital transformation of operations. Both the Ministry of Justice and the SDC funded CR Project started seeking additional digital interventions to ensure uninterrupted service delivery to the population by CR offices. For example, mobile applications to inform the CR offices about new births and receive notification on the status of the case have been agreed to be piloted as a response to COVID-19. Distance payment for CR services, the website, and an online learning platform for CR staff are among other commitments made in response to Covid-19. Because of Covid-19 and the political will of the President to digitize processes and particularly the public sector, the government became even more interested and committed to CRR. This creates an additional opportunity for the project and its partners` political will to initiate interventions related to policy and technical reforms enabling remote/distance work.

In June 2019, the United Nations launched the UN Legal Identity Agenda (UN LIA), which was officially endorsed in March 2020. It builds on the existing international methodological framework on civil registration and vital statistics and consists of a holistic approach to civil registration, vital statistics and identity management. The UN Legal Identity Task Force, co-chaired by the UN Statistics Division/DESA, UNDP and the United Nations Children’s Fund (UNICEF), and with United Nations Economic Commission for Africa (UNECA) and United Nations Economic and Social Commission for Asia Pacific (UNESCAP) is spearheading the implementation of UN LIA in their respective regions, and launched a short survey in order to assess the impact of the COVID-19 pandemic on the functioning of civil registration worldwide, to provide information regarding national solutions and a forum for exchange of experiences. Based on the replies from

¹⁸ Jamoats are the third-level administrative divisions, similar to communes or municipalities. In total there are 427 jamoats and 405 of them are authorized to carry out civil acts registration.

the countries, recommendations for civil registration authorities are issued by the United Nations Legal Identity Agenda Task Force with the support of, and contributions by, UNECA, UNESCAP and the Pacific Community (SPC), to ensure operational continuity during COVID-19 and allow for the continued production of comprehensive vital statistics. The project will regularly track these developments and recommendations, ensuring that the project's response is in line with international standards and best practices.¹⁹

II. STRATEGY

The project will be implemented by UNDP and will assist the Government in improving state services related to civil registration, through digitalisation and integration with other public services. Only the state can deliver these services. Therefore, the project will work within the system and will not create any parallel structures. The main role of the project will be to facilitate and accompany the Government and particularly the Ministry of Justice in realising the planned reform of the Civil Registry System. In addition to the technical advisory tasks, the project will assume certain implementation tasks, mostly related to building local knowledge and skills and transferring of good international policies and practices. The project will provide information, capacity development, methodological and thematic advice, institutional development and advocacy support as needed.

The project strategy seeks to make civil registry institutions and mechanisms more responsive to the populations' needs, and more functional, accessible and affordable by developing capacities among the relevant institutions and stakeholders and by simplifying and standardising the processes. This will include more refined capacity development approaches and creating strategic partnerships and interconnectivity with other institutions, such as the Agency on Statistics under the President of the Republic of Tajikistan, the Agency on Social Insurance and Pensions, the Ministry of Foreign Affairs, Ministry of Health and Social Protection, Ministry of Education and the Ministry of Internal Affairs. It will also include targeted capacity development of civil registry officers and expansion of the front and back-office approach designed to provide integrated service delivery. Finally, an electronic system of archiving will be developed, allowing the population to easily access their historical civil registry documents.

As per its mandate, UNDP will mainstream gender issues throughout the project. Women's participation and meaningful contribution to the policy formulation, implementation and monitoring and decision making for the public service delivery in the area of civil registration are critical in achieving improved services and holding service providers accountable.

To achieve this, a strategic intervention and complex project at the legislative and policy, institutional and service level is vital.

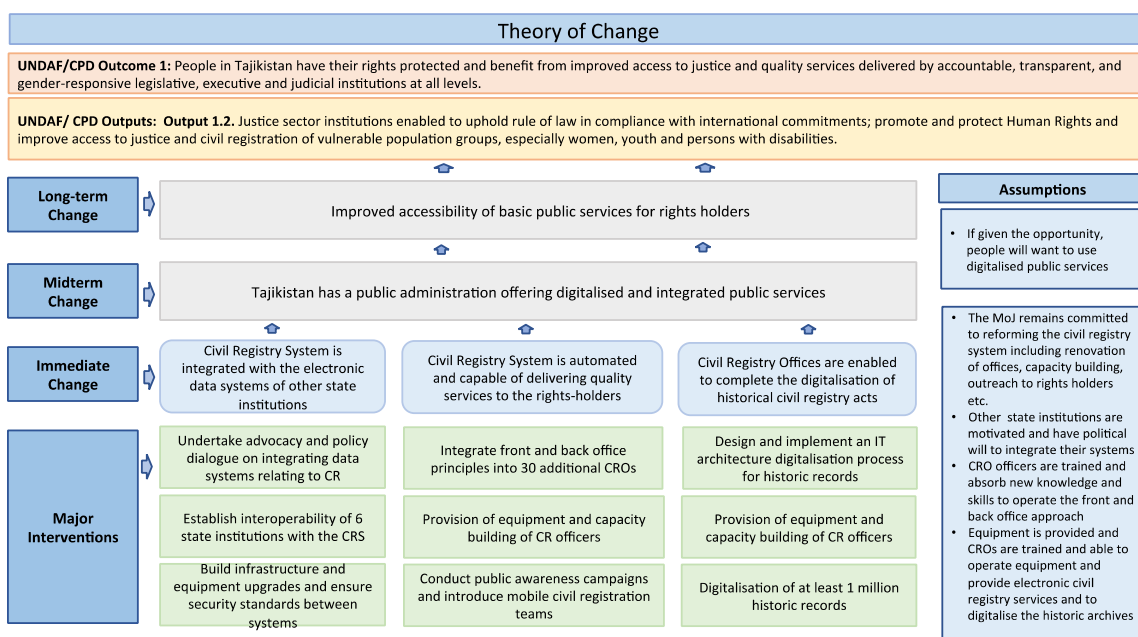
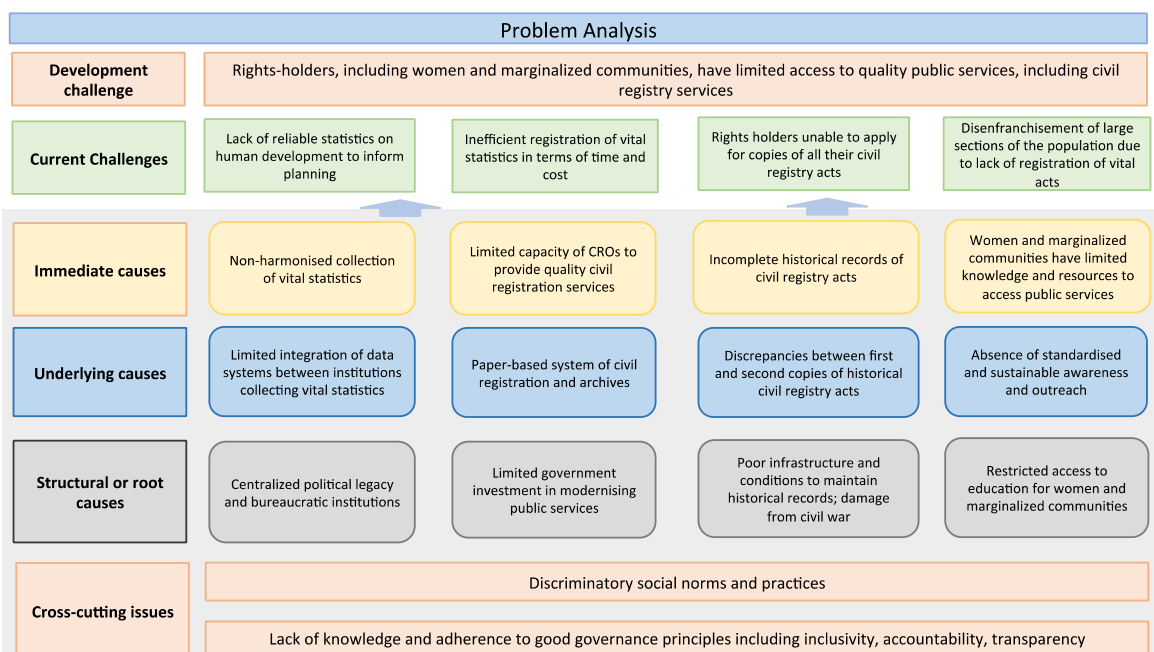
Thus, the **theory of change** reads as follows:

If the civil registry system is compatible with and accessible to electronic data systems of other state institutions; and if the system is optimised and capable of delivering quality services to rights-holders; and if civil registry offices are enabled to complete the digitalisation of historical civil registry acts, then the public administration will be able to offer digitalised and integrated public services, ensuring transparency and accountability for all rights-holders, and improved accessibility of basic public services for the people.

Crosscutting each of the focus areas will be the issues of governance and gender and ensuring that men and women benefit equally from the interventions – see below under 2.2.

A problem analysis and theory of change, identifying the solutions pathway and assumptions are illustrated below:

¹⁹ See further <https://unstats.un.org/legal-identity-agenda/COVID-19/>



Intervention Logic

The intervention logic of the proposed project covers at the level of **immediate change** which to high extend is under the control of the project which assumes that the CRS is effectively managed and provides quality, affordable and accessible services to the population and vital statistics for the State; that the CRS is integrated with other government E-Systems, and that fully digitalised archives are established. If these assumptions are met, then the basis for the enfranchisement of large segments of the population has been set, ensuring rights of access to public services, social protection and human rights as well as reliable demographical, civil and socio-economic data are made available for planning and budgeting. Creating an inter-connected and interoperable civil registry and vital statistics system will

improve governance through securing individuals with recognition of their legal identity and will generate statistics on population dynamics on a continuous basis for the country as a whole and at the local level for its administrative subdivisions so that decision-makers are able to use this for national development policy formulation, planning and implementation and monitoring.

It is assumed that the Government of Tajikistan maintains a common vision and plan on civil registry reform, with the MoJ remaining the driving force to implement the same, and that the involvement of other state institutions in the interconnectivity and interoperability of the CRS with other E-Systems is properly supervised and followed-up with the Inter-agency Working Group playing a central role. Vital for the success of the proposed project is also the assumption that the Government will maintain allocations from the state budget, which secures sustainability and further expansion of CRO being built and renovated and technical and software updates being performed. Finally, it is assumed that staff turnover can be absorbed by the institution and that there will be sufficient Internet connectivity to support the system.

In response to the lessons learned from the first phase of implementation of the SDC/UNDP Civil Registry Reform Project, it is assumed that the necessary engagement and coordination with different state institutions, especially the Executive Office of the President and Parliament will be established for a prompt legislative reform processes. Successful implementation will also depend on partnerships, common vision, coordination among project partners and joint advocacy efforts; the assumption in this respect that they are used throughout the project cycle to overcome implementation bottlenecks and/or resistances.

Mainstreaming

All activities under this Project will be designed and implemented in accordance with principles of good governance and human rights, gender equality and the inclusion of socially or economically deprived groups.

Gender

The project is designed in line with UNDP policies on gender equality and the empowerment of women. Specifically, the problem analysis and theory of change includes rights-holders, including women and marginalized communities as a target beneficiary. The target beneficiary as per the overall project goal are right-holder, including women and marginalized communities.

The project will have a UN GEN2 marker (gender mainstreamed) focusing on gender equality and women's empowerment. The project will introduce new approaches giving women centrality in accessing public services particularly Civil Registration services. All project activities will be designed and targeted to support women's participation to support their meaningful participation in accessing public services, particularly Civil Registration services. The project will ensure participation through close engagement and collaboration with local women-led CSOs, women activists, the Government Committee on Women Affairs, and local authorities.

Civil registration is critical for protecting the fundamental rights and freedoms of women, girls, and other vulnerable groups. Legal identity, proof of age, and civil status facilitate access to key rights and services, including social protection, voting rights, health, education, and financial services.

In Tajikistan, women and girls still face many cultural, financial, and legal barriers to experiencing the full benefits and protections of civil registration. Proof of age and identity ensure that women, girls, and other vulnerable groups can access social services, seek employment, open bank accounts, access credit and loans, own businesses, and exercise their right to vote. Having a birth certificate has a positive effect on early childhood growth and development outcomes. Marriage and death registration are effective tools for women's empowerment and for facilitating access to social benefits and protections. These are needed to access property rights, pension benefits, child support, or inheritance when a marriage ends, or a spouse or parent dies.

CRS are thus foundational for inclusive development because they simultaneously provide real-time data to guide planning for service provision and facilitate access to those services or benefits. This is particularly important for meeting the needs of vulnerable and hard-to-reach populations, the overwhelming majority of which are women and children. **To make sure all women and girls can be counted, protected, and provided for**, it is crucial to address the legal, financial, or social norms around civil registration and vital statistics systems that exclude women and increase their vulnerability.

Women are uniquely poised to be agents of change for universal civil registration and ID systems that “*leave no one behind.*” For CRS to be truly universal, leave no one behind, and accurately measure progress, a gender lens should be incorporated into the legal framework, business process, and training related to the registration of vital events, the collection and compilation of vital statistics and the provision of legal identity, as well as in monitoring the universal execution of vital statistics and ID.

The project will mainstream **gender** into the project cycle and adopt practices that promote gender equality both with its primary and secondary stakeholders and partners, as well as, within the team. The project will take specific equity measures to stimulate the active participation of women, with support of CSOs centred on women rights empowerment as well as gender focal points from Ministries involved, leading to gender responsive civil registry services. Women will be encouraged to participate in all stages of project implementation, if necessary, with affirmative measures.

UNDP’s social and environmental screening will ensure compliance with human rights, gender equality, and conflict-sensitive programming principles. The project has several indicators which are disaggregated by sex – see section V. Results Framework.

The project will directly or indirectly contribute to gender analysis, gender equality and women and girls rights through following outputs and activities:

- **Output 2. Civil Registry System is optimized and capable of delivering of quality services to all the rights-holders:**
 - A.2.1 Conduct needs assessment and studies on the tools and measures to enhance registration of birth and marriages to protect children and women rights.
 - A.2.2 Support MoJ Working Group to pass an amnesty law to enhance children birth registration, eliminate fines for late registration, taxes for services and reduce paperwork related to registration of vital events.
 - A.2.3 Formalize the front and back-office model and apply it to 30 existing CR offices with assistance in internal renovation, including accessibility for persons with disabilities.
 - A.2.4 Mentoring and capacity building to all civil registry staff and contractors in 58 Civil Registry Offices on the front and back office model and enhancement of the interface with the rights holders and specifically women and marginalized groups
 - A.2.5 Learn from best practices of other countries on public service provision related to CRS (*participation of at least 40% female CR staff will be ensured*)
 - A.2.6 Inclusive mentoring and capacity building to MoJ staff deployed at jamoat level (*participation of at least 40% female CR staff will be ensured*)
 - Provide IT equipment to 58 Civil Registry Offices (Monoblock PC, specialized printers, scanners, monitors, copy machines, and queue management system with information monitors). *CR system where up to 90% of staff are female will benefit from equipment and improved working conditions.*
 - A.2.9 Training of Ministry of Justice civil registry staff, on planning and organizing field civil registration in remote areas. *CR system where up to 90% of staff are female will benefit from the capacity building as well as women population of jamoats who will receive CR services.*
 - A.2.10 Rolling out public awareness campaigns with support of CSOs on the importance of conducting timely registration of vital events, especially birth registration, including advocacy through maternities and medical centres to promote timely birth registration. *The activity will cover mostly women, particularly in maternity and medical centers.*

- **Output 1. Civil Registry System is integrated with the electronic data systems of other state institutions** and **Output 3. Civil Registry Offices are enabled to complete the digitalisation of historical civil registry acts** will indirectly gender equality and women’s rights/empowerment through establishing the foundation and enabling environment for improved access to public services.

Finally, the Monitoring and Evaluation (M&E) framework will ensure that impact on gender and women empowerment are assessed through gender-specific assessments, and analysis of gender-disaggregated data.

Resilience and conflict sensitivity is relevant in bordering regions and in the North, where a larger number of people marry citizens of neighbouring countries. A conflict sensitive approach will be applied to minimize negative and maximize positive impacts and prevent unintentionally feeding into further division. This will maximise the potential contribution to strengthen social cohesion and peace through adherence to the “Do No Harm” principle.

By supporting a rights-aligned civil registration system, the project will promote an inclusive and strong system of accountability, creating interoperability with reliable data to adopt appropriate policies and monitor international goals including the SDGs in respect of **human rights**. The project will support the government in making the system of civil registration more efficient, which will lead to more reliable data on the population of Tajikistan, leading to improved service delivery and increased protection of human rights. Indeed, enfranchisement is a critical element in accessing and exercising basic human rights. With a legal entity confirmed/accessed, marginalized segments of the population could claim their rights in a more effective manner. Women and particularly young women will have recorded their civil status and could access inheritance or claim rights following a divorce or separation. CSOs will be invited to work in close collaboration with the MoJ in order to support the civil registration system making it accessible, affordable and accepted by all rights-holders.

Contribution to Sustainable Development Goals (SDGs)

SDG No.	Objective	Contribution of project
16.9	Provide legal identity for all, including birth registration	CRR will provide legal identity for all including birth registration
17.19	The proportion of countries that have achieved 100 per cent birth registration and 80 per cent death registration	Project aims at 95% birth registration for under 5s.
3, in particular target 3.8	Universal health coverage	Through having their civil registry documents people will gain access to the health system
4 and its targets 4.1 and 4.2	Access to primary and secondary education Access to early years education	Through having their civil registry documents people will gain access to the education system
10 and its target 10.4	Equality	Disproportionally women are affected by lack of civil registry documents. The project aims to redress this
5 and its target 5c.	Promotion of gender equality and the empowerment of women and girls	Disproportionally women are affected by lack of civil registry documents. The project aims to redress this

This intervention contributes to the achievement of the 2030 Agenda for Sustainable Development in Tajikistan. It contributes primarily to the progressive achievement of SDG 16, in particular target 16.9 (provide legal identity for all, including birth registration) and SDG 17 and its target 17.19 (the proportion of countries that have achieved 100 per cent birth registration and 80 per cent death registration), while also contributing to SDG 3, in particular target 3.8 (universal health coverage), SDG 4 and its targets 4.1 (access to primary and secondary education) and 4.2 (access to early years education) SDG 10, and its target 10.4 (equality) and SDG 5, in particular target 5.c (promotion of gender equality and the empowerment of all women and girls at all levels). While all SDGs are interconnected, SDGs 16 and 17 can be seen as enablers for progress towards and achievement of the other goals. By strengthening the provision of accessible, quality civil registration services the project will contribute to providing a legal identity for all. The project will create interconnectivity and inter-linkages with other state institutions, which will allow the state to have access to accurate data and vital statistics and will enhance the evidence base to influence policy level planning and decision making, including in the resource allocation process. This will include the Ministry of Health and Social Protection, which collects data on births (targets 16.9, 17.19, 3.8 and 10.4); the Ministry of Education (targets 4.1 and 4.2); and the State Agency on Social Insurance and Pensions (target 17.19). The project will reach out to the most disadvantaged groups to ensure that no one is left behind.

III. RESULTS AND PARTNERSHIPS

Project Objectives and Expected Results

The proposed project is envisaged to further contribute to poverty reduction through the promotion of sustainable development and economic growth, which is the main aim of EU assistance to Tajikistan.

The overall objective/impact and specific objective/outcome of the project are:

Overall objective (Impact): Improved accessibility of basic public services for rights holders.

Specific objective (Outcome): A public administration offering digitalised and integrated public services, ensuring transparency and accountability for all rights holders.

Outputs:

Following the vertical logic of the Logframe (see section –V. Results Framework), the outputs of this ~~Action~~ project are aimed at contributing to the achievement of its specific objective/outcome.

This project consists of three (3) outputs, namely:

- Output 1: Civil Registry System is integrated with the electronic data systems of other state institutions
- Output 2: Civil Registry System is optimised and capable of delivering of quality services to all the rights-holders
- Output 3: Civil Registry Offices are enabled to complete the digitalisation of historical civil registry acts

In order to achieve the outputs, the project will undertake a series of activities. Each output and related activities are described below. A table with the list of activities per output also indicates in the relevant column when the EU contribution is following a cost-based approach or performance-based approach (=Performance-Based Financing, PBF). The standards related to each of the PBF indicators are described in details in Annex. Description of Action, under Appendix 2 - Standards specifications for validation of PBF indicators (Methodological notes). Performance-based financing means that the payment of the EU Contribution may be partly or entirely linked to the achievement of Results measured by reference to previously set milestones or through performance Indicators. UNDP shall not be obliged to report on costs linked to the achievement of Results. However, UNDP shall submit any necessary supporting documents,

including where relevant accounting documents, to prove that the Results triggering the payment as defined in Annex I. Description of Action and Annex III. Budget have been achieved²⁰.

Output 1: Civil Registry System is integrated with the electronic data systems of other state institutions

Based on the Government of Tajikistan's commitment to CRS reform and in line with international best practices and drawing on the principles of the EU's General Data Protection Regulation the core of this output will be centred around the interoperability of various government e-data systems (health, pension system, statistics and the national ID/passport system). It is envisaged that the CRS will become a hub for civil registry data, which other institutions can connect to, leading to harmonisation of data. In this respect, a technical level coordination Working Group comprising of representatives of the Ministry of Justice, management of the Civil Registry System, selected CR offices, UNDP/SDC project staff and project experts/consultants was created by the Minister of Justice Decree №27 dated from March 07, 2017. Due to COVID-19 and the new GoT structural changes, meetings of the Working Group were not conducted during 2019-2021, however the SDC funded project conducted a technical assessment for interoperability and integration of CROIS2 with other state information systems. The draft assessment was presented at the technical level to the MoJ, however, the report still needs to be validated among key state institutions such as the Ministry of Health and Social Protection, the State Agency on National Statistics, the Ministry of Foreign Affairs including Consular Departments, the Ministry of Interior and etc. The preliminary recommendations of the assessment are related to progressing the integration of systems, specifically legal analysis and amendments related to interoperability, optimization of business processes, enhancing ICT infrastructure, and introducing functional and technical solutions to integrate the CR system with the electronic systems of other state institutions based on national security standards. The recommendations arising from the assessment, once adopted, will be supported and implemented under the EU funded project. The State institutions which the assessment focused on have all signalled interest and see the value-added of system integration, which will enable the Government to obtain a clear demographic picture and draw reliable statistics of the status of the population thus improving planning and budgeting. By enhancing the interoperability of the data among Ministries and Agencies, the EU is setting the stage for the transition to e-governance announced by the Government.

Where possible, the project will seek maximum synergies with the EU funded Digital Capabilities Strategic Analysis of Tajikistan, which will look at telecommunications; e-government; digital entrepreneurship and innovation; digital education and skills; and digital crisis response and resilience, and which support the development of the Digital Economy Roadmap by the Ministry of Economy, Development and trade, as well as preparatory works on the World Bank's Digital CASA programme. It is important to note however that the focus of this project is much narrower in scope than the aforementioned and will support the interconnectivity of 6 state institutions with the civil registry system. This will prepare the groundwork for a future integrated e-government system but will not cover the broader areas such as telecommunications; digital entrepreneurship and innovation; digital education and skills; or digital crisis response and resilience.

The planned activities are essential steps in underlying legal and technical principles for e-governance. The table below elaborates on the proposed activities and indicates whether the activity will be cost-based or following the performance-based financing (PBF) approach. For Output 1, none of the activities is linked to PBF.

For the standard related to each of the PBF indicators, please see Annex. Description of Action, Appendix 2. Standards specifications for validation of PBF indicators (Methodological notes).

²⁰ General Conditions. Article 19. Performance-based financing

Indicative activities related to Output 1 - Civil Registry System is integrated with the electronic data systems of other state institutions	PBF (Y/N)
<p>A.1.1 Facilitate a dialogue on data system integration between the MoJ and other State institutions, including the Executive Office of the President (EOP) and Parliament; This will build on the results of the assessment undertaken through the SDC funded project. Whereas the SDC funded project will undertake the assessment, the dialogue arising from the results and recommendations of the assessment will fall under the responsibility of the EU funded project. To support this process, an expert will be engaged on policy coordination and advocacy on e-Government and digital services. The expert will support working group on coordination. Advocacy workshop on integration of systems and digital public services and Conferences to Facilitate a dialogue on data system integration will be conducted. Printing, publication and dissemination of knowledge products is envisaged as well.</p>	N
<p>A.1.2 Support the MoJ to formalise the integration of the CRS with other State institutions; The MoJ will lead this process but will require support in terms of its communication, cooperation and coordination with other State institutions, through a Working Group focused on facilitation and coordination of legislative amendments as well as the legal framework for introducing interoperability and a Unique Identity Number (UIN). While this process was started under the SDC project with annual meetings being held, this will be increased under the EU project to 2-3 meetings being conducted annually. The process will be led by the EU project with coordination support provided through the SDC project. The focus of the WG will be to identify what further support is required to ensure the interoperability of other State institutions with the CRS, such as improving their IT characteristics and additional revisions to software platforms to allow for interconnectivity. Local expert will be engaged to support working group, facilitation and coordination of legislative amendments</p>	N
<p>A.1.3 Build infrastructure and equipment upgrades of Electronic system of Civil Registration (CR) and CR server storage and interconnection between other servers and systems, including to the identity, health, pension and statistics data systems; Under this activity recommendations arising from the assessment of the IT system (software and hardware) of the 4 institutions will be implemented, and technical and advisory support will be provided for building the infrastructure for their interoperability. Equipment will be procured, which will already be pre-certified for compliance with national security requirements²¹, and staff will be trained on how to operate the new equipment and infrastructure. Installation, deployment and training on use of equipment and software will be conducted as well. CR System will be upgraded to comply with infrastructure and interconnection. Maintenance of Civil Registration Offices Information System (CROIS2) and IT service to CROIS2 users (technical support) envisaged as well.</p>	N
<p>A.1.4 Provide functional and technical solutions to integrate the CRS with the electronic systems of other state institutions based on national security standards; This will build on the results of the assessment undertaken by the SDC funded project detailed above. Whereas the SDC funded assessment will identify requirements and solutions and provide recommendations, the EU funded project will implement these. The company will be engaged to conduct feasibility study on interoperability of systems and propose government interoperability framework and model.</p>	N
<p>A.1.5 Establish interoperability of 4 state institution systems (health, pension system, statistics and the national ID/passport system) with the CRS; This will require the development and implementation of a plan identifying the technical support, provision of equipment, software development or acquisition, maintenance of software and hardware, training of staff, working group meetings. A company will be engaged to design and implement interoperability of information systems (including maintenance). Integrated solution will be presented to key stakeholders.</p>	N

²¹ The costs related to the certification and for compliance with national security requirements will not be covered under this project.

Indicative activities related to Output 1 - Civil Registry System is integrated with the electronic data systems of other state institutions	PBF (Y/N)
<p>A.1.6 Ensure security standards and required certifications across the ICT system covered under the proposed project to grant full protection of personal data storage and handling; This will include engaging international and local experts on information security to review legislation, facilitate and coordinate legislative amendments. These experts will provide recommendations on the security between the different institutions. Staff will be trained on cyber hygiene and protection of personal data. The project will not cover the costs of certification, but experts will assess the requirements and provide recommendations to the relevant institutions on what steps need to be taken to ensure the security standards and required certifications. Experts will provide recommendations related to cyber-hygiene and how staff should behave in order to ensure their safety.</p>	N
<p>A.1.7 Ensure the sustainability of system integration and handover to the Government; This will involve a review and analysis of business models of each state institution including cost-benefit analysis, and a proposal of a sustainable business model to operate under the integrated mode. Advocacy workshop will be conducted to include the integration of the systems and digital public services in the public finance strategy/agenda of the Government. Maintenance costs will be covered by the Government and the project will ensure that this is in place by the end of the project implementation period as part of the sustainability activities.</p>	N
<p>A.1.8 Put in place foundations for the regulative and legislative framework for e-governance; The project will engage expertise to identify requisite legislative amendments on e-governance and provide solutions, as well as advocacy activities in respect of pushing forward the proposed amendments. This will be in line with the National E-Governance Strategy as well as the World Bank's Digital CASA project and other complementary initiatives. International expert on e-Governance from advanced democratic countries (EU preferred) will build knowledge and share experiences on CRS public service provision. Local expert will be engaged to support the international expert. Conducting a Conference on e-Governance is envisaged and dissemination of developed knowledge products.</p>	N
<p>A.1.9 Knowledge exchange and learning practice from advanced democratic countries with full e-governance and improved public service platform; Two study tours throughout the project will be conducted to countries that have a full system of e-government in order to gain new knowledge, discuss challenges and exchange experiences. This will be complemented by a study, undertaken in year 3 of the project, on best international practice and a roundtable to present a summary of best practices and to identify feasible solutions in the Tajik context. The country for each study tour will be identified and justified based on pre-defined criteria such as the level of IT advancement, extent of e-governance system, and relevance to the Tajik context. Due to the current COVID-19 context, it is anticipated that in-person study tours will take place in 2022 and 2023. During 2022, it is proposed that a remote study tour is conducted, potentially in cooperation with the Estonian e-Government Academy, which will consist of remote learning sessions, presentations, zoom tours etc. It will provide an opportunity for knowledge exchange and learning, which would otherwise not be possible. Generally, within the CR system there is not a high turnover of staff, but the project will ensure knowledge transfer at a number of levels. Regular training is provided to CROs by the Institute for Advanced Training (IAT) under the MoJ. These trainings are compulsory every 2 years. The IAT has trained trainers and all materials developed under the SDC project and those that will be developed under the EU project, will remain with the Institute beyond the lifespan of the project.</p>	N
<p>A.1.10 Facilitate required legislative reforms in line with international best practices and drawing on the principles of the EU's GDPR as well as develop subsequent procedural policies to ensure institutional transparency and public accountability; This will include undertaking an analysis of international best practice in relation to the EU's GDPR, advocacy and discussion, as well as training for key IT specialists and staff of MoJ/UAGS (Upravlenie Aktov Gradjanskogo Sostoyaniya/Department</p>	N

Indicative activities related to Output 1 - Civil Registry System is integrated with the electronic data systems of other state institutions	PBF (Y/N)
for Civil Registration) and key inter-ministerial staff on best practices and principles of the EU's GDPR. International expert on personal data protection including with extense knowledge of EU's GDPR will be engaged. Local legal expert will be engaged to assist the international expert with compliance of national legislation with principles of EU's GDPR.	

* Activities are rather descriptive than prescriptive and subject to project progress review, lessons learnt and forecasting each year.

Output 2: Civil Registry System is optimised and capable of delivering of quality services to all the rights-holders

Under this output the emphasis lies on training and capacity building of civil registry staff and contractors on the front and back-office model, operating the established processes, procedures and systems and interface with the rights holders. Furthermore, the front and back-office model will be rolled out in 30 existing CR offices with assistance in internal renovation, including accessibility for persons with disabilities. The works will include among others the provision of necessary IT hardware, queue management system and information panels.

In this respect, the MoJ will build not just new CR offices, it will build new buildings called Markazi Adliya (Justice Centres) and replace the old CR and Notary offices at the district and city levels. The Justice Centre will provide services on civil registration, notary, and legal aid. The construction of the new Justice Centres by the MoJ will be part of the project risk management and monitoring of progress. The MoJ is a member of the Project Steering Committee (Senior User). Possible commitment and assurance might be provided via Project Steering Committee platform/dialogue, project document and other legal and administrative mechanisms though building of new offices heavily depends on availability of public funds and revenue and political situation/direction. Building of the new Justice Centres/CR offices has been on-going since the start of the SDC-funded CRR project and was included in the State Programme on CR Reform for 2016-2019. This is the biggest, most significant and measurable/tangible contribution of the MoJ.

Close attention will be put on the accessibility for persons with disabilities and affordability for women and vulnerable groups such as rural and remote communities and persons in the most vulnerable situations. The MoJ's technical capacity will be enhanced to respond adequately to concrete policy-based commitments such as increasing registration of birth and marriages, particularly focusing on citizens residing in remote areas and vulnerable groups. This will be complemented with nationwide awareness raising campaigns on the importance of having vital life events duly registered, with close attention being put on birth registration.

The table below elaborates on the proposed activities linked to Output 2 and indicates whether the activities will be cost-based or following the performance-based financing (PBF) approach. For Output 2, three (3) activities are linked to three (3) PBF indicators that will trigger payments (see Annex III - Budget). The standards related to each of the PBF indicators are described in detail in Annex. Description of Action, Appendix 2 - Standards specifications for validation of PBF indicators (Methodological notes).

Indicative activities related to Output 2* - Civil Registry System is optimized and capable of delivering of quality services to all the rights-holders	PBF (Y/N)
A.2.1 Conduct needs assessment and studies on the tools and measures to enhance registration of birth and marriages to protect children and women rights; Under this activity a research/think-tank will be engaged (selected according to pre-defined criteria, which will be identified by the project team and its partners during the project implementation) to conduct the assessment as well as behavioural insight (nudging) to enhance registration of births and marriages. The plan is to conduct design thinking workshop and innovation challenge prizes / hackathons on identifying innovative	N

Indicative activities related to Output 2* - Civil Registry System is optimized and capable of delivering of quality services to all the rights-holders	PBF (Y/N)
ideas and solutions (2 events with 4 winners). Printing, publication and dissemination of knowledge products is envisaged as well.	
A.2.2 Support MoJ Working Group to pass an amnesty law to enhance children birth registration, eliminate fines for late registration, taxes for services and reduce paperwork related to registration of vital events; A legal expert will support the MoJ working group with legal amendments, conducting a cost-benefit analysis of introducing the amnesty law, elimination of taxes and reduction of paperwork. Advocacy will be undertaken on registration of birth and marriages to protect children and women rights.	N
A.2.3 Formalize the front and back-office model and apply it to 30 existing CR offices with assistance in internal renovation, including accessibility for persons with disabilities; An interior design company/consultant will be engaged for the internal renovation of the CR offices, while an expert will ensure appropriate access for persons with disabilities. An appropriate company will be recruited to restructure the internal spaces of 30 existing CR offices. This activity is contributing to PBF indicator 2.1 and thus subject to Methodological Note available in Annex Description of Action, Appendix 2.	Y
A.2.4 Mentoring and capacity building to all civil registry staff and contractors in 58²² Civil Registry Offices on the front and back office model and enhancement of the interface with the rights holders and specifically women and marginalized groups; Expertise will be engaged in each of the 4 regions of Tajikistan to train the civil registry staff on the front and back office model – this will include development of curricula, train the trainers, and development of guidelines and manuals, design and development of learning platform and learning materials (e.g. video courses), which will be used beyond the lifespan of the project. Mentors will be identified, and their role defined and introduced throughout the system. Advocacy or conference will be undertaken on service delivery models including front and back-office model. Training for trainers will be conducted for trainers of Institute of Advanced Training under MoJ. This activity is contributing to PBF indicator 2.2 and thus subject to Methodological Note available in Annex Description of Action, Appendix 2.	Y
A.2.5 Learn from best practices of other countries on public service provision related to CRS; Two study tours throughout the project implementation period will be undertaken based on pre-defined criteria, including the relevance of the country to the local Tajik context and the level of advancement on public service provision related to CRS. Two will be in-person and possibly additional one will be conducted remotely (e.g. participation on online e-Governance Conference). It is necessary to have multiple study tours because they will be on multiple topics, such as at the policy level and at the service delivery level. It is anticipated that each study tour will have a limited, and carefully selected, number of participants – circa. 15.	N
A.2.6 Inclusive mentoring and capacity building to MoJ staff deployed at <i>jamoat</i> level; ²³ It is envisaged that one MoJ staff will be deployed at the jamoat level to address all civil registration related issues – 70% of all civil registry acts take place at the jamoat level in Tajikistan. These staff will require training and support, which will be defined during the project implementation. If these staff are appointed, a needs assessment of knowledge and skills will be conducted among focal points of MoJ dealing with jamoats. Based on the results of this assessment a series of trainings and a mentorship programme will be organized, and technical support will be provided. Printing, publication and dissemination of knowledge products is envisaged as well.	N
A.2.7 Provide IT equipment to 58 Civil Registry Offices (Monoblock PC, specialized printers, scanners, monitors, copy machines, and queue management system with information monitors); This will encompass the distribution, installation and deployment of equipment, as well as on-site	Y

²² All in all, there are 68 District Civil Registry Offices; 10 of which are being supported through SDC.

²³ There are 405 jamoats (self-governing bodies) in the country

Indicative activities related to Output 2* - Civil Registry System is optimized and capable of delivering of quality services to all the rights-holders	PBF (Y/N)
<p>training. Each CRO serves approximately 20-25 people per day, depending on its geographical location. The average equipment per office is 3 Monoblock PC , 3 automatic document feeder (ADF) scanners, 3 printers and one multi-functional copy machine and spare parts as required, 1 queue management system and 1 large information monitors (TV). The project will ensure the operability of all procured items during the lifespan of the project. The MoJ will be responsible for the maintenance and security of the equipment and all procured items will be immediately handed over to the MoJ. The MoJ has a special unit, which keeps an inventory of all procured items and receives reports on the maintenance of all equipment on a regular basis, which it is then able to fix if required. This activity is contributing to PBF indicator 2.3 and thus subject to Methodological Note available in Annex Description of Action, Appendix 2.</p>	
<p>A.2.8 Support the digitalisation and interoperability and IT requirements of the Civil Registry Offices to provide effective services in accordance with the front and back-office model; An expert will assess the requirements and propose unified universal requirements for digitalisation and interoperability as well as IT requirements for front and back-office model.</p>	N
<p>A.2.9 Training of Ministry of Justice civil registry staff, on planning and organizing field civil registration in remote areas; Local expert-trainer to design and develop a training plan, training materials and other knowledge products for capacity building will be engaged and will deliver the training. Engaged expert-trainer will conduct training for CR staff in 4 regions then for around 340-350 CR staff.</p>	N
<p>A.2.10 Rolling out public awareness campaigns with support of CSOs on the importance of conducting timely registration of vital events, especially birth registration, including advocacy through maternities and medical centres to promote timely birth registration; Civil-society organizations (CSOs) will be engaged to support conducting public awareness campaigns.</p>	N
<p>A.2.11 Ensure necessary provisions are in place to provide the required security to the equipment as well as a vetting process of personnel having access to critical data repositories or systems management;²⁴ Local expert on personal data protection on assessment (review), development of policies, procedures (solution) on IT equipment and access to data will be engaged to develop policies and procedures on IT equipment and access to data. The report will provide recommendations on different user profiles and different levels of access, checks and balances, log of access, provisions for misuse of access etc. Training of key staff of MoJ, UAGS and IT Unit on regular audit and control mechanism will be conducted</p>	N
<p>A.2.12 Establish audit and control mechanisms to identify unregulated handling of Civil Registry data and ICT systems or data contained thereof; The project will support the IT Unit of the MoJ and/or Department of Civil Registration in establishing audit and control mechanism/unit/functions by engaging a local expert on personal data protection who will develop policies and procedures on IT audit and control. Key staff from the MoJ, UAGS and IT Unit will be trained on regular audit and control mechanisms. Procurement of technical solution (hardware + software) on audit and control mechanism is envisaged as well.</p>	N

* Activities are rather descriptive than prescriptive and subject to project progress review, lessons learnt and forecasting each year.

Output 3: Civil Registry Offices are enabled to complete the digitalisation of historical civil registry acts

²⁴ The certification of IT equipment and software as required by national legislation is considered to be part of the Government's contribution to the proposed project.

Digital archiving is vital to ensure easy access and correct records of historical civil registry acts. The project will put in place and start a plan for the complete digitalisation of the archives providing the necessary project planning capacity, hardware, software and training for civil registry officers to digitalise the acts dating back 75 years as required by the legislation. Under the SDC project, an external company was engaged to digitalise 178,000 copies of civil registration acts. This consists of 168,000 copies of first records originating from the local civil registry offices, as well as 10,000 second copies from the central archive in Dushanbe, which have been used for quality control purposes. An internal project plan has been developed to digitalise an additional 1 million copies, using the same external company, however this is still pending approval. Under the SDC project, the modality for digitalisation was to outsource the digitalisation of the archives to an external company. This was due to capacity constraints among the civil registry officers as well as resource constraints.

Under the EU project, in-house archivists from the civil registry system will be identified and trained and a new, external plan will be developed on how to systematise the further digitalisation of the archives. This plan will be developed in close coordination with the MoJ and will be adopted by the Minister of Justice. This will strengthen the sustainability of the project action, as well as being more cost-effective. The process of digitalisation is time-consuming, requiring several steps. Shortly, the first is to scan the document, which then goes into the centralised system. The second step is to check the quality of the scan and if it is not good, to return it. The third step requires the meta data and selected fields from Civil Registration record/act (name, last name, date of birth etc.) to be entered by hand into the system for searching purpose, and in the final step, the record becomes visible in the archive and can be retrieved when searched for.

The table below elaborates on the proposed activities linked to Output 3 and indicates whether the activities will be cost-based or following the performance-based financing (PBF) model. For Output 3, five (5) activities are linked to two (2) PBF indicators that will trigger payments (see Annex III - Budget). The standards related to each of the PBF indicators are described in detail in Annex Description of Action, Appendix 2 Standards specifications for validation of PBF indicators (Methodological notes).

<i>Indicative activities related to Output 3* - Civil Registry Offices are enabled to complete the digitalisation of historical civil registry acts</i>	PBF (Y/N)
<p>A.3.1 Develop a plan for systematic digitalisation of historical civil registry acts into the archive management system, ensuring at all times data integrity; As mentioned above while under the SDC project an internal project plan has already been developed, this only relates to the external outsourcing of an additional one million historical records. Under the EU project a sustainable digitalisation plan will be developed that will be adopted by the Minister of Justice to ensure that there are in-house digitalisation experts who can continue with the archive digitalisation process beyond the lifespan of the project. The target date for the necessary historical records to be archived is 2030. This activity is contributing to PBF indicator 3.1 and thus subject to Methodological Note available in Annex Description of Action, Appendix 2.</p>	Y
<p>A.3.2 Design an IT architecture digitalisation process for historical records, ensuring the latter are properly handled afterwards, be it destruction, storage; The solution will be based on best practices, international standards and the local context. This activity is contributing to PBF indicator 3.2 and thus subject to Methodological Note available in Annex Description of Action, Appendix 2.</p>	Y
<p>A.3.3 Provide equipment for digitalisation of archive (historical records) to all Civil Registry Offices (at least 2 high standard/sensitive scanners and 3 laptops per office); Procured equipment will be transported, delivered, and installed and deployed in locations, on-site training will be conducted on using this equipment. One person will be responsible for the overall archiving and there will be an additional 4 contractors working on the archiving in each CRO. According to the piloting for</p>	N

Indicative activities related to Output 3* - Civil Registry Offices are enabled to complete the digitalisation of historical civil registry acts	PBF (Y/N)
digitalisation there were approximately 30 records digitised per day, however this was conducted by an outsourced company of experts.	
A.3.4 Design and development of knowledge products and training materials on digitization of archives; This will require a trainer or company to design and develop a training plan, training materials and other knowledge products for capacity building on digitalisation of CR records as well as an IT specialist on monitoring, mentoring and capacity building to support digitalisation process. Under the SDC project training has not been provided to CROs and there is no training plan. Printing, publication and dissemination of knowledge products is envisaged as well.	N
A.3.5 Capacity building of civil registration staff through technical knowledge support and training on document scanning, digital data storing and metadata entry; A company will be engaged to conduct assessment and delivery of training, as well as post assessment. This will be a minimum of 300 civil registry officers in all 4 regions trained. This activity is contributing to PBF indicator 3.1 and thus subject to Methodological Note available in Description of Action, Appendix 2.	Y
A.3.6 Accompanying/mentoring of the digitalisation process, while complying with established data protection rules and regulations; An IT specialist on monitoring, mentoring and capacity building to support digitalisation process will be engaged in each of the regions of the country. Additionally, a local expert will be engaged to support with legal basis, policies and procedures for digitization of archives. This activity is contributing to PBF indicator 3.2 and thus subject to Methodological Note available in Annex Description of Action, Appendix 2.	Y
A.3.7 Support CRO in quality data entry to the archive management system and digitalising 1,250,000 historical records throughout the project implementation period; A company will be engaged to support the CROs in digitization of CR archives (selected priority records). The role of the company will be to provide both quality assurance as well as technical support. They will assist in streamlining the process and will share knowledge and experience to build up a pool of in-house experts who will be capable to continue the digital archiving process beyond the lifespan of the project, thus contributing to the sustainability of the system. It is anticipated that during year 1 there will be no progress in terms of digitalising the archives – the first year will be focused on procuring equipment and training staff. During year 2 it is anticipated that approximately 250,000 records will be digitised as the officers get up to speed, and in years 3 and 4 this will increase. This is based on the experiences of the SDC project, however this was conducted by an outsourced, experienced company, so the estimated daily number is, at least initially, to be less than anticipated . This activity is contributing to PBF indicator 3.2 and thus subject to Methodological Note available in Annex Description of Action, Appendix 2.	Y

* Activities are rather descriptive than prescriptive and subject to project progress review, lessons learnt and forecasting each year.

Resources Required to Achieve the Expected Results

A project team will be recruited to implement the project, which will have substantive knowledge and practical experience of the civil registry system and other knowledge and skills as required by the project goals, outcomes and outputs. The project organisational structure is detailed and illustrated under VIII. Governance and Management Arrangements Section, however it will include an international project manager, five project specialists, two project assistants, an M&E specialist, two Administrative / Finance Associates and one Driver. As agreed by the EU, SDC and UNDP, there will be a joint organisational structure between the two UNDP implemented civil registry reform projects, ensuring maximum efficiency. In the first year of project implementation the EU project will cover 5% of staff costs and

project office costs²⁵, while the SDC funded project will cover the remaining 95% of these costs. In the second year EU project will cover 75% of staff costs and office running costs, while the SDC funded project will cover the remaining 25% of these costs. In the last two years of project implementation 100% of all project staff and office running costs will be charged to the EU funded project. The costs of National Administrative and Support Staff - 1 Administrative/Finance Associate will be entirely covered (100%) by the EU funded project as the position will be fully engaged under this project. The SDC funded project has its own administrative staff that is fully covered by SDC²⁶. This division has been agreed by all 3 parties and is based on the overall funding size of the respective projects. This is with the understanding that UNDP will provide separate narrative and financial reports for the two projects in accordance with each donor's relevant contractual provisions. The project team will be located in a newly established office shared with UNDP/SDC Civil Registry Reform Project, to allow for the easy exchange of knowledge as well as to maximise the efficiency of resources. The project team will implement the project in close consultation with the UNDP Country Office (CO) Team Leader and Programme Associate. Please see Section IV. Project Management below for full details on the cost efficiency and effectiveness, as well as Section VIII. Governance and Management Arrangements for a detailed project structure and description of the roles and responsibilities of the project team.

Partnerships

Partnerships will be core to the project's approach to strengthen national ownership and to drive the sustainability of the project's interventions and results. This Project will have a strong partner-orientated approach and will consolidate UNDP existing partnerships, in particular with the Ministry of Justice, Department of Civil Registration under the Ministry of Justice, Civil Registration Offices, Institute of Advanced Training under the Ministry of Justice, Civil Society Organisations, while also broadening its partnership base. Partnerships will also be forged with other institutions, including Ministry of Interior, Ministry of Foreign Affairs, Ministry of Health and Social Protection of the Population, Agency on Statistics, Agency on Social Protection and Pensions.

The **Ministry of Justice** (MoJ) has the authority and mandate to define and implement State policy on civil registration. It has prepared both phases of the Civil Registry Reform Programme and mobilized considerable resources, showing an unusually strong ownership of the process. The MoJ has capacity in terms of leadership and technical expertise to drive the implementation of the project and ensure that issues needing policy or legislative decisions are introduced in the Governments' agenda as demonstrated during Phases I and II of the UNDP/Swiss Development Cooperation (SDC) project (see also 3.3). The gender focal point from the MoJ as well as from other ministries involved will be closely associated to the programme.

Civil Registration Officers will be key beneficiaries of the project and are under the authority of the MoJ. 100%²⁷ of civil registry officers working in 58 Civil Registry Offices (CRO) will be targeted through capacity building. The capacity gaps identified (beyond the physical IT infrastructure of the CRO) include IT literacy, the ability to operate under the front and back-office model, usage of the digitalised archives, sensitisation on data integrity and ethical behaviour and training on problem solving skills. This training package will enhance the interface with rights holders, thus improve the service. While interest and commitment of officers towards reform is mixed, and so is their capacity, reform champions have come forward and a general capacity improvement was evidenced through results achieved during Phase I of the SDC/UNDP project.

²⁵ This includes only consumables - office supplies and other services - tel/fax, electricity/heating, maintenance etc. Cost of furniture and computer equipment, vehicle running costs (rent of 1 vehicle with driver) and cost of monitoring visits are not included in this calculation since they are 100% covered by EU

²⁶ The detailed overview of organizational cost sharing between EU and SDC is provided under Governance and Management Arrangements Section

²⁷ There are up to 400 Civil Registry officers, which are divided into two equally strong categories: First category – Civil Servants; Second category - contractors. These are spread throughout the 68 Civil Registry Offices. This project will target 100% of the officers who are working at the 58 offices included in this Action.

Institute of Advanced Training under MoJ has the authority and mandate to build the capacity of CR staff on different aspects of their work including but not limited to basic computer skills, service delivery using CROIS2, legal and policies on Civil Registration etc. Engagement of the Institute based on Letter of Agreement (or other available contractual instrument) is envisaged.

State Unitary Enterprise “Qonuniyat” is assigned as IT Unit for the Maintenance of Civil Registration Offices Information System (CROIS2) and technical support to CR staff.

An **Inter-Agency Working Group** has been established under the Executive Office of the President to review the interoperability and integration of the various existing E-Systems. Generally spoken, the Ministries and Agencies to be supported lack the capacity to establish this vitally important integrated system of data exchange. This is to be addressed comprehensively under Output 1 and will require thorough assessments and analyses to identify how to connect the systems and introduce suitable technical and software solutions:

- The **Ministry of Health and Social Protection (MoHSP)** has shown strong interest in and commitment to CRS reform. The activities of medical institutions recorded in the Health Management Information System (HMIS) are invariably linked with civil registration since the recording of relevant legal facts (births, deaths) is based on medical certificates; enhancing the integration of the data systems is thus a mutual interest. Also, the MoHSP has the capacity to reach out to women and advocate for timely birth registration.
- The **Ministry of Education (MoE)** has an interest in the integration of civil registry data with the already existing Education Management Information System (EMIS) for accurate planning and to ensure that no one is left behind. EMIS is still at the early stages but central for strategic planning, policy analysis, monitoring and evaluation in the education sector.
- **Agency on Statistics under the President of the Republic of Tajikistan** is interested in harmonising civil registry data with other E-Systems recording vital statistics, as well as in improved coordination and data and information sharing. Piloting of data exchange in Phase I of the SDC/UNDP project was conducted and closer cooperation is to be explored.
- **The Agency on Social Insurance and Pensions (Pensions Agency)** is interested in the reform efforts and creating an interoperable system of civil data.
- For the **Ministry of Foreign Affairs (MoFA)** access to a comprehensive civil registry is vital, primarily with regards to reliable and up-to-date birth statistics, so that it can begin to issue Unique Identification Numbers (UIN) upon birth. The MoFA is also responsible for consular services, which provide civil registry services to Tajik citizens abroad.
- The **Ministry of Internal Affairs (MoIA)** issues identification documents both internal and external passports. For receiving or changing the same, documents confirming civil acts registration and their accuracy is critical. In addition, on the basis of MoIA data the voter list is formed by respective competent body.
- Coordination with the **Gender machinery and National Human Rights institutions.**

Engagement of above agencies based on Letter of Agreement (or other available contractual instrument) is envisaged.

Civil society will be involved in the programme by supporting a dialogue platform with state institutions and assuring accessibility and affordability of services for women, persons with disabilities and groups being marginalized. This programme provides opportunities for women to take part in national reforms and to engage on public issues.

The ultimate beneficiaries of the project are the people of Tajikistan, **especially those in remote areas, women and people in vulnerable and marginalized situations, who are more likely to be ‘undocumented’ and face legal problems and exclusion. The project will also address the needs of persons with disabilities. An improved and efficient system of civil registration with enhanced access will be better able protect the population’s rights.**

UNDP is the project implementing partner, as a partner with strong and recognized positioning is needed to act as counterpart and advisor to high governmental levels. In Tajikistan, UNDP has been a partner of choice by the Government in supporting reforms, advancing transformative policies and capacitating institutions to address rule of law and access to justice issues for many years. During the implementation of the on-going SDC-funded Civil Registration System Reform project and Access to Justice and Rule of Law Projects, UNDP established a good partnership with the Ministry of Justice, which has been further strengthened through implementation of the completed first phase (2016-2019) and ongoing second phase (2020-2023) of the Civil Registry System Reform project. Further, UNDP disposes of regional experience and expertise in implementing other civil registration related projects in Georgia, Azerbaijan and Armenia. For the implementation of the project at the local level, UNDP will acquire local/international expertise, for example local NGOs already providing services at the grassroots level. Also, synergies with other SDC funded projects in the Rule of Law and Health sectors will be used for achieving the planned objectives. The partnership will consider synergies with other programmes and projects of UNDP and other development partners.

Complementarity, synergy and donor coordination

a) Complementarity with the SDC/UNDP Support to Civil Registry System Reform Phase I (2016 – 2019) and Phase II (2020-2023)

The proposed project will also seek maximum complementarity and coordination with the **SDC/UNDP Support to Civil Registry System Reform Phase I (2016-2019) and II (2020-2023)** implemented by UNDP, which is focused on modernizing the legislation and further building the institutional capacity of CRO and enhanced interoperability.

This project has been designed based on the lessons learned and experiences gained during the first phase of the SDC/UNDP project implementation and has been informed by the findings and recommendations included in the Evaluation Report of the CRS Reform Project – Phase I. These included:

1. Engagement and coordination with different state institutions, especially the Executive Office of the President and Parliament is vital for a prompt legislative reform processes and that cooperation and communication should be intensified in the future.
2. Such a complex, cross-sectorial and multi-stakeholder initiative as CRS reform is highly dependent on various (political, technical, economic and social) factors and requires a proactive, flexible, but still results-orientated approach during all stages of the project implementation. Partnerships, common vision, coordination among project partners and joint advocacy efforts are important and should be used through the whole project cycle management for overcoming implementation bottlenecks and/or resistances.
3. Public awareness on the necessity of the registration of the vital civil acts should be raised at the same time as undergoing reforms of the CRS. Lack of awareness of legal rights and illiteracy contribute to lower rates of registration in remote areas. Targeted campaigns in collaboration with the MoHSP and MoE could increase rates of birth and child registration.

Cognisant of the importance to have a stronger partnership with relevant State institutions to ensure ownership and successful implementation of the proposed project, item 1 and 2 will be addressed as part of the organisational set up and responsibilities. Advocacy and awareness raising forms an integral part of Output 2, going beyond a 'business as usual' approach, conducting needs assessment and studies on the appropriate tools and measures to enhance registration of birth and marriages to protect children and women rights.

Both the EU project and the SDC project will share the project organisational structure as detailed above under 3.2. This will allow for close interaction, exchange of knowledge and learning from each other. It will also limit any possibility for duplication and will enable the maximum efficiency of resources.

b) Complementarity with other projects and donors

In the **health sector**, the EU supported the MoHSP in the set-up, development and use of the HMIS. The proposed project builds on the success and achievements and seeks synergies and complementarity with the technical assistance provided between 2009 and 2018 as well as on other efforts such as the EU-funded *“Pension Reform Programme”* and the *“Maintenance of Basic Parameters of CRO Information System in Tajikistan”* projects I (2016 – 2017) and II (2018 – 2019), funded by UNDP. The project will also seek synergies with the *Health Development Programme 2021 – 2025*, which prioritise health systems strengthening as the overarching framework to achieve improved accessibility and quality of affordable health services in Tajikistan. This project will therefore set the basis for a digitalised public administration, which will increase efficiency and transparency in governance and ensure the effective implementation and employment of HMIS.

In the **education sector**, the proposed project will build on results achieved under the EU’s *Quality Education Support Programme I and II*, focusing on improving the efficiency of the Education Management Information System (EMIS), as well as using it for strategic planning, policy analysis, monitoring and evaluation. The project will be coordinated and aligned with UNICEF, World Bank (WB), USAID, Asian Development Bank and Islamic Development Bank (GPE Grant Manager). The latter is preparing a programme (operational mid-2020), which will focus on the strengthening EMIS at local level. Full integration of EMIS with the CRS will help identify gaps in education coverage and better address the needs of marginalised/out to reach groups.

The project will coordinate with the **Digital CASA project supported by the WB** aimed at introducing digital basics (including backbone infrastructure and sector legislation and regulatory framework reform) and connecting Central and South Asia by a single fibre optic line. The World Bank project is improving the government’s capacity to deliver digital public services, vital for the effective functioning of the Civil Registration System.

The project will entail close coordination and cooperation with **UNICEF** to improve registration rates of children and to identify and address bottlenecks in policy and legislation, improve management and structure of service delivery through institutional strengthening to ensure timely registration of children within poor and migrants’ families. Hence, simplification of procedures for the poor and vulnerable to obtain required certificates will be a cornerstone.

To ensure the high quality of digitized public service delivery, adherence to international data protection standards and effective integration of the electronic data systems of selected State institutions, the programme could potentially draw expertise from the **EU CyberNet Project**.

Risks and Assumptions

A number of risks, both external and internal, have been identified in carrying out the activities of this Project. The following table shows a summary of identified risks, risk levels and mitigating measures. Detailed information is available in Annex 2. Risk Analysis

Risks	Risk level	Mitigating measures
COVID-19 – continued repercussions from pandemic situation; further waves of the virus spreading	M	The project will put mechanisms in place so that it regularly monitors the situation regarding the virus and is able to react and respond swiftly. The project will regularly consult with UN LIA to follow guidance and recommendations ensuring adherence to international standards and practices.
Corruption impedes project activities and/or outputs	M	Introduce efficient monitoring mechanisms for IT and other resources; establish a public oversight mechanism to provide feedback on functioning of CRO; conduct regular audit and ensure that checks and balances within the CRS and MoJ is set up; promote substantial changes in the Human

		Resources policy; support the MoJ in its strategy to mitigate and prevent corruption practices.
Legislation, government policy and practices not implemented due to weak capacities, low finances	H	Capacity development of duty-bearers MoE, MoHSP, Agency for Statistics, Agency on Social Insurance and Pension MoFA and MoJ on process and substance of reforms; advocate with the Ministry of Finance in the policy dialogue for adequate resource allocation. Initiate discussion with MoJ at start of the project regarding the commitment to the building and renovation of CROs
Lack of coordination among concerned Government entities	M	Continued dialogue with Inter-agency Working Group as well as the Steering Committee; Multilateral and bi-lateral consultations between the EUD and stakeholders, particularly Executive Office.
GoT does not meet its financial commitments in respect of CRR including the construction of new CROs	H	GoT has made firm commitments towards CRR and to date has upheld these. MoJ is part of project Steering Committee and will continue to lobby and advocate for all commitments to be met.
Delays in setting up necessary infrastructure (buildings, lodging servers)	M	Project will secure high-level commitment on timely setting up of necessary infrastructure, such as building and renovating CRO.
Change in staff within the MoJ and the CRO	H	Secure high-level buy-in and political support which will have direct bearings on change of personnel; develop strong partnerships with all mid-level managers who are the technical leads and ensure a wide knowledge base is secured within the institutions. Work with champions identified during the 1 st phase of the SDC/UNDP project.
Data misuse for individual, commercial or political gains	M	Data protection is of high concern to the MoJ; protective measures will be in line with international best practices and drawing on the principles of the EU's GDPR. As for potential misuse of data for political gains transition from paper-based civil registry to digitalised is considered a step forward in terms of transparency; increased protection is ensured through legislation and technical parameters . Activation of Rights-platforms, which include State institutions, CSOs, experts and academia, will help to disseminate information and raise awareness on risks of data misuse.
Lack of confidence from rights-holders in CRS (use of data, data protection, data integrity); difficulties to access to CRO.	L	Awareness raising for rights-holders on civil registration and measures taken to ensure data protection and integrity. CSO involvement will guarantee physical accessibility and affordability for low educated persons and people living in vulnerable situations.
Assumptions		
<ul style="list-style-type: none"> • GoT continues to uphold its financial commitments with regards to civil registry reform. • MoJ is capable and has a clear vision to continue with the implementation of the necessary reforms. • The internal coordination and internal political consensus to CRS reform is maintained. • State institutions capable to cooperate on interoperability of CRS with other sources of vital statistics. • System will be maintained with funds allocated from the state budget. • Sufficient Internet connectivity also in remote areas to support the system. • Coordination/supervision for inter-agency cooperation and MoJ/CRS/Jamoats are in place and efficient • MoJ provides timely inputs for constructing new and renovating the CRO, appointing jamoats' contact points; the respective legal-regulatory framework is developed and enacted. 		

- The COVID-19 context allows for the timely implementation of project activities.

Stakeholder Engagement

The Project takes a holistic and systemic approach to reform Civil Registry and is designed to benefit large parts of State entities, including line ministries; relevant agencies; national and sub-national government. In ensuring inclusive approaches as called for in the above-mentioned policy frameworks, the intervention across all activities will proactively engage with the wider society as represented by civil society organisations, including e.g. non-governmental organisations and community-based grassroots organisations, youth organisations, movements and networks, and women's and human rights organizations, research institutes.

Key stakeholders are relevant government agencies and departments at national, local level and regional level, with whom the programme will collaborate at all these levels in enhancing Public Services through Civil Registry Reform.

The **primary beneficiaries** of this project are:

- **Ministry of Justice of Tajikistan** has the authority and mandate to define and implement State policy on civil registration. It has prepared both phases of the Civil Registry Reform Programme and mobilized considerable resources, showing an unusually strong ownership of the process. The MoJ has capacity in terms of leadership and technical expertise to drive the implementation of the project and ensure that issues needing policy or legislative decisions are introduced in the Governments' agenda as demonstrated during Phases I and II of the UNDP/Swiss Development Cooperation (SDC) project (see also 3.3). The gender focal point from the MoJ as well as from other ministries involved will be closely associated to the programme.
- **Civil Registration Offices** will be key beneficiaries of the project and are under the authority of the MoJ. 100% of civil registry officers working in 58 Civil Registry Offices (CRO) will be targeted through capacity building. The capacity gaps identified (beyond the physical IT infrastructure of the CRO) include IT literacy, the ability to operate under the front and back-office model, usage of the digitalised archives, sensitisation on data integrity and ethical behaviour and training on problem solving skills. This training package will enhance the interface with rights holders, thus improve the service. While interest and commitment of officers towards reform is mixed, and so is their capacity, reform champions have come forward and a general capacity improvement was evidenced through results achieved during Phase I of the SDC/UNDP project.
- **The population of Tajikistan**, especially those in remote areas, women and people in vulnerable and marginalized situations, who are more likely to be 'undocumented' and face legal problems and exclusion. The project will also address the needs of persons with disabilities. An improved and efficient system of civil registration with enhanced access will be better able protect the population's rights.

CSOs will also be beneficiaries of the project and will bolster knowledge and awareness of the population.

The indirect beneficiaries of the project will be the Ministry of Interior, Ministry of Foreign Affairs, Ministry of Health and Social Protection of the Population, Agency on Statistics, Agency on Social Protection and Pensions and other state institutions, whose work is related to the system of civil acts registration.

The overall beneficiaries of the project will be the population of Tajikistan who, through an improved and efficient system of civil registration and enhanced access to the system will be better able to access and protect their rights.

South-South and Triangular Cooperation (SSC/TrC)

The project can initiate regular coordination with similar projects in neighbouring countries both developing and developed, such as Kyrgyzstan, Uzbekistan, Kazakhstan, Georgia, Russian Federation, South Korea and many others.

Project activities/efforts on SSC/TrC will not be limited to knowledge (and experience) sharing only (or study tours) but potentially may cover other types of technical cooperation within SSC/TrC such as technology transfer, exchange of resources to take place on a bilateral, regional, intraregional or interregional basis.

Digital Solutions

Digital is a core in this project since the theory of change states that *If the civil registry system is compatible with and accessible to **electronic data systems** of other state institutions; and if the system is optimised and capable of delivering quality services to rights-holders; and if civil registry offices are enabled to complete the **digitalisation** of historical civil registry acts, then the public administration will be able to offer **digitalised and integrated public services**, ensuring transparency and accountability for all rights-holders, and improved accessibility of basic public services for the people.* The theory of change includes digital in/under 1) major interventions or level of components and activities, 2) immediate changes such as integration of electronic systems (Output 1), automated CR system (Output 2), digitization/digitalization of CR archives (Output 3), and 3) midterm change – public administration offering digitalised and integrated public services. The project will be implemented by UNDP and will assist the Government in improving state services related to civil registration, through digitalisation and integration with other public services. A digitalised civil registry can be seen as a prerequisite for a future e-governance infrastructure, offering more effective public services. A comprehensive and universal CRS creates a digital cornerstone to build upon more specific e-services while removing duplication, decreasing the administrative burden and solving other related challenges found in conventional management systems. The project will also seek to develop a digitalised system of archiving historical records, allowing for the population to timely access their documents.

Where possible, the project will seek maximum synergies with the EU funded Digital Capabilities Strategic Analysis of Tajikistan, which will look at telecommunications; e-government; digital entrepreneurship and innovation; digital education and skills; and digital crisis response and resilience, and which support the development of the Digital Economy Roadmap by the Ministry of Economy, Development and trade, as well as preparatory works on the World Bank's Digital CASA programme. It is important to note however that the focus of this project is much narrower in scope than the aforementioned and will support the interconnectivity of 6 state institutions with the civil registry system. This will prepare the groundwork for a future integrated e-government system but will not cover the broader areas such as telecommunications; digital entrepreneurship and innovation; digital education and skills; or digital crisis response and resilience.

Knowledge

Knowledge gained through the monitoring and feedback process will inform corrective management measures and decision-making. The project will record good practices and what activities led to positive results and will share this monitoring and evaluation information widely, both nationally among stakeholders, donors and partners.

The knowledge products produced within the project will be distributed to interested stakeholders, both directly and through dissemination to respective working groups under the Ministry of Justice. However, knowledge management will not be limited to the development and storing of singular products. It will instead be introduced as a cross-cutting approach across all outcomes and outputs. This means that the Project will document the various levels of results in a systematic fashion.

The Project will furthermore strengthen mutual learning and exchanges of experiences within the Project and between partners. It will be of particular importance to ensure that the transfer of knowledge between the given project and other public administration and e-Governance related initiatives implemented by UNDP are maintained in a constant manner.

Development and dissemination of different knowledge products are envisaged under this project:

Output 1: Civil Registry System is integrated with the electronic data systems of other state institutions

- Materials from working group on policy coordination and e-Government (*Activity 1.1*)
- Materials from Advocacy workshop on integration of systems and digital public services, and from Conference to Facilitate a dialogue on data system integration (*Activity 1.1*)
- Feasibility study on interoperability of systems and proposal of government interoperability framework and model (*Activity 1.4*)
- Report on established interoperability and intergration of 4 state institutions - health, pension system, statistics and the national ID/passport system (*Activity 1.5*)
- Recommendation on information security of between state institutions, training materials on cyber hygiene and protection of personal data (*Activity 1.6*)
- Report on analysis including cost-benefit analysis and proposal of sustainable business model to operate under integrated model (*Activity 1.7*)
- Materials from advocacy workshop on the integration of the systems and digital public services in the public finance strategy/agenda of the Government (*Activity 1.7*)
- Materials from Conference on e-Governance (*Activity 1.8*)
- Mission report (materials) from study tours on knowledge exchange and learning practice from advanced democratic countries with full e-governance and improved public service platform (*Activity 1.9*)
- Report on analysis of international best practice in relation to the EU's GDPR, training materials on best practices and principles of the EU's GDPR (*Activity 1.10*)

Output 2: Civil Registry System is optimised and capable of delivering of quality services to all the rights-holders:

- Needs assessment and studies on the tools and measures to enhance registration of birth and marriages to protect children and women rights (*Activity 2.1*)
- Legal amendments and cost-benefit analysis of introducing amnesty kaw, elimination of taxes and reduction of paperwork, and advocacy campaign (*Activity 2.2*)
- Report on formalizing front and back-office model in 30 existing CR Offices (*Activity 2.3*)
- Curricula, ToT materials, and guidelines and manuals, learning platform and and other learning materials on front and back office model and enhancement of the interface with the rights holders and specifically women and marginalized groups (*Activity 2.4*)
- Mission report (materials) from study tours on learn from best practices of other countries on public service provision related to CRS (*Activity 2.5*)
- Learning/training materials from Inclusive mentoring and capacity building to MoJ staff deployed at jamoat level (*Activity 2.6*)
- Report on assessment of the requirements and proposal of unified universal requirements for digitalisation and interoperability as well as IT requirements for front and back-office model (*Activity 2.8*)
- Training plan, training materials and other knowledge products for capacity building of CR staff (*Activity 2.9*)
- Promo and other materials from public awareness campaigns (*Activity 2.10*)
- Report on assessment (review) of personal data protection, policies, procedures (solution) on IT equipment and access to data, training materials (*Activity 2.11*)
- Policies and procedures on IT audit and control, training materials (*Activity 2.12*)

Output 3: Civil Registry Offices are enabled to complete the digitalisation of historical civil registry acts

- IT architecture digitalisation process (*Activity 3.2*)
- Knowledge products and training materials on digitization of archives: document scanning, digital data storing and metadata entry (*Activity 3.4 and 3.5*)
- Legal basis, policies and procedures for digitization of archives (*Activity 3.6*)

Additionally to knowledge management the project will implement communication and visibility activities as elaborated in Annex Description of Action, Appendix 5. The Communication and Visibility activities will be carried out in accordance with article 11 of the Financial and Administrative Framework Agreement (FAFA) between the EU-UN, Article 7 of the General Conditions (Annex II to the Contribution Agreement) as well as with the Joint Visibility Guidelines for EC-UN Actions in the Field.

UNDP will give communication and visibility high importance throughout the implementation of the project. UNDP will be responsible for the implementation of communications activities. UNDP will take all necessary measures to publicize the fact that the project has received funding from the EU. Visibility and communications actions will demonstrate how the intervention has contributed to the agreed program objectives. UNDP will strengthen general public awareness of the added value and impact of the EU financial support. UNDP will keep the European Commission informed about the planning and implementation of specific visibility and communications activities. All other required visibility actions will be coordinated and agreed with the EU in line with the FAFA and General Conditions.

Sustainability and Scaling Up

This project is a one-time project, and no additional phase is foreseen. Thus, the project has been designed with the sustainability of interventions in mind, as well as implementation of an exit strategy during the last 2 years of project implementation. The project has been designed in close coordination with the Ministry of Justice and other stakeholders, based on gaps identified, lessons learned, and experiences gained during the implementation of the UNDP/SDC project, which has been implemented since 2015. The project has been designed, according to a best-researched, evidence-based approach, within the context of the National Civil Registry Reform Programme and is in line with national and EU development priorities.

The government support to the project and political will in terms of its success and sustainability is assessed as high. Not only the Ministry of Justice, but also the President, including his Executive Office, the legislative as represented by the Parliament and the Ministry of Finance have all shown will and commitment in furthering the aims of the project. In addition, the other institutions with which the project will establish interoperability of E-Systems, namely MoFA /MoIA, MoHSP, the Agency on Statistics and the Pensions Agency, have all expressed their interest and willingness to cooperate with the project, and their understanding of the need and benefits of integrating their data systems. In this context, in terms of the sustainability of the project measured through ownership on the part of the partners, there is reason to believe that the Project's interventions will be sustainable.

In terms of institutional sustainability and an out phase, the project is geared towards integration of the e-systems of 4 institutions; capacity development and rollout of front and back-office model; and digitalisation of the archives. Thus, infrastructural/reconstruction support, electronic system, digitalised archive, front and back-office Model the IT and office equipment and training curricula of IAT are going to have long lasting sustainability prospects, while the capacity development effects in terms of knowledge acquired or skills developed, usually are sustainable, but are depending on the extent to which the capacitated human resources will remain in the CR system. Specifically, on the capacity building component, which is related to IAT, the project will ensure the revision of the curriculum of trainings for CR officers, adoption by MoJ and IAT of specific targeted training programme based on real needs of CR officers. All materials will be prepared to be fully handed over to the IAT, so the existing trainers can continue the delivery of such individual capacity development sessions. UNDP will lobby the MoJ to include the developed training programme in the state budget, thus ensuring its sustainability. The curricula, materials and network of trainers can be used after the project ceases, to continue delivering targeted and relevant trainings, contributing to the sustainability of the project's interventions. Through transferring knowledge and building the capacities of the CROs to provide quality services to the people, the sustainability of the project will be increased.

With regards to the digitalisation of the archives, the system has been piloted and a thorough cost analysis has been undertaken, enabling an informed and evidence-based decision on the continuation of the digitalisation of the archives.

A solid evidence-base, informing sound decision-making processes with all relevant stakeholders, will help ensure the sustainability of the project's intervention. The knowledge and all lessons learnt on the pilot exercise will also be handed over to the MoJ to ensure it can solicit additional financial resources to complete the archiving independently at the end of the project implementation period.

Exit Strategy

The final two years of the project implementation are viewed as the exit phase, during which all outputs and the responsibility for activities will be handed over to the national authorities. Prior to this, the project will already start working with the Ministry of Justice on post-project costing and financial forecasting of the essential activities. Concurrently, the project will start negotiations with the Ministry of Finance for inclusion of the essential activities into the Ministry of Justice's budget. By the end of the project period, it is envisaged that the outputs of the project will be fully institutionalised in the civil registry system, absorbed into the state budget and under the responsibility of the Ministry of Justice/Department of Civil Registration, thus guaranteeing full sustainability of the project activities. With regards to the other institutions with which the project will work, the project will ensure that their E-Systems are fully certified and that the systems are interoperable with the CRS.

A detailed exit strategy will be developed at the end of year 2, which will then be implemented in years 3 and 4, ensuring the sustainability of all project interventions.

Specifically, the exit strategy, which will be further refined by the end of year 2, per output is as follows:

Output 1: Civil Registry System is integrated with the electronic data systems of other state institutions

The project has already successfully secured the certification for the electronic civil registration system CROIS2. With the support of the project, the 4 institutions with which the project will establish interoperability will also be certified,²⁸ thus ensuring the integrity of the data and the safety of the systems. This certification will continue after the lifespan of the project. Once technical solutions have been identified the E-Systems of other state institutions will be interlinked with that of the CRS, and this interoperability will continue beyond the project implementation period. The development of requisite legislation and policy will be support, which will put in place the foundations for a system of e-governance in Tajikistan. Further, infrastructure and equipment upgrades will reap benefits and will continue to have impact even after the project has ended.

Output 2: Civil Registry System is optimised and capable of delivering of quality services to all the rights-holders

The Front and Back Office Model has already been recognized as a best practice model, with the President decreeing that all future civil registry offices will be built in accordance with this model. The MoJ is already responsible for ensuring this and this will continue beyond the lifespan of the project.

Capacity development aspects are fully sustainable and will be handed over to the respective institutions – MoJ and the Institute for Advanced Training– and again this will continue beyond the lifespan of the project, with the MoJ assuming full financial responsibility for the delivery of training by the end of the project implementation period. Further, infrastructure and equipment upgrades will reap benefits, such as enhancing the efficiency of the service provision, as well as increasing the transparency and accountability of services, which will continue to have impact after the project implementation period.

With regards to the awareness of the population, the project will ensure that affordable tools are in place to systematically raise the awareness of the population regarding the importance of civil registration, which can be adequately maintained by the state, thus ensuring their sustainability.

²⁸ The costs of the certification will not be borne by the project, but the project will advise on the certification requirements.

Output 3: Civil Registry Offices are enabled to complete the digitalisation of historical civil registry acts

This project aims to digitalise a minimum of 1,250,000 historical records. The digitalised archive system will be under the MoJ who will assume full responsibility for its maintenance and upkeep, thus ensuring its sustainability. Business process and operations will be developed, as well as staff capacitated to ensure that digitalising the archives will continue after the lifespan of the project.

Throughout the project implementation period, UNDP will lobby to facilitate that both institutional and financial sustainability of the project activities will be ensured at the end of the project period. The key role of the Ministry of Justice will be to ensure the institutionalization and sustainability of results and maintain necessary policy coordination with other relevant stakeholders.

IV. PROJECT MANAGEMENT

Project Duration and budget

The project will be implemented over a 48-month time period from November 2022 to October 2026. The total budget is US\$ 9,670,987 (€ 9,7 million, UNORE 1.003 as of 1 Nov 2022), which will be implemented using a cost-based approach as well as Performance-Based Financing (PBF) approach to the ratio of 75:25, i.e. with 25% of the project funds, US\$ 2,417,732 (€ 2,424,985), being financed on the basis of PBF. This is a new mechanism both to the EU Office in Tajikistan as well as the UNDP Tajikistan Country Office, which will be piloted through this project. This is described further in section 4.4. below.

For a detailed budget breakdown, please see Annex III to the Contribution Agreement.

Project Management

The Project will be embedded in the Civil Registration Reform plans of the Ministry of Justice, which is part of the Government of Tajikistan's wider reform efforts. In order to further the goals of the project, the project will create partnerships, synergies and linkages with other stakeholders, including relevant government institutions, international organisations and UN Agencies, donors and INGOs and NGOs/CSOs

Geographical scope

The project will be implemented throughout Tajikistan, including in the GBAO region of the country. In each region of the country, UNDP already has a long-term presence and partnerships with the CROs and other justice sector and local level institutions, including the legal aid centres, women's watch groups, mahallas and jamoats, and local grassroots level NGOs. With regards to the locations for rollout of the front and back-office model, these will be decided by the Ministry of Justice, in coordination with UNDP and based on pre-defined criteria such as the level of service delivery, physical space available, geographical location and pre-existing capacities. Due to the lengthy decision-making process and the unpredictable context, the decision on which offices will be selected for roll out of the front and back-office model will be made during the first year of implementation of the project. The main project office will be located in Dushanbe, for ease of coordination with the main government stakeholders and will be shared with the UNDP/SDC Civil Registry Reform Project for maximum coordination as well as cost efficiency. The overall project administration will be carried out at the UNDP Tajikistan Country Office.

Financial Arrangements

The Project will be implemented under the Direct Implementation Modality (DIM), meaning that funding will flow through UNDP and UNDP will be responsible for the overall management, backstopping and monitoring of the Project in line with UNDP's Programme and Operational Policies and Procedures. About 25% or US\$ 2,417,732 (EUR 2,424,985) of the EU contribution is using the form performance-based financing (PBF) specifically linked to the achievement of five (5) indicators at output level as specified in Annex Description of Action, Appendix 1 - Logical Framework Matrix.

Annual progress reports will be prepared and submitted in line with the provisions of article 3 of the General Conditions (Annex II).

Operational capacity

UNDP has unrivalled operational capacity and can deliver administratively complex, multi-component programmes and projects at regional and national levels. UNDP's financial and procurement management systems and controls ensure the highest levels of transparency and accountability, and adherence to all internally recognized standards. UNDP in Tajikistan employs over 200 development professionals specialized in the fields of governance, rule of law, human rights, border management, health, poverty, energy and environment, and disaster risk reduction.

UNDP has managed to establish strong and effective project team for Civil Registry system reform project, which was able to achieve visible results for the short period of time. The Programme Unit will also ensure the Results Based Management, which is utilised throughout of all UNDP projects, in this project.

UNDP's comparative advantage and niche

UNDP Tajikistan offers comparative advantages in civil registry reform programming, drawing on its **global knowledge base**, best practices, lessons learnt, and past cooperation within both UNDP and the United Nations system. UNDP globally has gained vast and proven experience in a variety of different areas of CRR programming, which UNDP Tajikistan can maximise.

UNDP Tajikistan itself has **over five years of civil registry reform programming experience**, which developed from a need identified during implementation of UNDP Tajikistan's access to justice programme, initiated in 2012, which has also been addressing gaps within the civil registry system and awareness of the population. This provides UNDP Tajikistan with an in-depth understanding of the complexities and political and economic realities. In addition, this experience has enabled UNDP to cultivate **strong partnerships with all relevant stakeholders**.

UNDP's **policy framework and methodology** for civil registry reform and its expertise in civil registry reform programming is a major asset. The **UNDP Capacity Development Approach** understands capacity development as a process through which individuals, organisations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. It considers capacity development as an endogenous process, hence capacity development support needs to start from the existing capacities and work with the assets of the respective institution.

The UNDP **capacity development paradigm** presents a holistic approach to civil registry reform and is likely to yield better long-term results than the traditional short-term technical assistance approach used by other donors.

UNDP's way of working is predominantly **facilitative and client oriented**. UNDP pays attention to consultative processes with stakeholders, and consensus building is of central importance and the starting point for any new intervention. UNDP's focus is on providing assistance to local beneficiary institutions to define their specific needs and design a response strategy. A facilitative approach is maintained throughout implementation and determines the working relationship between UNDP and the beneficiary institution.

UNDP is an **impartial** player hence considered a trusted partner by national institutions, in particular by the Ministry of Justice, the Executive Office of the President. Its impartiality is considered an asset enabling UNDP to play a facilitative role in the civil registry reform development process. UNDP is able to tap into a pool of expertise and quickly mobilise technical experts from different countries and the regional centre or headquarters.

UNDP's **reliance on national staff** with the relevant know-how, in-depth-knowledge about the realities of the country and knowledge of language is another added advantage. UNDP Tajikistan has proven expertise in working with both

national and sub-national institutions, hence a good understanding of the policy and working environment of such institutions. Having access to and being able to use both international good practice as well as local expertise makes UNDP a powerful player in the donor community.

Through adopting a **Human-Rights Based Approach** (HRBA) to programming, UNDP Tajikistan is able to bridge the divide between the supply and demand sides of civil registry reform programming. The HRBA seeks to analyse inequalities, which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress. Adopting a human rights-based approach to civil registry reform programming in Tajikistan, will lead to better and more sustainable human development outcomes and will help ensure that **no one is left behind**.

Recognising that strengthening civil registry reform at the national level is a difficult, complex and long-term task, the success of which depends on the commitment of the national communities with whom UNDP works, UNDP Tajikistan is **committed to long-term programming** in the public administration and judicial sector and is not restricted in its focus with having to fulfil contractual requirements or securing its next project, as many other donors are.

UNDP Tajikistan has the **institutional knowledge** that often other donors and international organisations, and in particular contractors, do not have. UNDP Tajikistan is **focused on the impact** of its civil registry reform activities. This gives it a strong advantage in particular in analysing the context and situation on the ground and identifying the real needs of the beneficiaries. This provides UNDP Tajikistan with the credibility to facilitate partnerships with and among different civil registry reform actors.

V. RESULTS FRAMEWORK²⁹

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:										
Outcome 4. People-centered governance and rule of law. By 2026, governance is more inclusive, transparent and accountable, serving to protect human rights, empower women, and reduce violence and discrimination in alignment with the international commitments of Tajikistan.										
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:										
CPD Indicator 3.2: Governance institutions at national and local levels have strengthened capacities and systems in place to support access to justice and remove structural barriers to gender equality and women’s empowerment.										
CPD Indicator 3.3: Governance institutions and processes are made more transparent, and accountable and use technological innovations to engage the larger society in participatory policy formulation, planning, implementation and oversight.										
Applicable Output(s) from the UNDP Strategic Plan:										
SP Output 2.4. Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement										
Project title and Atlas Project Number: Improved Access to Public Services (IAPS) through Civil Registry Reform, 00123810										
EXPECTED OUTCOMES AND OUTPUTS	OUTPUT INDICATORS ³⁰	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
Impact³¹ (overall objective): Improved accessibility of basic public services for rights holders	I.1 Proportion of children under 5 years of age whose births have been registered with a civil authority, by age [SDG 16.9.1] <i>(disaggregated by sex, age and disability when applicable)</i>	Demographics and Health Survey; Official Government statistics (Ministry of Health and Social Protection, MoJ, NGO reports)	91% ³²	2019	92%	93%	94%	95%	95%	As defined by the assessment methodology Demographics and Health Survey is conducted by third-party organization each 5 years.

²⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

³⁰ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

³¹ Impact is not assessed as part of the RBF.

³² Democratic and Health Survey Tajikistan 2017, available at <https://dhsprogram.com/pubs/pdf/FR341/FR341.pdf>

EXPECTED OUTCOMES AND OUTPUTS	OUTPUT INDICATORS ³⁰	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
	I.2 Number of new-born children registered with a Unique Identification Number <i>(disaggregated at least by sex, age and disability when applicable)</i>	MoJ and Mol/Ministry of Foreign Affairs (MoFA) data	0	2021	10,000	20,000	30,000	40,000	100,000	Records from information system Endorsement and introducing Unique Identification Number is subject to approval by the Government and readiness of involved state agencies
Outcome 1: A public administration offering digitalised and integrated public services	O.1 Number of state institutions' E-Systems integrated with Civil Registration Electronic System	Project operational reports, surveys, Steering Committee meetings	0	2021	1	2	3	4	4	Records from information systems The unwillingness of the other state institutions to connect and integrate with Civil Registration Information System
	O.2 % of population satisfied with delivery of civil registration services, [SDG 16.6.2] <i>(disaggregated at least by sex, age and disability when applicable)</i>	UNDP/SDC Feedback data collection mechanism	48% ³³	2022	50%	55%	60%	65%	TBC	As defined by the assessment methodology Satisfaction level is very subjective and depends from other external factors
	O.3 % of people who have correct information and know how to register their civil registry acts, especially those living in the most vulnerable ³⁴ situations. <i>(disaggregated at least by sex, age, disability, geographical locations)</i>	Independent baseline and endline survey	TBC ³⁵	2022	TBC	TBC	TBC	TBC	% increase to be agreed based on results of	As defined by the assessment methodology

³³ The baseline and targets will be set during the first half of 2022, when it is anticipated that the UNDP/SDC project will have introduced a feedback mechanism to assess the satisfaction level of the population with CR services.

³⁴ Vulnerability will be defined as per the World Bank's livelihood indicator <https://data.worldbank.org/country/tajikistan>

³⁵ Baseline, milestones and final target will be defined based on results of baseline study to be conducted at start of project

EXPECTED OUTCOMES AND OUTPUTS	OUTPUT INDICATORS ³⁰	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL		
										baseline survey	
Output 1 Civil Registry System is integrated with the electronic data systems of other state institutions	1.1 Number of interoperable E-Systems	Report by IT/Admins of agencies on integration with the Civil Registry System (CRS); Project reports, surveys, Steering Committee meetings and National Gazette	0	2022	1	2	3	4	4 ³⁶	Records from information systems The unwillingness of the other state institutions to connect and integrate with Civil Registration Information System	
	1.2 Number of institutional coordination mechanisms on civil registration between the Ministry of Justice and other State institutions and Civil Society Organisations (CSOs)	Government Working Group; meetings and reports (annually) governmental decree on the establishment of the CRS integration coordination body;	0	2022	2	4	6	8	8	Reports and minutes from meetings of coordination group The unwillingness of the state institutions to participate in coordination mechanisms	

³⁶ 1) Ministry of Foreign Affairs (MoFA), 2) Ministry of Health and Social Protection of Population (MoHSPP), 3) Agency of Social Insurance and Pensions, 4) Agency on Statistics

EXPECTED OUTCOMES AND OUTPUTS	OUTPUT INDICATORS ³⁰	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
Output 2 Civil Registry System is optimised and capable of delivering quality services to the rights-holders	2.1 Number of Civil Registry Offices operating under front and back-office model and renovated with EU support	Performance assessments – with predefined criteria to be agreed in advance between EU, MoJ and UNDP –e.g. ability of staff to operate under front and back office model, to use electronic system, that electronic system is in place etc.	0	2022	10	10	10	0	30	As defined by the assessment methodology; monitoring visits Construction of new CR offices depends on funds of the Government and Ministry of Justice.
	2.2 Number of officers of the Civil Registry Offices passing a performance assessment to show ability to provide efficient services through front and back-office model <i>(disaggregated by sex)</i>	Performance assessments – with predefined criteria to be agreed in advance between EU, MoJ and UNDP	0	2022	100	100	100	0	300 (at least 50% women)	As defined by the assessment methodology; records from learning management systems and from training; monitoring visits;
	2.3 Number of Civil Registry Offices equipped and supported with software with EU support	Completion reports and acceptance by the IT	0	2021	20	20	18	0	58	Asset transfer forms; records from IT Asset Management system; monitoring visits

EXPECTED OUTCOMES AND OUTPUTS	OUTPUT INDICATORS ³⁰	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL		
		admins of MoJ / CRO									
	2.4 % of Civil Registry Offices staff trained for remote areas' services <i>(disaggregated by sex)</i>	Staff training assessment; decision for approval of the procedures and methodology for remote areas CR services	0		20%	50%	70%	100%	100%	Records from training; monitoring visits	
Output 3 Civil Registry Offices are enabled to complete the digitalisation of historical civil registry acts	3.1 Number of civil registry officers trained to conduct the digitisation of historical civil registry acts with EU support <i>(disaggregated by sex)</i>	Independent assessment	0	2022	100	100	100	0	300 <i>(at least 50% women, and disability when applicable)</i>	Records from learning management system and from training; monitoring visits	
	3.2 Number of civil registration archive records digitised by civil registration officers with the support of the EU	Archive Management system with digitized archive records	0	2022	500,000	500,000	250,000	0	1,250,000	Records from Civil Registration Offices Information System and Archive Management System	
	3.3 No. of Civil Registry Offices equipped to provide digitalised archive services with EU support	Digitalised archive system, project reports	0	2022	20	20	18	0	58	Asset transfer forms; records from IT Asset Management system; monitoring visits	

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	SDC, EUD	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	SDC, EUD	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	SDC, EUD	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		SDC, EUD	

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

The project will develop detailed monitoring plan for monitoring of each performance-based indicator.

Evaluation Plan³⁷

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	N/A	2.4. Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement	CPD Outcome 4 / UNSDCF Outcome 4 People-centred governance and rule of law	20 December 2024	Ministry of Justice	USD 40,000 Separate/additional funds by EUD
Final Evaluation	N/A	2.4. Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement	CPD Outcome 4 / UNSDCF Outcome 4 People-centred governance and rule of law	30 November 2026	Ministry of Justice	USD 40,000 Separate/additional funds by EUD

³⁷ Optional, if needed

VII. MULTI-YEAR WORK PLAN ³⁸³⁹

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPON-SIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	TOTAL AMOUNT
Output 1. Civil Registry System is integrated with the electronic data systems of other state institutions.	1.1 Facilitate a dialogue on data system integration between the MoJ and other State institutions, including the Executive Office of the President and Parliament	89,967	36,172	77,006	3,988	UNDP	EU	71300 - Local consultant, 75700 - Training, Workshops and Conferences, 74200 - Audio Visual&Print Prod Costs	207,133
	1.2 Support the MoJ to formalise the integration of the CRS with other State institutions	24,301	24,301	-	-	UNDP	EU	71300 - Local consultant, 72500 - Supplies, 71600 - Travel	48,602

³⁸ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

³⁹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPON-SIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	TOTAL AMOUNT
	1.3. Build infrastructure and equipment upgrades of Electronic system of Civil Registration (CR) and CR server storage and interconnection between other servers and systems, including to the identity, health, pension and statistics data systems	1,076,177	92,722	92,722	-	UNDP	EU	71300 - Local consultant, 72200 - Equipment and Furniture, 72100 - Contractual Services Companies, 71800 - Contractual Services-Imp Partn	1,261,620
	1.4 Provide functional and technical solutions to integrate the CRS with the electronic systems of other state institutions based on national security standards	149,551	-	-	-	UNDP	EU	72100 - Contractual Services Companies	149,551
	1.5 Establish interoperability of 4 state institution systems (health, pension system, statistics and the national ID/passport system) with the CRS	-	453,639	-	-	UNDP	EU	72100 - Contractual Services Companies	453,639
	1.6 Ensure security standards and required certifications across the ICT system covered under the proposed project to grant full protection of personal data storage and handling.	117,257	85,949	-	-	UNDP	EU	71200 - International consultant, 71300 - Local consultant, 75700 -	203,205

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPON- SIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	TOTAL AMOUNT
								Training, Workshops and Conferences, 71600 - Travel	
	1.7 Ensure the sustainability of system integration and handover to the Government	-	88,920	-	-	UNDP	EU	75700 - Training, Workshops and Conferences	88,920
	1.8 Put in place foundations for the regulative and legislative framework for e-governance	71,719	66,236	25,424	-	UNDP	EU	71200 - International consultant, 71300 - Local consultant, 75700 - Training, Workshops and Conferences, 71600 - Travel, 74200 - Audio Visual&Print Prod Costs	163,379
	1.9 Knowledge exchange and learning practice from advanced democratic countries with full E-governance and improved public service platform	-	56,830	56,830	-	UNDP	EU	71600 - Travel	113,659

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPON- SIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	TOTAL AMOUNT
	1.10 Facilitate required legislative reforms in line with international best practices and drawing on the principles of the EU's GDPR as well as develop subsequent procedural policies to ensure institutional transparency and public accountability	68,085	63,698	7,777	-	UNDP	EU	71200 - International consultant, 71300 - Local consultant, 75700 - Training, Workshops and Conferences, 71600 - Travel	139,560
	Project Specialist - Policy and Legal reforms	10,226	10,226	25,564	25,564	UNDP	EU	71400 - Contractual Services Individuals	71,580
	Monitoring and Evaluation Specialist (33%)	3,409	3,409	8,521	8,521	UNDP	EU	71400 - Contractual Services Individuals	23,860
	GMS	112,748	68,747	20,569	2,665	UNDP	EU	75100 - GMS	204,730
	Total for Output 1	1,723,439	1,050,847	314,412	40,739				3,129,437
							EU		3,129,437
	<i>including</i>						EU PBF		-
Output 2: Civil Registry System is optimised and capable of delivering of quality	2.1. Conduct needs assessment and studies on the tools and measures to enhance registration of birth and marriages to protect children and women rights	78,764	118,644	43,868	3,988	UNDP	EU	72100 - Contractual Services Companies,	245,264

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPON- SIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	TOTAL AMOUNT
services to all the rights-holders.								75700 - Training, Workshops and Conferences, 74200 - Audio Visual&Print Prod Costs	
	2.2. Support MoJ Working Group to pass an amnesty law to enhance children birth registration, eliminate fines for late registration, taxes for services and reduce paperwork related to registration of vital events	35,469	18,860	24,710	8,101	UNDP	EU	71300 - Local consultant, 75700 - Training, Workshops and Conferences, 71600 - Travel	87,140
	2.3. Formalize the front and back-office model and apply it to 30 existing CR offices with assistance in internal renovation, including accessibility for persons with disabilities.	133,034	133,034	133,034	-	UNDP	EU PBF	72100 - Contractual Services Companies / 71300 - Local consultant	399,103
	2.4 Mentoring and capacity building to all civil registry staff and contractors in 58 Civil Registry Offices on the front and back-office model and enhancement of the interface with the rights holders and specifically women and marginalized groups	65,936	65,936	65,936	-	UNDP & Institute	EU PBF	71800 - Contractual Services-Imp Partn	197,807

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPON- SIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	TOTAL AMOUNT
	2.5 Learn from best practices of other countries on public service provision related to CRS	-	56,830	56,830	-	UNDP	EU	71600 - Travel	113,659
	2.6 Inclusive mentoring and capacity building to MoJ staff deployed at jamoat level	132,007	32,306	32,306	9,970	UNDP & Institute	EU	72100 - Contractual Services Companies, 75700 - Training, 71600 - Travel, Workshops and Conferences, 74200 - Audio Visual&Print Prod Costs	206,588
	2.7 Provide IT equipment to 58 Civil Registry Offices (Monoblock PC, specialized printers, scanners, monitors, copy machines, and queue management system with information monitor)	357,109	357,109	321,398	-	UNDP	EU PBF	72800 - Information Technology Equipmt	1,035,615
	2.8: Support the digitalisation and interoperability and IT requirements of the Civil Registry Offices to provide effective services in accordance with the front and back- office model	7,777	7,777	7,777	9,073	UNDP	EU	71300 - Local consultant	32,403

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPON- SIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	TOTAL AMOUNT
	2.9: Training of Ministry of Justice civil registry staff, on planning and organizing field civil registration in remote areas	33,634	35,097	32,616	19,849	UNDP & Insitute	EU	71300 - Local consultant, 75700 - Training, Workshops and Conferences, 71600 - Travel 71800 - Contractual Services-Imp Partn	121,195
	2.10: Rolling out a public awareness campaigns with support of CSOs on the importance of conducting timely registration of vital events, especially birth registration, including advocacy through maternities and medical centres to promote timely birth registration	99,701	99,701	99,701	-	UNDP & CSOs	EU	72100 - Contractual Services Companies	299,103
	2.11: Ensure necessary provisions are in place to provide the required security to the equipment as well as a vetting process of personnel having access to critical data repositories or systems management	7,777	7,777	7,777	9,073	UNDP	EU	71300 - Local consultant	32,403

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPON- SIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	TOTAL AMOUNT
	2.12: Established audit and control mechanisms to identify unregulated handling of Civil Registry data and ICT systems or data contained thereof	223,829	12,961	-	-	UNDP	EU	71300 - Local consultant, 75700 - Training, Workshops and Conferences, 72800 - Information Technology Equipmt	236,790
	Project Specialist - Capacity development	10,226	10,226	25,564	25,564	UNDP	EU	71400 - Contractual Services Individuals	71,580
	Project Assistant - Service delivery	6,719	6,719	16,798	16,798	UNDP	EU	71400 - Contractual Services Individuals	47,035
	Monitoring and Evaluation Specialist	3,409	3,409	8,521	8,521	UNDP	EU	71400 - Contractual Services Individuals	23,860
	GMS	44,752	28,721	24,953	7,766	UNDP	EU	75100 - GMS	106,191
	Total for Output 2	1,240,140	995,105	901,788	118,703				3,255,735
								EU	1,623,211
	<i>including</i>							EU PBF	1,632,524

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPON-SIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	TOTAL AMOUNT
Output 3: Civil Registry Offices are enabled to complete the digitalisation of historical civil registry acts.	3.1. Develop a plan for systematic digitalisation of historical civil registry acts into the archive management system, ensuring at all times data integrity	-	-	-	-	UNDP	EU	72100 - Contractual Services Companies	-
	3.2. Design an IT architecture digitalisation process for historical records, ensuring the latter are properly handled afterwards, be it destruction, storage	-	-	-	-	UNDP	EU	71200 - International consultant	-
	3.3 Provide equipment for digitalisation of archive (historical records) to all Civil Registry Offices (at least 2 high standard/sensitive scanners and 3 laptops per office)	1,013,559	64,407	-	-	UNDP	EU	72800 - Information Technology Equipmt	1,077,966
	3.4 Design and development of knowledge products and training materials on digitization of archives	22,433	22,433	22,433	22,433	UNDP	EU	71300 - Local consultant, 74200 - Audio Visual&Print Prod Costs	89,731
	3.5 Capacity building of civil registration staff through technical knowledge support and training on document scanning, digital data storing and metadata entry	65,990	65,990	65,990	-	UNDP	EU PBF	72100 - Contractual Services Companies	197,969
	3.6 Accompanying/mentoring of the digitalisation process, while complying with established data protection rules and regulations	-	-	-	-	UNDP	EU	71300 - Local consultant	-

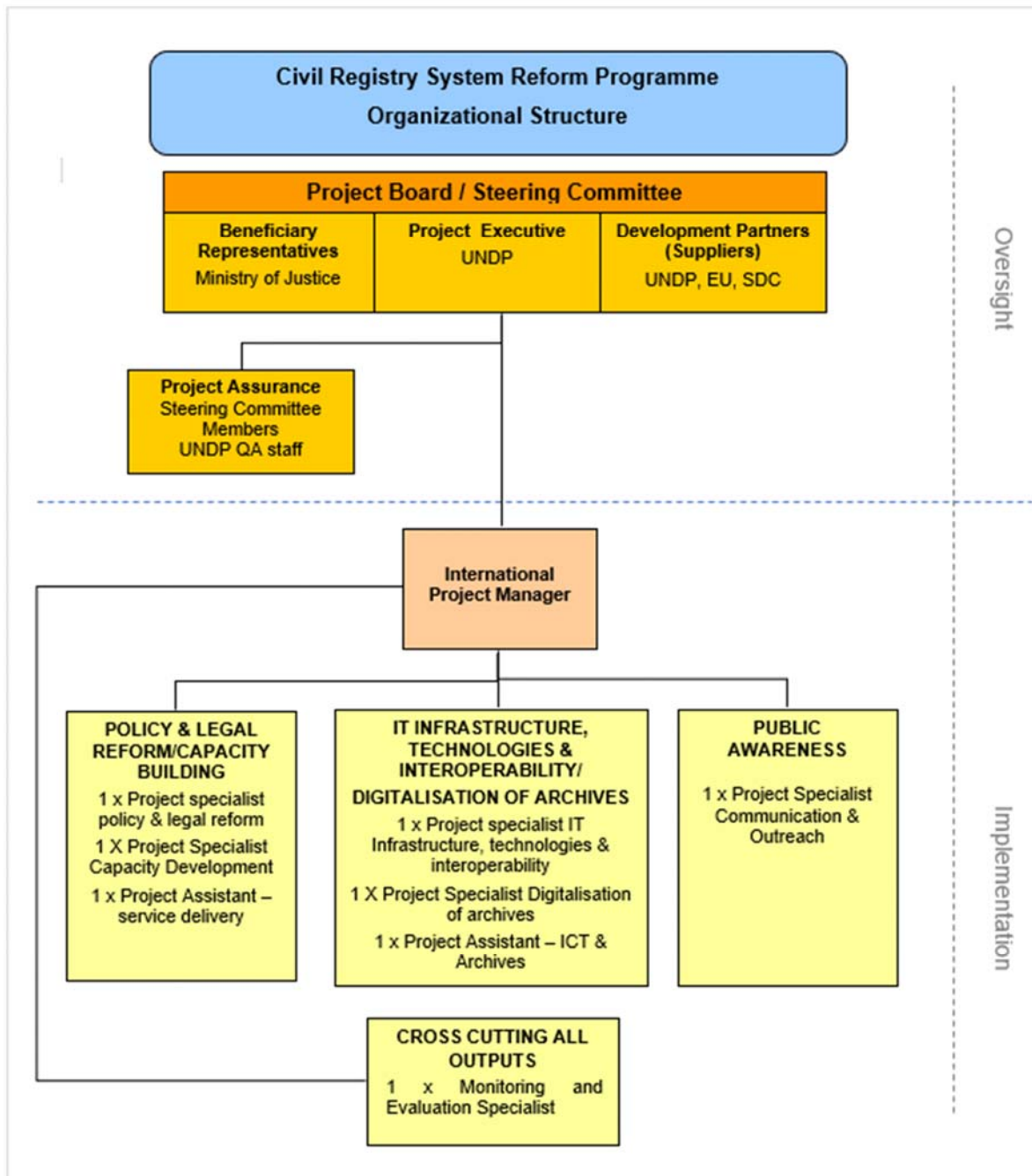
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPON- SIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	TOTAL AMOUNT
	3.7 Support CRO in quality data entry to the archive management system and digitalising 1,250,000 historical records throughout the project implementation period	234,895	234,895	117,448	-	UNDP	EU PBF	72100 - Contractual Services Companies	587,238
	Project Specialist - IT technologies and Interoperability	10,226	10,226	25,564	25,564	UNDP	EU	71400 - Contractual Services Individuals	71,580
	Project Specialist - Digitization of Archives	10,226	10,226	25,564	25,564	UNDP	EU	71400 - Contractual Services Individuals	71,580
	Project Assistant - ICT and archives	6,719	6,719	16,798	16,798	UNDP	EU	71400 - Contractual Services Individuals	47,035
	Project Specialist - Communication, Outreach and Gender	10,226	10,226	25,564	25,564	UNDP	EU	71400 - Contractual Services Individuals	71,580
	Monitoring and Evaluation Specialist	3,409	3,409	8,521	8,521	UNDP	EU	71400 - Contractual Services Individuals	23,860
	GMS	75,376	8,935	8,711	8,711	UNDP	EU	75100 - GMS	101,733
	Total for Output 3	1,453,058	437,465	316,594	133,156				2,340,273
	<i>including</i>							EU	1,555,065

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPON- SIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	TOTAL AMOUNT
								EU PBF	785,207
	TOTAL FOR OUTPUTS								8,725,446
	<i>including</i>							EU	6,307,714
									EU PBF
Project Support Cost									
OPS	International Project Manager	85,006	85,006	212,515	212,515	UNDP	EU	61300 - Salary & Post Adj Cst-IP Staff (Project Manager)	595,043
	Administrative and Finance Associate (100%)	22,446	22,446	22,446	22,446	UNDP	EU	71400 – Contractual Services - Individuals (AFA)	89,783
	Vehicle running costs (rent of 1 vehicle with driver)	12,463	12,463	12,463	12,463	UNDP	EU	73400 – Vehicle maintenance (Driver)	49,850
	Monitoring visits	12,277	12,277	12,277	12,277	UNDP	EU	71600 - Local travel (monitoring visits)	49,107
	Other services - tel/fax, electricity/heating, maintenance etc.	2,393	2,393	5,982	5,982	UNDP	EU	73100- Office rent maintenance,	16,750

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPON- SIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	TOTAL AMOUNT
								utilities, cleaners	
	Furniture, computer equipment	14,955	-	-	-	UNDP	EU	72200 - Equipment and furniture	14,955
	Consumables - office supplies	1,196	1,196	2,991	2,991	UNDP	EU	72500 - Supplies	8,375
	Visibility and Communication	14,955	14,955	14,955	14,955	UNDP	EU	72400 - IT and Communication	59,821
	Miscellaneous	-	-	-	-	UNDP	EU	74500- Miscellaneous (UPL fees, bank charges etc.)	-
	GMS	11,598	10,551	19,854	19,854	UNDP	EU	75100 - GMS	61,858
	Total Project Support Cost	177,289	161,287	303,482	303,482				945,541
	TOTAL PROJECT BUDGET								9,670,987
								EU	7,253,255
	<i>including</i>							EU PBF	2,417,732

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Improved Access to Public Services (IAPS) through Civil Registry Reform project has been designed to support the Ministry of Justice of the Republic of Tajikistan with the implementation of the National Civil Registration Reform Programme and corresponding Annual Action Plans. As such, the Ministry of Justice is in charge of the reforms, including its implementation, while the Project will have the role of facilitation. The project will be implemented under the Direct Implementation Modality (DIM), with 25% of the project funding being allocated via Performance-Based Financing (PBF). UNDP through the Project Manager will be responsible for the overall management, backstopping and monitoring of the project in line with UNDP’s [Programme and Operational Policies and Procedures](#). The project will be implemented as per the Programme Organisation Structure below, which details the shared programme management structure between the UNDP/SDC and UNDP/EU projects. UNDP will provide separate narrative and financial reports for the two projects in accordance with each donor’s relevant contractual provisions.



The **Project Steering Committee (PSC)** will act as the ultimate governing body of the project. The PSC will be responsible for making consensus-based management decisions for a project when guidance is required by the Project Manager, including recommendations for UNDP (as an Implementing Partner) approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, the PSC's decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the PSC, final decision shall rest with the UNDP Tajikistan Resident Representative, as chair of the PSC.

The PSC will include UNDP senior management, European Union Delegation Senior Management, SDC Senior Management, the Ministry of Justice, Management of the Civil Registry Offices, representatives from the Parliament, the MoFA and the Committee on Local Development may participate in meetings of PSC as observers.

The **PSC** will:

- Provide overall leadership, guidance and direction in successful delivery of outputs and their contribution to outcomes under the Project.
- Be responsible for making strategic decisions by consensus, including the approval of substantive revisions of the Project, i.e., changes in the Project document.
- Approve annual work plans, annual reviews, and other reports as needed.
- **Meet at least twice per year** - either in person or virtually- to critically review Project implementation, management risks, and other relevant issues.
- Address any relevant programming issues as raised by the project.
- Provide guidance on new Project risks and agree on effective and feasible countermeasures and management actions to address specific risks.

An international Project Manager, who has the authority to run the project at the strategic level, will manage the Project. The Project Manager is responsible for the overall management and decision-making for the Project. The Project Manager's primary responsibility is to ensure that the project delivers the results (outputs) specified in the Project document for the population of Tajikistan, to the required standard of quality and within the specified timelines and cost. The Project Manager will be responsible for the overall management and oversight as well as for providing substantive advice to the project (see below).

Project Quality Assurance will be ensured by the Programme Unit, in specific by the Team Leader of Governance and Rule of Law for programmatic activities, and by UNDP's Programme Management Support Unit (PMSU) for financial compliance.

The **Project Support** role provides project financial administration, management and technical support to the project as required. Project Support and Project Assurance roles will be kept separate in order to maintain the independence and thus the effectiveness of Project Assurance. The project support staff will include two Administrative/Finance Associates and one project Driver. Under EU project, services of rent vehicle with a driver will be utilised.

The following are some of the items that will be regularly checked by the Project Assurance throughout the Project as one means of ensuring that it remains relevant, follows approved plans and meets the planned targets with quality.

- Maintenance of engagement and collaboration throughout the Project between the members of the Project Steering Committee.
- Beneficiary needs and expectations are being met or managed.
- Risks are being controlled.
- Targets are being reached in relation to all indicators, including those related to Performance-Based Financing (PBF).

- Project continues to reinforce and add value to the United Nations Development Assistance Framework, overall CO access to justice and rule of law portfolio and initiatives of other members of the Country Team such as UNICEF, UNFPA, UN Women and UNHCR in Tajikistan.
- The right people are being involved in Project activities.
- Acceptable solutions to implementation obstacles are being developed; and
- The project remains viable.
- Internal and external communications are working.
- UNDP rules and regulations are being observed.
- Any legislative constraints regarding the running of the Project are observed.
- Adherence to UNDP corporate results-based monitoring and reporting requirements and standards.
- Quality management procedures are properly followed; and
- Project Steering Committee's decisions are followed up, and Project revisions are dealt with fully in line with required UNDP procedures.

*For detailed information on Project Board / Steering Committee please see **Annex 5. Project Board Terms of Reference and TORs of key management positions.***

Key Project Staff

The project team will be located in the premises of the Ministry of Justice/Department of Civil Registration, in line with UNDP procedures. New staff will be recruited through an open competition in line with UNDP's rules, regulations and procedures. The team will be responsible for the development and implementation of work plans, organising trainings and the appointment of experts as required. The key project staff includes:

International Project Manager

An international Project Manager will have the dual function of being responsible for the overall management of the project as well as for providing substantive knowledge and capacity development expertise. S/he will be responsible for guiding the overall leadership of the Project activities, ensuring that they are consistent with the signed Project Document and approved Annual Work Plans. The Project Manager will lead the Project Team through planning and implementing and managing the delivery of activities approved in the Project document and annual work plans. The Project Manager will also facilitate anchoring the Project experience with policy implications within the government system to smooth the process of policy response and facilitate cooperation required with other Ministries and Government Departments for effective Project implementation. The Project Manager will initiate, nurture and cultivate relationships with key project partners and will contribute to resource mobilisation efforts, by identifying and pursuing resource mobilisation opportunities. The Project Manager will be a specialist in Project management as well as civil registry system reforms and overall management of justice reform projects and programmes. S/he will guide the technical assistance team in line with the expected deliverables agreed with the Ministry of Justice. The Project Manager will maximise efforts to achieve the expected project results by providing strategic guidance, policy advice and technical assistance for the implementation of activities. S/he is also responsible for the monitoring and ensuring high quality and timely inputs, and for ensuring that the project maintains its strategic vision and that its activities result in the achievement of the intended outputs in a cost effective and timely manner. S/he will ensure that a human rights-based approach, gender empowerment, conflict-sensitive programme and results-based management are mainstreamed into the project development.

From a technical, advisory perspective, the Project Manager will advise the project team and the Steering Committee directly in effective and timely project implementation. The Project Manager will be responsible for ensuring that the overall technical direction of the project is maintained and flexibility adapted to meet the practical challenges faced during the implementation of the project. The Project Manager is the lead expert on civil registration within the project and is a specialist on international standards and comparative experiences relating to the legal and policy framework for civil registry systems as well as the effective and efficient provision of civil registration services. S/he will provide

technical advice on legal and policy issues and on international best practices and standards, particularly with regards to legislative reforms, public service provision, front and back-office approach, capacity development and digitalisation of the archives. In particular, the Project Manager will facilitate knowledge exchange and learning practice from advanced democratic countries with full e-governance and improved public service platform and will advise on required legislative reforms in line with international best practices and drawing on the principles of the EU's GDPR as well as advise on subsequent procedural policies to ensure institutional transparency and public accountability. S/he will prepare and review all required reports and also all English-language documents and memoranda.

POLICY AND LEGAL REFORMS; INSTITUTIONAL CAPACITY STRENGTHENING

Policy and Legal Reforms Specialist

The incumbent will lead the Law Reform component of the Project, provide technical advice on law reform particularly in the area of administration of justice, provide capacity building and training for stakeholders, provide management and oversight for the law reform component of the project; advise to Project Manager on the overall implementation of the component of the project including reporting on progress with planned activities and expected outputs, coordination and administration, provide technical advice on law reform particularly in the area of civil registration.

Capacity Development Specialist

The Capacity Development Specialist will be an expert in civil registry reforms and the quality provision of public services. The Specialist will be responsible for providing substantive knowledge and practical assistance on the capacity development of civil registry officers within the 58 CROs, which the project will support. S/he will provide a structured capacity development programme for the institutional strengthening of civil registry officers and jamoats if applicable. The Specialist will work closely with the Institute for Advanced Training on institutionalising the training activities included in the project. In addition, the specialist will be an expert on streamlining business processes and client-orientated approaches. As a part of Electronic Civil Registration responsibilities, he/she will provide expertise on strengthening the system of electronic civil registration. The Specialist is knowledgeable about civil registration and is an expert on IT solutions that bring services closer to the people as well as coordination and strategic planning. The Specialist has a role in creating value propositions for their work and in developing tools and resources for effective knowledge management within the Project. The specialist is an expert with extensive knowledge regarding IT infrastructure and solutions in Tajikistan and comparative national practice on digitalised service provision. The Specialist will also be responsible for rolling out public awareness campaigns with support of CSOs on the importance of conducting timely registration of vital events, especially birth registration, including advocacy through maternities and medical centres to promote timely birth registration.

Project Assistant Service Delivery

The incumbent will assist with the planning and preparatory work of the project, monitor status of services to be organized and delivered, verify information, follow up national regulations, policies, procedures and guidelines. Compile, summarize and present a variety of information and data to the Project Specialists and Project Manager on issues of service delivery and business process etc, follow-up on administrative matters, including the timely submission of terms of reference (TOR) for external collaborators, confirmation of funds, and other required administrative actions, provide administrative support for the organization of seminars, workshops, meetings and other events, maintain and update databases and will perform basic searches for information and prepare and update periodic reports, background information, briefing notes and statistical summaries.

IT INFRASTRUCTURE, TECHNOLOGIES AND INTEROPERABILITY; DIGITALISATION OF ARCHIVES

IT Technologies and Interoperability Specialist

The IT Technologies and Interoperability Specialist will be responsible for providing substantive knowledge and practical assistance on supporting the MoJ to formalise the integration of the CRS with other State institutions. S/he will facilitate a dialogue on data system integration between the MoJ and other State institutions, including the Executive Office of the President and Parliament. S/he will provide expertise on the interconnection of different E-Systems in line with national security standards. S/he will ensure security standards and required certifications across the ICT system covered under the proposed project action to grant full protection of personal data storage and handling as well as the sustainability of system integration and handover to the Government. S/he will support the project to put in place foundations for the regulative and legislative framework for e-governance and any subsequent policies. A Project Assistant will support the Specialist.

Digitization of Archives Specialist

The Specialist will be an expert in the digitalisation of historical records and will have sound knowledge of IT architecture to support that. S/he will provide expertise on developing the archive management system, ensuring at all times data integrity. The Specialist will be responsible for providing substantive knowledge and practical assistance on the capacity development of civil registry officers within the 58 CROs, which the project will support. S/he will provide a structured capacity development programme for civil registry officers and jamaats if applicable relating to technical knowledge support and training on document scanning, digital data storing, usage of the digitalised archive and data integrity as well as deontological ethics and ethical behaviour. The Specialist will work closely with the Institute for Advanced Training on institutionalising the training activities included in the project. The Specialist will also be experienced in procurement processes and ensuring competitive tendering in line with UNDP procurement standards and principles. A Project Assistant who will provide assistance to the Specialist.

Project Assistant ICT and Archives

The incumbent will assist with the planning and preparatory work of the project, monitor status of services to be organized and delivered, verify information, follow up national regulations, policies, procedures and guidelines. Compile, summarize and present a variety of information and data to the Project Specialists and Project Manager on issues of ICT and Archive Digitisation, follow-up on administrative matters, including the timely submission of terms of reference (TOR) for external collaborators, confirmation of funds, and other required administrative actions, provide administrative support for the organization of seminars, workshops, meetings and other events, maintain and update databases and will perform basic searches for information and prepare and update periodic reports, background information, briefing notes and statistical summaries.

PUBLIC AWARENESS

Communication, Outreach and Gender Specialist

Provide substantive and Technical Support for the management and implementation of the communications strategy, provide expertise to the Ministry of Justice on the Design and implementation of an appropriate communications plan, in coordination with the M&E Specialist will provide translation of project materials and data into communicable and relevant pieces of information in the form of infographics, infomercials, and ensure that project results are profiled and communicated, assist in planning, publicizing, and carrying out knowledge exchanges, press releases, outreach activities, and media events.

Monitoring and Evaluation Specialist

Will be responsible to draft/prepare M&E plans and associated M&E templates, identify possibilities for joint evaluations and monitoring, provide technical support to regional M&E Unit and sector initiatives, develop accurate, realistic and measurable baselines, indicators and targets at the sector level, develop M&E mechanisms, as well as relevant field-friendly tools, modes and systems for data collection, and subsequent analysis, create, implement and

provide training on necessary monitoring and evaluation templates and databases, install sound monitoring and evaluation systems to ensure proper implementation of project interventions

National Administrative and Support Staff

The programme will be underpinned by a number of support staff including 2 project Administrative/Finance Associates (AFAs) as well as 1 project Driver from SDC funded project. Under EU project, services of rent vehicle with a driver will be utilised. The project AFAs will be responsible for providing services on finance, management, procurement and logistics etc. and will facilitate budgeting and expenditure tracking, prepare financial reports, assist recruitment and payment of UNDP staff and manage the procurement. EU funded project will cover the full costs of 1 AFA. Two (2) Administrative/Finance Associates are required because, despite the merged team composition, the financial part specifically but not limited to planning and budgeting, financial transactions, reporting etc. will be kept separate for the two projects (EU and SDC).

*For detailed information on project staff please see **Annex 5. Project Board Terms of Reference and TORs of key management positions.***

International/National Experts/Consultants

National and international short-term expertise will be recruited on as required in order to provide expert policy and technical advice and assistance to project team. In particular international consultants will be recruited to assist the project in their tasks. The International Consultants will be responsible for the study and analysis of legislative and policy documents; development of recommendations for the improvement of legislation in force and policy, will provide concrete solutions/proposals for practical changes on policy, as well as at the operational level; will work closely with the project team to study local legislation and bring proposed changes in compliance with established international standards and ensure that internationally recognised practices and standards are reflected.

Administrative Arrangements

Annual narrative and financial reports shall be prepared in line with the reporting requirements as set out in article 3 of the General Conditions (Annex 2 to the agreement) and shared with the Project Steering Committee. In accordance with the UNDP Executive Board decision 2012/18 of June 2012, all audit reports issued by the UNDP Office of Audit and Investigations (OAI) since 1 December 2012 are publicly disclosed on the UNDP website, one month after they have been issued internally.

Project Office Costs

The costs of new/separate established Project Office which will be located in the premises provided by the MoJ, will include following: furniture and computer equipment, vehicle running costs (rent of 1 vehicle with driver), office running costs consisting of a) consumables - office supplies and b) other services - tel/fax, electricity/heating, maintenance etc. and cost of monitoring visits. These costs being directly attributable to the implementation and delivering of this project, will be charged to the project's budget as direct costs.

In the first year of project implementation the EU project will cover 5% of staff costs and project office costs⁴⁰, while the SDC funded project will cover the remaining 95% of these costs. In the second year EU project will cover 75% of staff costs and project office costs, while the SDC funded project will cover the remaining 25% of these costs. In the last two years of project implementation 100% of all project staff and office running cost will be charged to the EU funded project. In total 70% of staff cost and office running cost will be covered by EU, 30% of these costs will be covered by SDC. The costs of National Administrative and Support Staff - 1 Administrative/Finance Associate will be entirely covered

⁴⁰ This includes only consumables - office supplies and other services - tel/fax, electricity/heating, maintenance etc. Cost of furniture and computer equipment, vehicle running costs (rent of 1 vehicle with driver) and cost of monitoring visits are not included in this calculation since they are 100% covered by EU

by EU funded project as this position will be fully engaged under this project. The SDC funded project has its own administrative staff that is fully covered by SDC.

The below table provides detailed overview of the staff costs share between SDC and EU⁴¹:

#	Position	Period	EU Share (%)	SDC Share (%)
1.	International Project Manager	Year 1	5%	95%
		Year 2	75%	25%
		Year 3 & Year 4	100%	-
2.	Policy and Legal Reforms Specialist	Year 1	5%	95%
		Year 2	75%	25%
		Year 3 & Year 4	100%	-
3.	Capacity Development Specialist	Year 1	5%	95%
		Year 2	75%	25%
		Year 3 & Year 4	100%	-
4.	Project Assistant Service Delivery	Year 1	5%	95%
		Year 2	75%	25%
		Year 3 & Year 4	100%	-
5.	IT Technologies and Interoperability Specialist	Year 1	5%	95%
		Year 2	75%	25%
		Year 3 & Year 4	100%	-
6.	Digitization of Archives Specialist	Year 1	5%	95%
		Year 2	75%	25%
		Year 3 & Year 4	100%	-
7.	Project Assistant ICT and Archives	Year 1	5%	95%
		Year 2	75%	25%
		Year 3 & Year 4	100%	-
8.	Communication, Outreach and gender Specialist	Year 1	5%	95%
		Year 2	75%	25%
		Year 3 & Year 4	100%	-
9.	Monitoring officer	Year 1	5%	95%
		Year 2	75%	25%
		Year 3 & Year 4	100%	-
10.	Administrative/Finance Associate (EU)	From Year 1 to Year 4	100%	-
11.	Administrative/Finance Associate (SDC)	Oct 2022 – Dec 2023	-	100%
12.	Driver (SDC)	Oct 2022 – Dec 2023	-	100%

The below table provides detailed overview of the project office costs⁴² share between SDC and EU:

⁴¹ The distribution between periods is preliminary and subject to start date of this project and possible extension of SDC-funded project. In total 70% of staff cost and office running cost will be covered by EU, 30% of these costs will be covered by SDC.

⁴² Cost of furniture and computer equipment, vehicle running costs (rent of 1 vehicle with driver) and cost of monitoring visits are not included in above table since they are 100% covered by EU

#	Budget line	Period	EU Share (%)	SDC Share (%)
1.	Consumables - office supplies	Year 1	5%	95%
		Year 2	75%	25%
		Year 3 & Year 4	100%	-
2.	Other services - tel/fax, electricity/heating, maintenance etc.	Year 1	5%	95%
		Year 2	75%	25%
		Year 3 & Year 4	100%	-

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Republic of Tajikistan and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by United Nations Development Programme in Tajikistan (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]⁴³ [UNDP funds received pursuant to the Project Document]⁴⁴ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

⁴³ To be used where UNDP is the Implementing Partner

⁴⁴ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

i. 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;

ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.

b. 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 the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient (each a “sub-party” and together “sub-parties”) acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the

reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- k. *Choose one of the three following options:*

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption or other financial

irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Project Quality Assurance Report

2. Social and Environmental Screening Template

3. Risk Analysis.

4. Capacity Assessment:

5. Project Board Terms of Reference and TORs of key management positions.