



COUNTRY PROGRAMME ACTION PLAN
BETWEEN
THE GOVERNMENT OF TAJIKISTAN
AND THE
UNITED NATIONS DEVELOPMENT PROGRAMME
2010 - 2015

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LIST OF ACRONYMS AND ABBREVIATIONS

AReT	Alternative and Renewable Technologies
ARV	Antiretroviral
AoS	Academy of Sciences of the Republic of Tajikistan
AoAS	Academy of Agricultural Sciences of the Republic of Tajikistan
CCA	Common Country Assessment
CBO	Community-based Organizations
CEDAW	Convention to Eliminate All Forms of Discrimination Against Women
CIS	Commonwealth of Independent States
CoEP	Committee of Environmental Protection
CoES	Committee of Emergency Situations and Civil Defence
CSO	Civil Society Organization
CSW	Commercial Sex Worker
CWFA	Committee on Women and Family Affairs
DB	Doing Business report
DRR	Disaster Risk Reduction strategy
EC	European Commission
EIU	Economist Intelligence Unit
ER	Early Recovery
EU	European Union
FDI	Foreign Direct Investment
FS	Food Security
GoT	Government of Tajikistan
GDP	Gross Domestic Product
IAEA	International Atomic Energy Agency
ICWC	Interstate Commission for Water Coordination of Central Asia
IDU	Injecting Drug User
ILO	International Labour Organization
IOM	International Organization for Migration
LSBHE	Life skills-based health education
MDG	Millennium Development Goal
MFA	Ministry of Foreign Affairs
MoA	Ministry of Agriculture
MoC	Ministry of Culture
MoD	Ministry of Defense
MoE	Ministry of Education
MoEDT	Ministry of Economic Development and Trade
MoF	Ministry of Finance
MoH	Ministry of Health
MoI	Ministry of Interior
MoJ	Ministry of Justice
MoLSP	Ministry of Labour and Social Protection
MoNR	Ministry of Natural Resources
MoS	Ministry of Security
MoWMI	Ministry of Water Resources and Melioration
MTEF	Mid-Term Expenditure Framework
MTR	Mid Term Review

NDMS	National Disaster Management Strategy
NDS	National Development Strategy
NGO	Non-Governmental Organization
NHDR	National Human Development Report
NRSA	Nuclear and Radiation Safety Agency, Academy of Sciences
OSCE	Organization for Security and Cooperation in Europe
PHC	Primary Health Care
PIU	Project Implementation Unit
PLHIV	People Living with HIV/AIDS
PRSP	Poverty Reduction Strategy Paper
REACT	Rapid Emergency Assessment and Coordination Team
SCoES	State Commission of Emergency Situations
SCISPM	State Committee on Investments and State Property Management
SDC	Swiss Development Cooperation
SME	Small and medium enterprise
STI	Sexually Transmitted Infection
SWA	Sector-wide approach
TCEA	Tajikistan Country Environmental Assessment
TLSS	Tajikistan Living Standards Measurement Survey
TWG	Thematic Working Groups
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNRCCA	UN Regional Center for Preventive Diplomacy in Central Asia
WB	World Bank

EXECUTIVE SUMMARY

Following the civil war period (1992-97), Tajikistan slowly transitioned from the status of post-conflict recovery into an economically viable nation-state, promoting sustainable development based upon nascent democratic and market economy principles.

Although Tajikistan's economy has grown significantly since 2000, recent advances are at risk of being lost. Tajikistan's economy is particularly susceptible to the global economic crisis, due to its reliance on labor migration. In 2008, 33% of the economically active population was engaged in external labor migration and remittances comprised approximately 50% of GDP. In 2009, a 30% decrease in remittance inflows is expected and will likely further increase the current rate of unemployment (presently at 33%, as stated by the World Bank¹). Additional development challenges include the following:

- Risk of exponential increase in HIV / AIDS, tuberculosis and malaria, if not immediately addressed
- Insecure borders can stimulate challenges related to international terrorist and religious-extremist organizations, drug and weapons smuggling, and illegal migration. Present principles of border management of the country are largely inadequate to address these challenges
- Difficult terrain, environmental hazards, and energy availability disrupt economic progress, as electricity in many areas of the country are limited to 4-8 hours per day during the winter

The Government of Tajikistan is continuing to develop capacity in the formulation and implementation of public policy based on solid governance principles; therefore, the following areas require further support: coordination of development initiatives, public finance management, delivery of core public services, and planning and decision-making.

Proposed Programme: In light of this, UNDP proposes to structure its interventions in the areas of: (1) Poverty Reduction and Achievement of MDGs, (2) Reducing burden of HIV/AIDS, Malaria and Tuberculosis, (3) Good Governance, (4) Crisis Prevention and Recovery, and (5) Environment and Sustainable Development.

1. **Poverty Reduction:** The overall desired outcome is to enhance poverty reduction and economic development programmes, with a particular focus on the rural poor, women and marginalized people (e.g. returning labour migrants), such that the present level of poverty (over 50%) is decreased by 5%. To reach this outcome, UNDP will: support the Government in formulating and implementing sectoral strategies and policies in selected economic and social sectors to support achievement of MDGs and the implementation of the government's National Development Strategy (NDS); develop a more transparent business registration, regulatory and taxation framework that promotes businesses and public-private partnerships; provide low-income households, women and small and medium enterprises (SMEs) with access to a broad range of financial, micro-credit/financing, legal, income generation and business support services; and, lastly, strengthen national capacities to negotiate and efficiently coordinate development finance with international donors and to encourage trade and foreign direct investments.
2. **Reducing Burden of HIV/AIDS, Malaria and Tuberculosis:** The overall desired outcome is to establish sustainable and efficient multi-sectoral response structures to halt the spread of HIV/AIDS and TB epidemics and eliminate Malaria by 2015. To reach this outcome, UNDP will: scale up HIV prevention, treatment, care and support interventions among high risk groups and general population; build public health care sector capacities to reduce the burden of TB; and strengthen management of national malaria control programme results in interruption of local malaria transmission.
3. **Good Governance:** The overall desired outcome is to ensure that all levels of government and local self-governing bodies have the capacity to implement democratic governance practices, and effectively and

¹ World Bank 2008

strategically plan, finance and implement development initiatives in an inclusive and participatory manner. To reach this outcome, UNDP will: increase national capacity to address corruption, strengthen accountability of state structures, to strengthen the capacity of the Ministry of Foreign Affairs to develop and implement a foreign policy of the Government of Republic of Tajikistan and promote a human development approach in sector development; provide selected key central, sub-national, and local governments, and self-governing bodies with comprehensive capacity development in good governance, gender mainstreaming, management, and administration, such that public administration reform is advanced; build awareness, skills and knowledge of civil society to promote engagement in local development, social advocacy and social service delivery; enhance security through Integrated Border Management along the Tajik-Afghan border and frontiers with other neighbouring states; and improve cooperation among local, national and international partners to address cross-border and regional issues.

4. ***Crisis Prevention and Recovery:*** There are two desired outcomes: (a) decreased risk of natural and man-made hazards to rural and urban livelihoods and infrastructure and recovery mechanisms are in place and (b) the Government is able to plan, coordinate and implement comprehensive mine action. Towards the first outcome, UNDP will work to: increase the capacity of the Committee of Emergency Situations and Civil Defense (CoES), as well as other government authorities and local communities in disaster risk management, and help pilot effective early recovery and national and regional early warning information and communication systems. Towards the second outcome, UNDP will support the Government to plan, coordinate, and implement mine action activity, such that Tajikistan is compliant with the Ottawa Convention antipersonnel mine ban treaty (assuming Extension Request for Article 5 of APMBT is accepted).
5. ***Environment and Sustainable Development:*** The desired outcome is to improve environmental protection and sustainable natural resources management, as well as increase access to alternative renewable energy. UNDP will work to: provide the Government with capacity building support to negotiate, ratify and implement major international conventions, transnational policy and legal frameworks on sustainable natural resources management, and pilot alternative renewable technologies including biogas, hydro, and solar power.

Partnerships: The goal of UNDP is to maximize the potential of partnerships concentrating on the areas where it has clear value added and competitive advantages. This will be accomplished through close coordination with other partners; developing common procedures and implementation tools; strengthening the capacity of local counterparts and government personnel; and continuing to advance effective capacity building, coordination, and collaboration techniques.

Programme Management: As the government capacity to formulate and implement development programmes is still developing, an incremental approach to execution will be used to gradually shift implementation to national counterparts. While promoting capacity development of domestic structures on all levels, UNDP will continue to implement some programmes directly.

Monitoring and Evaluation: UNDP will implement its programme based on best practices in results-based management. Internal monitoring and evaluation and external mid-term and end-of-project evaluations will be completed.

UNDP will ensure the indicative amount of \$35 million USD is committed as base funding from UNDP resources. Further to this, UNDP, together with the Government, will increase its resource mobilization efforts, striving to mobilize at least \$130 million USD in complementary resources.

The Framework

Furthering their mutual agreement and cooperation for the fulfillment of activities by the United Nations Development Programme (herein to be referred to as 'UNDP'), the 2010-2015 Country Programme Action Plan (CPAP) has been developed through consultation with the Government of Tajikistan, Implementing Partners, and the Donor Community with the aim of improving the lives of the people of Tajikistan, particularly the most vulnerable.

Building upon the experience gained and progress made during the implementation of the previous programme, and in cooperation with the Government and other development partners, the United Nations Country Team (UNCT) will support Tajikistan's fulfillment of the Millennium Development Goals (MDG) and the objectives set out in the National Development Strategy (NDS) and Poverty Reduction Strategy Paper (PRSP), as well as the country's commitment to international conventions and summits.

The UNCT aims to assist the people of Tajikistan in their quest for a better future - one which provides equal opportunity for all.

Basis of Relationship

Signed on 3 December 1993, the Republic of Tajikistan (herein to be referred to as 'the Government') and UNDP have entered into a basic agreement to govern UNDP's assistance to the Special Agreement concerning Technical Assistance between UN Organizations and the Government of Tajikistan, which was signed by both parties on December 3, 1993. Based on this document, UNDP's assistance will be available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 by UNDP's Executive Board approved the new Financial Regulations and Rules and, along with them, the new definitions of 'execution' and 'implementation.' As such, this has enabled UNDP to fully implement the new Common Country Programming Procedures, resulting from the UN Development Goals (UNDG) simplification and harmonization initiative. In light of this decision, this CPAP, together with an Annual Work Plan (AWP), constitute together a project document.

Part I. Introduction

UNDP Tajikistan's Country Programme Action Plan (2010 – 2015) involved the participation of the Government of Tajikistan and directly addresses the priorities of the Government of Tajikistan's National Development Strategy (NDS) and the Poverty Reduction Strategy (PRS), as well as the Joint Country Programme Strategy (JCPS), developed in collaboration with CIDA and ADB. It is aligned with the development of the United Nations Development Assistance Framework (UNDAF) for Tajikistan (2010 – 2015) and represents a further extension of the UNDP Country Programme Document. The linkages with these documents are demonstrated both throughout the document and in the Results and Resources Framework (Annex 2).

Part II. Situation Analysis

The population of Tajikistan is approximately 7.3 million, of which over 73% live in rural areas and 40% is under the age of 18. The country is faced with challenging geography, as it is 93% mountainous and landlocked, with limited access to other regions. Following the civil war period (1992-97), Tajikistan slowly transitioned from the status of post-conflict recovery requiring direct humanitarian assistance into an economically viable nation-state, promoting sustainable development based upon nascent democratic and market economy principles.

Tajikistan faces significant challenges in terms of its struggling national economy, fragmented administration, and considerable capacity constraints (in human and financial resources). The country often faces natural disasters, electricity supply shortages, and threats to food security, which negatively impact economic growth and human development. These ongoing challenges require the continued support of UNDP, in partnership with the government and other national partners, as well as with other UN and international agencies.

MDG Achievement and Poverty Reduction: Tajikistan is making progress towards reducing poverty: from 1999-2008, the number of people living with less than \$2.15 USD per day decreased from 81% to 55%². However, Tajikistan still ranks in the bottom quartile on the 2008 Human Development Index (124th out of 179 countries) and has even slipped two spots since 2007.³

In 2000 The Republic of Tajikistan signed the UN Millennium Declaration. A detailed assessment of resources required for MDG achievement was completed by the Government, in partnership with UNDP, in 2005. The MDG Needs Assessment report provided a comprehensive analysis of development trends and major challenges and formulated key policy directions necessary to accelerate progress. It was identified that a large resource gap existed and concluded that donors would need to double the amount of aid to help the country to meet its MDG targets by 2015.

To identify and plan the country's development priorities alongside the national Millennium Development Goals (MDGs), the Republic of Tajikistan adopted its National Development Strategy (NDS) from 2007-2015. This strategy was further complemented by the Poverty Reduction Strategy, an implementation instrument for the NDS⁴. Since these strategies were developed, Tajikistan has faced unanticipated development challenges, notably arising from a compound water, energy and food crisis, and further exacerbated by the 2008-2009 global economic crisis.

As one of 35 UNDP country programmes reviewed on its progress to MDG attainment, it was stated that Tajikistan's ability to achieve most MDG targets is increasingly unrealistic. More worrying, there is a risk that past achievements may be jeopardized, unless effective anti-crisis measures are realized.

Economic Development: With macro-economic stability since 2000, Tajikistan's economy has grown significantly. Annual GDP growth has averaged 9% since 2000 (7% in 2008), driven principally by cotton and aluminum exports, as well as remittance incomes from Tajik migrants working abroad⁵. In 2008, 33% of the economically active population was engaged in external labor migration and remittances represented approximately 50% of GDP⁶. However, since that time, Tajikistan's macro-economic short and medium-term economic outlooks have deteriorated and remain very fragile, with slowing GDP growth, high inflation levels, and growing energy and water insecurities. Tajikistan has already strongly felt the impact of the financial crisis through reductions in export revenues, an anticipated 30% decrease in remittance inflows (from 2008), and decreased foreign capital infusions⁷. While Tajikistan will benefit from the steep drops in international oil prices, lower import prices, and decreasing inflation levels (officially at 11-14%), these gains are unlikely to offset the losses from remittances, especially in light of raising prices for hydrocarbon products in 2009. As Tajikistan's entrepreneurship spirit is still limited, self-employment and income generating opportunities among rural people are in the initial stages of development. According to the Ministry of Labour and Social Protection and the World Bank, the rate of unemployment in 2008 reached 33%⁸.

Furthermore, gender issues continue to be a development challenge that restricts economic growth. Economic activity among women remains lower than men, primarily as a result of socio-demographic factors. Women experience unequal access and control over resources (e.g. property, land, credit, etc.) and a much higher proportion of women work in lower-skill occupations, as compared to men. For example, only 1% of privatized land owners are women even though they make up approximately 70% of the agricultural workforce

² Central Asia and Eurasia Analytical Annual 2008, CA & CC Press, Sweden. *Firuz Saidov: Republic of Tajikistan - Economy Chapter.* www.ca-c.org

³ 2007/2008 Human Development Index rankings

⁴ The Government has initiated the process of creating a new Poverty Reduction Strategy (PRS). The new PRS will maintain continuity with its original 2007-2009 priorities, as well as the goals of NDS and MDGs and should be developed by the end of 2009.

⁵ Central Asia and Eurasia Analytical Annual 2008, CA & CC Press, Sweden. *Firuz Saidov: Republic of Tajikistan - Economy Chapter.* www.ca-c.org

⁶ *ibid* (same as above)

⁷ *ibid* (same as above)

⁸ World Bank 2008

(90% in cotton production)⁹. In terms of rural entrepreneurship, women do not have equitable access to support resources (e.g. vocational training, micro-credit, advisory services, etc).

Democratic Governance: The capacity to develop and implement sound public policy based on solid governance principles and respect for human rights is developing, both at the national and sub-national levels in Tajikistan. Progress has been made: an integrated approach was taken for the development of the Public Administration Reform Strategy, the Concept of Enhancement of Public Administration, as well as other concepts approved by the President of the country. At the national level and under the Presidential Administration, a project is being implemented on Public Sector Reform. However, the following areas require additional support: coordination of development initiatives, public finance management, delivery of core public services, and planning and decision-making.

There is an opportunity to involve local self-governing bodies in planning and budgeting processes through the established network of 404 jamoats (self-governance institutions operating at the lowest administrative level as a municipality body: the sub-district level). While the legislative framework regulating Jamoat activities is currently under review, the expected revisions are likely to bring about positive changes and greater autonomy.

Unfortunately, the political participation of women has considerably decreased since independence. In 2005 Parliamentary elections, only 11 women (18% of the total) were elected to the Majlisi Namoyandagon (national level), and only 12% to the Majlisi Milli (oblast level). The percentage of women representatives in local government is even lower: 4%, 7%, and 11% at the oblast, district and municipal levels, respectively¹⁰.

Border Security: Effective border management has emerged at the forefront of Tajikistan's domestic and foreign political agenda, largely as a result of the increasingly unstable situation in Afghanistan, which is now moving through northern Afghanistan and already approaching Tajikistan. Tajikistan faces risks posed from international terrorist and religious-extremist organizations, drug and weapons smuggling, and illegal migration. However, present systems of border management are inadequate to address such issues and insufficient to meet the challenges of the future. While the responsibility for border security was handed over from Russian Federation border guards to Tajik authorities in 2005, the management model has not yet developed sufficiently to meet international standards, this applies particularly to the principles of transparency, trade development, Border Crossing Point efficiency, and infrastructure development.

Disaster Risk Management and Crisis Prevention: Tajikistan is highly disaster-prone, as a result of its topography (93% of the territory is mountainous) and its location in one of the most seismically active locations in the world. Each year, houses, roads, bridges and other key infrastructure elements are destroyed or damaged as a result of floods, mudflows, landslides, avalanches, and earthquakes. On average, Tajikistan faces about 100 natural disasters; however, this number is highly variable: there were approximately 450 and 300 disasters in 2004 and 2005, respectively¹¹.

The majority of the disasters are earthquakes, mudflows, avalanches, and landslides, largely as a result of heavy precipitation. In 2008, difficult winter conditions led to the outbreak of the compound crisis in the country. According to estimates, this crisis cost the economy \$850 million in damages and lost revenue. Natural disasters dominated the first half of 2009, particularly in April and May, resulting in overall damages of \$100 million USD¹².

⁹ ADB Country Gender Assessment, 2006

¹⁰ same as above

¹¹ TMAC Annual Progressive Report 2008

¹² TMAC MRE Report 2008; Tajikistan Government Official Statistics, 2008

Although civil conflict within the country has now become a limited risk, remnants of the recent civil war remain. Landmines along Tajikistan's borders and its central region continue to threaten local populations. Between 1992 and 2008, there have been 793 mine accidents, including 352 fatalities. Currently, 456,790 people live in mine-affected areas, 70% of which are women and children. Mine-contaminated areas restrict the opportunity to use land for grazing and agricultural purposes and represent a serious risk to civil populations engaged in farming, wood gathering, grazing and other rural activities. Over 14,860,000 m² of land remain under mine and Explosive Remnants of War (ERW) threat. As only 7 % of the country is suitable for irrigation, this represents a considerable economic opportunity cost for Tajikistan's rural communities¹³.

More than 20% of the Tajik-Afghan border (TAB) is mine-contaminated¹². While mine clearance activities are ongoing on the Tajik-Afghan border, clearance activities have not yet been initiated on the Tajik-Uzbek border (TUB), as it is dependent on pending political decisions between these governments. A further 36 Suspected Hazardous Areas (SHAs) with an approximate total size of 3,454,261 m² remain in central Tajikistan¹⁴.

Since 2003, mine action has been consolidated under the leadership of TMAC (Tajikistan Mine Action Center). TMAC's primary objective is to ensure Tajikistan's compliance with the requirements of the Ottawa Convention on banning landmines (APMBT). Currently, TMAC does not have sufficient national capacity to fulfill these obligations, largely as a result of: a 4-year delay in start date; manual intensity of demining; removal difficulties due to mountainous terrain and weather conditions; financing complications; inaccurate minefield records; and Uzbekistan border disputes. As of now, the Extension request to Article 5 obligations for APMBT is under review.

Energy, Natural Resource Management, and Environmental Sustainability: Due to the tight inter-relationship, all three areas must be addressed simultaneously; otherwise, advances in one area could be accomplished at the expense of another. Unfortunately, local communities are unaware of the implications related to overgrazing, overharvesting, improper land use, climate change and other environmental challenges, and do not possess the skills or resources to prevent these issues.

Energy: Access to reliable energy continues to be one of the critical development issues facing Tajikistan. It is estimated that over 1 million people in Tajikistan, primarily in rural areas, have little or no access to an adequate energy supply. Almost every winter, as a result of Tajikistan's dependence on unreliable electricity imports, the country is faced with an energy crisis, where rural areas only have access to between 4 and 8 hours of electricity a day. An unreliable electricity supply constrains income-generating activities and has severe environmental consequences (e.g. forest destruction, soil degradation, water access, and food insecurity), as many rural populations burn conventional biomass and fossil fuels to meet their energy needs.

Natural Resource Management: As approximately two-thirds of the rural population rely on agriculture for at least 50% of their income, agricultural management is an important contributor to rural livelihoods¹⁵. Unfortunately, most agricultural development policies and approaches originate from the past Soviet era, which placed little value on sustainable natural resource management and are not adapted to imminent climate change impacts. It is estimated that some level of land degradation currently affects approximately 97.6% of arable land in the country¹⁶. Water management remains an issue, with only 20% of the rural population (700,000) using water from the centralized water supply systems (as compared to 1.5 million - or 87% - of urban residents). This leaves nearly 4.2 million people using water from springs, wells, irrigation canals, and other unsanitary sources¹⁷.

¹³ Tajikistan Government Official Statistics, 2008

¹⁴ Total area of estimated contaminated land on the Tajik-Afghan border: 115 confirmed mined areas of 5,601,370 m² and 360 additional un-surveyed minefields of 5,794,000 m²

¹⁵ World Bank 2008

¹⁶ National Action Plan to Combat Desertification, Prof. Khukmatullo Akhmadov, Independent Expert, 1997

¹⁷ UNDP Publications 2008

Environmental Sustainability: Since early 2000, Tajikistan capital city, Dushanbe, has experienced a rapid expansion in the use of private motor vehicles, resulting in a significant increase in urban air pollution and greenhouse gas emissions (an estimated 87% of total air emissions in Dushanbe are attributed to transportation)¹⁸. At this rate, emissions are expected to triple by 2020. Another threat to air quality is the disposal of uranium tailings in northern Tajikistan. Landslides, flooding, and earthquakes result in radioactive uranium wastes being washed into water sources for consumption and irrigation. Another opportunity related to environmental sustainability is the more effective management of Tajikistan's "Protected Areas" (21% of the country's land area is dedicated to the protection and maintenance of biological diversity).

HIV and AIDS / Tuberculosis and Malaria: Tajikistan's healthcare system in the post-Soviet period has been severely affected by civil war, economic collapse, and a dramatic decline in health financing. Tajikistan's health sector budget is only 1.2% of GDP, which covers only 16% of total health sector expenditure¹⁹.

When compared directly against other development issue, HIV/AIDS may appear to be a comparatively minor issue in Tajikistan; however, there is a risk of an exponential increase. Over the last decade, the number of *officially registered* HIV cases has skyrocketed, increasing from 119 in 2000 to 1422 in May 2009. (However, current estimates suggest the HIV/AIDS epidemic inflicts much more than this, approximately 6,800 people). In recent years, the rate of HIV has risen among injecting drug users (IDU), commercial sex workers (CSW) and prisoners, the main drivers of the epidemic. From 2005 to 2008, HIV prevalence varied from 15% to 19% among IDUs, 0.7% to 1.8% for CSW, and 6.5% to 6.4% for prisoners. Furthermore, HIV is spreading rapidly among other demographic groups, such as labor migrants and young people. Approximately 81% of cases are registered among men and 19% among women (increasing from 16% in 2004)²⁰. While the government has taken the first steps in addressing this issue through the formulation of the National Programme on HIV/AIDS (2007) and the establishment of the National Coordination Committee for HIV/AIDS Prevention, a commensurate effort has not been made to provide government funding to HIV/AIDS projects. This financing gap has largely been filled by the Global Fund to Fight AIDS, TB and Malaria (GFATM).

Tajikistan has the highest estimated morbidity rate of TB in the WHO European Region in 2007 (322 per 100,000: all ages, all forms). However, the detection rate is still low: only 39% for all new cases and 32% for new smear positive cases. Of significant concern is the high estimated rate of multi-drug resistant tuberculosis (MDR-TB): 16% of MDR-TB cases are attributed to patients who never receive treatment while 41% of these cases involve patients receiving previous TB treatment²¹.

For a decade, malaria was one of the major development challenges in Tajikistan, particularly along the Tajik-Afghan border. In 1997, the number of malaria cases reported reached its peak, when nearly 30,000 cases were registered. However, in the last five years, the reported malaria cases have significantly reduced from 3588 cases in 2004 to 312 in 2008²². This is largely attributed to the expansion of national malaria control efforts supported by the GFATM. To successfully eliminate Tajikistan's malaria threat, a sustainable strategy is required, moving from reactive activities designed to interrupt the spread of malaria to pro-active measures to prevent and eradicate the disease.

Part III. Past Cooperation and Lessons Learned

UNDP Tajikistan's country programme (2005-2009) focused on four thematic areas: A) Transforming livelihoods; B) Redistributing responsibilities; C) Reversing declines; and D) Overcoming mountains. Overall,

¹⁸ Mr. Chella Rajan, Independent Consultant, Project Document "Support to Sustainable Transport Management"

¹⁹ Tajikistan Ministry of Health statistics 2008

²⁰ same as above

²¹ Report of Global Tuberculosis Control 2008 (WHO); Data of National Reference Laboratory, test results in 422 patients (2007)

²² Tajikistan Ministry of Health Statistics, 2008

significant progress in all four thematic areas was made; however, more advances need to be achieved, including the continuation or expansion of key interventions, to support achievement of MDGs and the government's NDS targets.

Transforming livelihoods aimed to reduce poverty, primarily for the rural population, through the direct provision of economic development support. Over the last six years, UNDP's Communities Programme reached 359,736 (52% female) direct beneficiaries. UNDP provided access to micro-financing for over 110,000 rural households in more than 100 municipalities (of which more than 30% of beneficiaries are women) through establishing seven regional Micro-loan Foundations (MLFs) and training 550 staff at the Jamoat level. Business and agricultural advisory and extension services and vocational training to farmers and rural entrepreneurs were provided through the Association of Dehkan Farms (ADFs). Furthermore, farmers improved their knowledge on agricultural best practices and land use rights through the establishment of Field Farmer Schools in Khatlon and Sughd regions. More than 20 Business Advisory Information Centres (BAICs) with more than 100 employees were established, starting from the jamoat level up to the region / oblast level with UNDP assistance. BAICs provided advisory and extension support to the rural population on business planning for small business creation and agricultural development. In 2008, more than 30,000 services were rendered for accounting and computer-based training courses. In line with addressing the needs of outgoing labour migrants and other individuals facing unemployment in Tajikistan, UNDP collaborated with the Centre of Modular Education to facilitate training sessions to labor migrants, equipping these individuals with marketable vocational skills and providing a path towards employment. The Centres have trained approximately 1,380 individuals, 44% of whom are women. Lastly, infrastructural support was provided at the local community (district and sub-district) level. Over 100,000 households gained access to safe drinking water, while irrigation, sanitation and power supply facilities were rehabilitated or constructed for over 110,400 households.

Lessons learned during the 2005 – 2009 period

Develop Strategies to Ensure Sustainability of Business Advisory and Information Centres (BAICs): The CP Outcome Evaluation Report recommended that particular attention should be directed to quality assurance, monitoring and evaluation, and implementing fee-for-service policies for current BAICs.

Multiply Job Creation Through Enhancing the Economic Value Chain: An evaluation report conducted in May 2009 for the World Bank and Global Environment Facility (GEF)-supported Community Agriculture Watershed Management Project in the Rasht Valley region identified a need to enhance the economic value chain through increased diversification from raw to produced goods using a vertical production approach (e.g. diversify wheat threshing into flour production to enhance the economic value chain and multiply job creation). Furthermore, economic development needs to be linked through local district / oblast and central levels.

Redistributing responsibilities worked to improve transparency and accountability at the national level while strengthening cooperation and participation with district and local authorities and community-based organizations.

At the national level, this thematic area addressed anti-corruption initiatives through promoting transparency, improving accountability of key state structures, and advocating human rights, including the proper domestic application of international human rights treaties. The National Anti-Corruption Strategy, was developed by the Government Working Group. It is a programme-oriented document outlining the major principles and approaches of state policy towards anti-corruption and consists of organizational, economic and social measures intended to prevent, suppress, and expose corruption. The issue of corruption, which historically was rarely discussed among society, has now become a hotly-contested issue; this development is partially attributable to the Public Awareness Campaigns (PAC) which included newspaper articles, TV and radio programmes on corruption and anti-corruption related issues, regular press conferences with high level government officials, journalist and school competitions on anti-corruption articles, and other public events dedicated to the International Anti-Corruption Day. In the framework of cooperation with SIDA, significant progress has been made, particularly with the completion of thorough studies on corruption in Tajikistan.

Furthermore, tangible results were achieved in building the capacity of the National Parliament through provision of equipment and training. Important developments, specifically the establishment of a new anti-corruption agency and the adoption of the United Nations Convention against Corruption, were also achieved. As a result, during the period of 2006-2008, Tajikistan made some steps towards the promotion and protection of human rights, as well as the implementation of its international obligations. In a post-conflict country like Tajikistan, lasting peace and stability are only possible through promoting a better understanding of human rights and increasing respect for the rule of law at all levels, including among law enforcement structures.

Furthermore, UNDP improved the responsiveness and accountability of local and district decision-making structures through the initiation of Jamoat Resource Centres and District Development Councils. At the district level, local authority, civil society, and private sector representatives in 15 pilot districts were trained to jointly create and monitor district development plans in a participatory manner and to identify community development priorities. The UNDP initiative on participatory district planning, implemented in partnership with the Ministry of Economic Development and Trade, commenced in 2008 and became the only endeavor to facilitate localizing national strategies through participatory decision making. As part of this initiative, a methodology on participatory district planning was developed and approved by the Ministry of Economic Development and Trade. The first plan was formulated in the Penjikent district and has now been extended to seven other districts. At the local level, Jamoat Resource Centres (JRCs) have played an important role towards poverty reduction and reaching MDG targets, especially in rural areas over the last 10 years. JRCs provide and manage vital social and communal services in the areas of management, advocacy, education, health, water, sanitation, and infrastructure, and are registered as non-governmental organizations. UNDP is working to build the capacity of JRCs to act fully as development partners and key institutions capable of facilitating and driving change in the communities in which they work. One hundred and twenty JRCs have been initiated and are operational in different regions of Tajikistan and have become critical implementing partners of all projects implemented by the UNDP Communities Program throughout its 5 Area Offices in Ayni, Shaartuz, Kulyab, Khujand and Gharm.

Finally, state borders were enhanced through integrated border management initiatives. Through the resource commitment of the European Commission, UNDP continued to work in the area of homeland affairs and border security in Tajikistan and Afghanistan. Together, the BOMCA-CADAP and BOMBAF programmes represent the practical expression of the EU's and the UN's strategic interest to support security and stability of Central Asia. This cooperation focused on the execution of a portfolio of projects dedicated to Integrated Border Management, and more broadly, projects devoted to strengthening the capacity of law enforcement institutions. Initiatives included the following: providing infrastructure and equipment to more than 10 border crossing points and outposts; building and equipping six drug profiling units in rail-way stations and airports; establishing a Border Guards College in Dushanbe; and training approximately 1,000 border and customs staff in Tajikistan and Afghanistan (including the use of study tours to share best European practices on border management and drug control).

Lessons learned for the 2005 – 2009 period included:

Leverage a Consistent, Comprehensive Approach to Building the Capacity of National Counterparts: In the past, different technical and capacity building assistance techniques and strategies were introduced to national partners on the subject area of anti-corruption. Although those initiatives were successful individually, this fragmentary approach to capacity development was not optimal and was focused on short-term results rather than sustainable, lasting impacts. As such, UNDP will work to develop and implement consistent approaches to capacity development, not only in the area of anti-corruption, but with the rest of its programme portfolio.

Continue to Employ An Area-Based Development Approach and Focus Interventions at the National Level: The Outcome Evaluation of Communities Programme conducted in May 2009 noted that the area-based development approach was the most relevant implementation strategy²³. However, to be more effective, the

²³ An area-based development approach means targeting specific geographical areas in the country, characterized by a particular complex development problem, through an integrated, inclusive, participatory and flexible approach

programme needs to strengthen its presence at the national level. UNDP CP's local governance component will build on interventions related to local planning and budgeting and linking this to national strategies and development plans.

Re-Consider the Role of Jamoat Resource Centres (JRCs) and District Development Councils (DDCs): During Tajikistan's transformation (from an environment focused on post-relief humanitarian assistance to one centred on sustainable development), the JRC network was effective and widely leveraged by UNDP. Considering Tajikistan's present environment, it is now time to re-consider the role of JRCs vis-a-vis local governments (as noted in the recent Communities Programme Outcome Evaluation). Instead of focusing on building the capacity of community-based organizations (e.g. JRCs and DDCs), more effort should be directed to providing capacity development support to local governments (i.e. Jamoats and Hukumats at the local and district levels, respectively) such that these organizations are equipped with the proper skill and resources and can assume responsibilities expected of government authorities (e.g. prioritization, budgeting, planning, etc).

Facilitate Maximum Coordination Between Afghanistan and Tajikistan Border Activities: It is clear that without practical commitment from governments on both sides of The Oxus River, the Badakhshan and wider region cannot develop politically, economically, and socially. For Integrated Border Management (IBM) projects to reach maximum efficiency in planning and operations, there is a fundamental requirement for maximum coordination between border agencies and donors to support Border Management and Support projects trans-nationally between Afghanistan and Tajikistan. Furthermore, staff turnover will continue to be a critical indicator of success and this should be a primary consideration in planning future projects of support to border management in both countries.

Reversing declines focused on the prevention of HIV/AIDS, Tuberculosis and Malaria in Tajikistan, as well as the eradication of land mines.

Since 2003, UNDP has been the Principal Recipient of five GFATM grants totaling over \$42.5 million USD, applied by the National Coordination Committee on AIDS, TB and Malaria of Tajikistan (NCC). Past achievements include the following: supported a joint regional project on Long Term Joint Capacity Building for AIDS Control in Central Asia (CAAP); led the UN Joint HIV / AIDS Advocacy Programme and assisted the Government in developing and endorsing the National HIV/AIDS Programme for 2007-2010; and advocated amendments to national HIV / AIDS legislation to align with international standards. The HIV programme covered around 14% of injecting drug users (IDUs), 40% of sex workers, over 5000 street children, and more than 50% of the imprisoned population. The results were the following: an increase in the proportion of IDUs not sharing injecting equipment (28% to 37% from 2005 to 2007); an increase in condom usage by drug users (from 66 % in 2005 to 85% in 2007)²⁴. Public awareness and community mobilization strengthened, annually reaching approximately 400,000 youth and 500,000 labor migrants in 30 districts; furthermore, UNDP supported the use of mass media as a medium to build awareness of HIV, malaria and TB issues. Over 83% of general population in the age of 15-49 are aware about HIV and have correct knowledge about HIV transmission and prevention²⁵.

The GFATM Tuberculosis Grant aims to support government strategies stated in the National Tuberculosis Control Programme of Tajikistan for 2003-2010. UNDP has built partnerships with the Ministry of Health, Project Hope, Ministry of Justice, WHO, WFP, and other partners, in implementation of this grant. Tajikistan adopted WHO's TB diagnostic & treatment approach, the Direct Observation Treatment Strategy (herein to be referred to as 'DOTS') in 2002. Due to the DOTS implementation over 100% of the country (as well as efforts related to strengthening capacities, infrastructure, and laboratory services of TB facilities), case detection and cure rates have drastically improved (case detection improvement from 20% to 33% from 2004 to 2006; cure

²⁴ Tajikistan Ministry of Health Statistics, 2008

²⁵ Statistics derived from sentinel surveillance data

rate increased 56% to 84% from 2004 to 2007)²⁶. In 2008, Tajikistan started implementation of the Multi-Drug Resistance TB (MDR TB) treatment strategy, through rehabilitating and equipping the MDR-TB department of Machiton hospital, facilitating trainings and study tours, and leading the process to procure 2nd line TB drugs for MDR patients with the Green Light Committee (GLC). UNDP places significant effort towards controlling the TB/HIV co-infection. In this regard, the National TB/HIV Strategy 2008-2012 has been developed to improve integration between project activities.

Programme implementation of the GFATM grant on malaria began in 2006. Since then, the following has been accomplished: increased access to early and reliable diagnosis; better availability of anti-malaria treatment in susceptible areas; creation of a rapid response capability to cope with emergency situations; implementation of vector control activities, such as insecticide-treated nets (ITN) distribution, indoor residual insecticide spraying, and larva-eater fish dissemination in the endemic zones; and research and training for medical staff on epidemiology, diagnostic and malaria treatment. A partnership was built with the Ministry of Health, Republican Center to fight Tropical Diseases, and other health care structures and technical assistance was rendered by WHO. Additionally, UNDP played a catalytic role in establishing cooperation in the area of malaria prevention with the bordering countries of Afghanistan, Kyrgyzstan and Uzbekistan. For example, an agreement has been reached with the Government of Kyrgyzstan to provide health treatment in border territories. As a result of these actions, malaria incidence has decreased significantly, from 2,309 cases in 2005 to 636 cases in 2007²⁷. *P. falciparum* incidence has been reduced to less than 0.2 per 100,000 populations in 2008 from 1.2 per 100,000 population in 2006²⁸. However, the difficult epidemiological situation in neighboring countries and the limited government budget for malaria control activities could affect the sustainability of these outcomes. The UNDP supported NCC to develop the project proposal for Round 8 grant (2009 to 2015) to ensure sustainability of the results achieved to date as well as measures to eliminate *P. vivax* malaria in Tajikistan by 2015.

In the area of Land Mine Action, UNDP has played a central role in initiating, planning, and executing the mine action programme in Tajikistan. The Tajikistan Mine Action Centre (TMAC) was established with UNDP advisory and financial support with a mandate to coordinate and supervise all aspects of mine action activities in Tajikistan. Since its inception, UNDP has seconded 3 Chief Technical Advisors (CTA) and an Institutional Capacity Development Consultant to TMAC as a capacity building measure. To date, TMAC has eliminated 75% of total suspected and contaminated land, resulting in the clearing 12,400 landmines and unexploded ordnances (UXO) and the clearance of over 2 sq. kilometers of land between 2005 and 2008.

As a result of these activities, in addition to Mine Risk Education (MRE) and the installation of 3,000 mine hazard warning signs, the number of fatalities has reduced by nearly 50% over the last four years, from 22 in 2005 to 13 in 2008²⁹. Furthermore, TMAC has provided income generation support to 30% of mine survivors and annually provides 75,000 beneficiaries with comprehensive knowledge on the mine risk prevention issues.

Lessons Learned for the 2005 – 2009 period included:

Focus on Building National Health Capacity: Despite the DOTS implementation, TB case detection rate continues to be low (37%), a signal of deficiencies in Tajikistan's healthcare system. Therefore, national capacities should be further improved, specifically in operational research, infrastructure, personnel resources, and monitoring and evaluation.

Tailor Program Interventions to Demographic Sectors: While Tajikistan has achieved significant success in preventing the spread of HIV, the epidemiological situation remains at the 'concentrated stage'. Despite efforts to increase prevention activities targeted at high risk population (IDUs, SWs), annual sentinel surveillance surveys show increased HIV prevalence among these high-risk groups. Therefore, it is critical to

²⁶ Tajikistan Ministry of Health Statistics, 2008

²⁷ Same as above (ibid)

²⁸ Malaria caused by *P. falciparum* is the most dangerous malaria has the highest rates of complications and mortality

²⁹ TMAC Annual Reports 2008

carefully tailor program interventions to demographic sectors and bring programs closer to individual groups through the creation of strong partnerships between healthcare providers and community based organizations / NGOs.

Quick Wins Influence Likelihood of Long-Term Sustainability: The significant decrease of malaria cases over the last 5 years can be largely attributed to the effective implementation of complex malaria prevention interventions, such as a community awareness raising campaigns, IRS and ITN distribution, and the spreading of gambusia fish. Because of this sudden reduction of the malaria incidence, the malaria elimination regional strategy developed by the WHO for 2006-2015 became feasible and achievable target by 2015.

Necessity of Building of Sustainable Capacity to Respond to Residual Contamination by Unexploded Ordnances (UXO): According to leading practices in mine clearance/ unexploded ordnances (UXO), a country “free of mine impact is not a country free of Explosive Remnants of War (ERW) issues”. The threat of landmines can exist long after completion of mine clearance operations; therefore, there is a need to create and support the capacity of civil defense structures to deal with residual contamination, mainly from abandoned ammunition and UXOs, which are expected to last several decades.

Manual to Automated Mine Action Clearance: During the first 3 years, TMAC’s mine action operations mainly relied on manual clearance and a small number of demining teams, resulting in slow progress (from 2004 until December 2006, only 372,597 m² were cleared). After employing Mine Detecting Dogs and moving away from a manual clearance strategy in 2006, progress increased (from September 2006 till June 2009 2,191,124 m² were cleared). Further plans to obtain the Mechanical Demining Machine (MDM) and build national demining capacity will continue to expedite the pace of clearance activities.

Using Knowledge, Attitudes and Practice Study to Prioritize Intervention Activities: There is an opportunity to formally define and prioritize areas where Mine Risk Education (MRE) is required and how to use it. It has been recommended that TMAC undertake Knowledge, Attitude and Practice (KAP) studies to determine the baseline level of situational understanding of ‘at-risk’ populations, as a way to define an optimal strategy to deliver information and modify behavior. KAP studies could also be applied in other areas of UNDP programming, such as HIV/AIDS, Gender Awareness, and Disaster Risk Reduction.

Overcoming mountains addressed the need to improve local strategic planning in disaster risk management by building the capacity of government, particularly the Committee on Emergency Situations (CoES), to mitigate and manage disasters through (i) establishing a unified coordination mechanism: Rapid Emergency Assessment and Coordination (REACT) and a functioning national information & coordination hub to consolidate and coordinate information and response actions: Information Management Analytical Centre (IMAC); (ii) improving the predictive response capability of the government and international community through training international organizations, national authorities, and officials at all levels to better predict, prepare, and monitor disaster response (CoES Training System); and (iii) equipping communities with the capability and infrastructure for disaster preparedness response through Disaster Risk Management DRM trainings and physical mitigation projects in 16 districts, impacting more than 50 communities. Expertise from SDC and DIPECHO significantly contributed to the establishment of the positive DRM dialogue in Tajikistan and produced a solid DRM partnership with UNDP.

Furthermore, in cooperation with the Global Environment Facility, UNDP has helped strengthen advocacy on national and regional environmental commitments and climate change (including the development of the Second National Communication of the Republic of Tajikistan to the United Nations Framework Convention on Climate Change). UNDP / GEF also supported the government through: working with jamoats (a total of 79,425 beneficiaries) to combat land degradation and desertification; establishing four Water User Associations and rehabilitating six irrigations systems to improve the productivity of 6000 ha of land; providing agricultural advisory support and policy advisory support to amendments of the ‘Law on Protected Areas and Forest Code’. Furthermore, UNDP provided support for the rehabilitation of 20 sustainable energy systems (largely mini-hydro-power stations) that provide energy resources to 7,138 people.

Lessons Learned for the 2005 – 2009 period included:

Close Cooperation With CoES, Hukumats and JRCs Is a Key Success Factor: Solid working relations with the Hukumant, CoES and JRCs has been invaluable in ensuring district and community level ownership, and, consequently, the sustainability of project results.

Effective Communication of Disaster Risk Mitigation is Critical: Often, disaster mitigation activities are not pro-actively completed due to a lack of immediate funding even though a 'focus on prevention' would save significant costs over the longer-term. Involvement of media representatives in regional REACT partnership has been successful in raising awareness about DRM issues and has provided a means to deliver timely information about anticipated and ongoing disaster situations. This has been particularly effective in the Sughd region through its regional television network.

Integrate Environment, Energy, and Climate Change Issues with Poverty Reduction Initiatives: Availability of electricity is a key determining factor of income generation potential (e.g. electricity generated from mini hydro power stations acts as an enabler to many income generation activities, particularly the operation of small enterprises: processing agricultural products, such as juice and jam; flour processing, and oil production, etc.). There is an opportunity for UNDP to provide significant support in the area of environment and energy. UNDP will strengthen government capacity in the implementation of environmental reforms, as well as reinforce policy interventions through advocacy efforts at the micro-level.

Implement Existing Legislation into Practical Natural Resource Management: Current practices on Protected Areas (PA) management do not involve, consult, or share benefits with local populations, natural resource users, and local authorities. To ensure sustainability, the PA system needs to remove barriers (resulting from unclear legal frameworks and mismanagement) and increase local community ownership of natural resources. In some cases, the legislative framework is in place, but is not being implemented in practice. For example, no legal or institutional changes were required to allow regulated control of tugai forests to be transferred to a local community organization on a rental-basis. A significant opportunity exists to devolve the practical management of natural resources to those having the greatest incentive to do so (e.g. local populations).

In addition to specific program lessons learned, several general lessons learned have been observed:

Due to the development capability of government in project implementation, nationally-executed projects have required significant support from UNDP. Furthermore, UNDP has had to implement a significant number of projects through direct implementation modality (DIM); however, these projects also included strong capacity building components. In terms of UNDP's overall approach, the lessons learned from the country programme period 2005-2009 include:

- *Unified Approach to Gender Mainstreaming:* To contribute to gender balanced development, projects should: mainstream gender throughout all activities; support further experience exchange between women; strengthen women organizational capacities, networks, their grass roots base, links with government structures and vertical state programs aiming at reaching women; ensure gender sensitive monitoring and ensure adequate allocation of resources for gender related interventions.
- *Alignment of Operational Policies with Programmatic Needs:* In crisis situations some UNDP rules and regulations caused delays in the procurement of goods and services and, as a consequence, negatively impacted the response. This situation also created the need to take risks for the promotion of innovative approaches that might not be possible in other situations.
- *Focus on Providing Policy Support and Strengthening Government Institutions, Particularly in the Areas of Governance:* To date, the majority of UNDP's portfolio has been implemented directly by the Country Office using the Direct Implementation Modality (DIM), with varying levels of government involvement. However, as Tajikistan evolves from a state of post civil war reconstruction to a more stabilized environment, programmatic intervention should transition in a phased-approach towards a National Implementation Modality (NIM). Recognizing that government capacity to develop and implement reforms is a developing capability, UNDP interventions should now focus on building capacity of government stakeholders and reinforcing

national level institutions. Furthermore, the Country Office should be more engaged in policy level issues, as a means to influence economic and governance reforms. Some governance issues where UNDP will focus on in the upcoming cycle include: implementing civil service reforms, strengthening budgeting systems, and reforming local governance.

- *More Coordination With Government and Donors Reduce Effort Duplication and Create an Environment of Sustainability:* There is a need for stronger communication between UNDP and the government, to reach a consensus on project management approaches and to build capacities of the Government. Uncoordinated donor activity reduces the effectiveness of intervention activities; therefore, the use of partnerships helps to widen the scope of interventions and reduce duplication of effort.
- *Limited Capacity of Project Stakeholders:* A realistic evaluation of potential companies and NGOs (and other contractors) to perform key services should be made either during the design phase or at least prior to initiating procurement, as implementation capacity of key service providers is a developing capability.

Part IV. Proposed Programme

The UNDP country programme for the period of 2010-2015 aims to achieve the objectives set out in the National Development Strategy of the Republic of Tajikistan for the period up to 2015, in accordance with the Millennium Development Goals. The proposed programme areas are in line with the themes defined in the Joint Country Programme Strategy, signed between partners on November 3rd, 2009: support for (i) broad-based economic growth; (ii) good governance; and (iii) human development. The promotion of national development policies and programmes will be undertaken through a combination of policy support for the MDGs and capacity development support for service delivery, strategic planning, and resource mobilization. Building on its comparative advantages, programme strengths and lessons learned from previous interventions, UNDP will focus its interventions on the areas of (1) Poverty Reduction and Achievement of MDGs, (2) Reducing burden of HIV/AIDS, Malaria and Tuberculosis, (3) Good Governance, (4) Crisis Prevention and Recovery, and (5) Environment and Sustainable Development. Particular attention will be given to the scaling up of proven successful initiatives, utilizing best practices and lessons learned to inform policy reform, and promoting gender equality as a cross-cutting issue, such that gender is integrated into all UNDP programme interventions and promoted by key implementing partners, including the Government of Tajikistan. One of the goals of the Gender Mainstreaming strategy will be to ensure that all projects and programmes have a data collection system that includes gender disaggregated indicators. Lastly, the UNDP Country Office will focus on providing policy advice to the Tajikistan government across all programmatic areas.

1. Poverty Reduction and Achievement of MDGs

UNDP will continue its efforts and expand upon existing interventions, including the provision of strategic policy advice and coordination, to support the Government of Tajikistan's work to reduce poverty and reach the MDGs. Poverty reduction and economic development initiatives will be closely linked with improving governance and promoting sustainable environmental and resource management. As such, UNDP will work to achieve the following outcome:

Outcome 1: Poverty reduction and economic development programmes are enhanced, with particular focus on the rural poor, women and marginalized people.

UNDP will scale up support to the MDGs, targeting macro-level economic policy development and implementation at the national and sub-national levels. UNDP will provide advisory support to the national government in formulating and implementing strategies and policies in key economic and social sectors. UNDP will also strengthen national capacities for efficient aid coordination and increase trade and foreign direct investment. At the local level, UNDP will focus on poverty reduction initiatives to support the economic development of farmers and small businesses, particularly the rural poor, women and marginalized people. Support will include: increasing access of individuals to micro-credit, grants, and various sustainable business support services and enhancing rural economic livelihoods. Taking into account the significance of labour migration to the economy of Tajikistan, UNDP will continue to encourage migrants to invest remittances in community-based initiatives, as a significant contributor to local economic development. Most of the activities within the output will be implemented through Communities Programme (although other implementing arrangements will also be considered). The work mentioned above will be accomplished through the fulfillment of the following four outputs:

Output 1.1: Sectoral strategies and policies in selected economic and social sectors are formulated and implemented in support of achieving MDGs and implementing the National Development Strategy (NDS).

To accomplish this output, UNDP will work to reach the following target:

Target #1: To support formulation and implementation of three sectoral strategies and policies (in the areas of agri-business, small and medium entrepreneurship, and micro-finance).

As there is limited integrated planning and coordination of development activities in Tajikistan, UNDP proposes to take a supporting role to formulate integrated strategies/policies in at least three sectors (agribusiness, small and medium entrepreneurship, and microfinance). To reach this target, UNDP proposes to work with international organizations and government stakeholders towards the following activities: (i) conduct a sector needs assessment to confirm the sectors requiring strengthening/restructuring and identify additional potential

sectors requiring further analysis; (ii) develop and implement detailed action plans for each sector from 2010 to 2015; (iii) and enhance the capacity of ministries and organizations through targeted and structured training programmes, such that they are empowered to independently develop and review sectoral strategies on an ongoing basis. All strategies will include gender considerations. Furthermore, UNDP will support labour migrants to ensure they are aware of, and have access to, their legal, social, and economic rights. This will be accomplished through a series of awareness-raising campaigns, as well as involving the existing JRC network in the distribution and communication of informational booklets and brochures to inform migrants about their rights and obligations in destination countries.

Output 1.2: To support the development of a business registration, regulatory and taxation framework that is more transparent, efficient and favorable for the promotion of businesses and public-private partnerships, leading to improved economic and social development. This framework will support the creation of small and medium businesses through more simplified registration procedures. UNDP will play a supporting role to principal stakeholders (e.g. International Finance Corporation (IFC), Business Environment Improvements (BEI) and the National Tax Committee) to increase awareness among all involved parties on the Framework, targeting all sectors such as governmental structures, private sector, and civil society. To support this output, UNDP will work to reach the following target:

Target #1: To support the implementation of a new registration, regulatory and taxation framework to better support business development such that Tajikistan's ranking on "ease of doing business" improves from its present position (151st among 180 countries in 2009) to 144. To accomplish this target: UNDP will assist the above-mentioned stakeholders to: (i) increase awareness of the new legislation (in the public, private and civil society) through participating in a series of roundtables with international counterparts, such as IFC, ADB, WB, and USAID; (ii) train at least 80 staff in district-level tax departments via informational campaigns and consultancy services provided by Business Advisory Information Centres (BAIC); (iii) assist newly established businesses access the business registration process through training at least 100 civil society representatives on business registration and tax-related information, such that these individuals can disseminate this information to local communities; (iv) work with principals to develop a feedback system enabling women's voices to be integrated into the framework. These activities are expected to contribute to improving Tajikistan's ranking status in the "ease of doing business" countries list, published by the World Bank. To track progress, a *Report on Comparative Progress* will be developed detailing the progress of Tajikistan (over 6 years) on this indicator.

Output 1.3: Low-income households, women, and small and medium enterprises (SMEs) are provided with access to a broad range of financial, micro-credit/financing, legal, income generation and business support services. Although the Communities Programme supported the development of rural entrepreneurship through initiating income generation projects and training activities, these efforts have been insufficient in establishing a sustainable rural entrepreneurship system. To increase its efforts in this area, UNDP will direct its work activity to achieving three targets, which will serve as indicators of success:

Target #1: To provide at least 1000 new low-income households (particularly female-headed households) with access to micro-credit, grants, and consulting and information services. In the upcoming period, UNDP CP will focus on making existing commercial projects sustainable. As highlighted in the Zarafshan Review (conducted by the donor agency DFID in July 2008), the possibility of transitioning MLFs to MDOs should be considered, to enable the provision of commercial banking to vulnerable and marginalized groups and increase the scope of activities and services provided. UNDP proposes to pilot selected MLFs into Microcredit and Depositary Organizations (MDOs), starting in 2012, at the earliest. Furthermore, UNDP will ensure that women from low-income households have equal access to micro-credit opportunities through the introduction of special beneficiary loan schemes. In line with the recommendations from the recent Outcome Evaluation, BAICs will be reorganized to ensure a higher standard of service and introduce fee-for-service schemes. Lastly, schemes for joint financing of rural infrastructure projects will be introduced, such that UNDP will fund at least half of the grant, with the remaining amount mobilized by the community.

Target #2: To establish and register at least 300 SMEs, of which 30% are female-headed. UNDP will promote an increase in private entrepreneurship through: advocating legal protection; supporting the creation of more Small and Medium Enterprises (SME) through micro-finance support; introducing a 'One-Stop-Shop' registration (i.e. a simple procedure for the registration of new SMEs); and promoting income generating activities in rural communities (e.g. community based eco-tourism). In collaboration with the Committee of Women's Affairs, National Association of Small and Medium Enterprises, the Ministry of Labour and Social Protection, and the civil society sector, UNDP will develop a national-level joint business/small enterprise development training programme aimed at strengthening rural women entrepreneurship. As a result of these activities, it is expected that at least 1,500 job placements will be created over the 6 year cycle.

Target #3: To pilot at least 3 public-private initiatives on better public service delivery. An effective system of public service delivery has not yet been introduced in Tajikistan due to under-developed public structures and a lack of cooperation between non-governmental and commercial sectors. In response, UNDP CP will organize round tables with key stakeholders to discuss this issue and will pilot three initiatives on better public service delivery. Pilots may be conducted in any social or economic sector.

For example, local authorities could partner with the private sector in health, education, or transportation, where the private sector will provide and manage services. Furthermore, respective staff of these public structures will be trained to sustainably initiate and execute these pilot projects.

Output 1.4: National capacities are strengthened to negotiate and efficiently coordinate development finance with international donors, such that trade and foreign direct investments increase. In December 2006, in the framework of public administration reform process, the State Committee on Investment and State Property Management (SCISPM) was established with a mandate to mobilize investment and coordinate foreign aid activities. Despite measures to implement this mandate, the SCISPM foreign aid capacity is still developing, with insufficient financing and high staff turnover. As such, UNDP endeavors to improve the professional and technical capacity of the SCISPM and other relevant Government bodies, such that they are able to attract investment and strengthen national aid coordination mechanisms. In doing so, Tajikistan will be better positioned to utilize current foreign aid effectively and attract foreign assistance. UNDP will direct its efforts to achieving two targets:

Target #1: To effectively promote investments to help increase international direct investment and trade, and grow the value of exports by 20%. In close cooperation with other partners, UNDP proposes to undertake the following: examine the regulatory and managerial frameworks that regulate investment activity in selected regions and/or industries; identify advantages and disadvantages by region and/or industry, in terms of attracting investment; synthesize and disseminate best practices of selected regions and/or industries; and develop guidance materials and strategies to promote foreign direct investment (FDI) and train / advise government bodies and the business community on strategy implementation.

Target #2: To increase the effectiveness of aid coordination through improving the flow of information. UNDP will provide core information services to government, donors and implementing organizations on aid flow and distribution by supporting the creation of foreign and development partner reports. As such, UNDP will: develop and introduce simplified system and procedures used both by the Government and donors when implementing various programs/projects; create and agree on interaction mechanisms/tools between donors and the Government on development cooperation; revise information collection and networking strategies for annual reports; publish the 'Annual Report on Foreign Assistance' and 'Annual Development Partners Profiles' and organize Donor Conferences to promote aid collaboration; and build the capacity of SCISPM, PIU and relevant Government structures' staff and improve interagency cooperation. Furthermore, UNDP proposes to develop new information tools through the following activities: upgrade the SCISPM information management system to improve project monitoring; systematize the existing data-base to enable detailed economic analysis and coordination of external aid in-flows; introduce a simplified set of procedures and mechanisms/tools to be used by both the Government and donors during project implementation.

2. Reducing Burden of HIV/AIDS, Malaria and Tuberculosis

In close partnership and coordination with the National Coordination Committee on AIDS, TB and Malaria, UNDP will implement seven grants from the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), which will play an instrumental role in achieving the national AIDS, Malaria and TB objectives, as well as the UN's Millennium Development Goals. UNDP will concentrate on developing the capacities the Government of Tajikistan (particularly the Ministry of Health), and closely involve other UN agencies, international NGOs, and local community-based organizations (CBOs) in efforts to enhance prevention and treatment measures and improve access to health services. Specifically, UNDP will work towards the following outcome:

Outcome 2: The spread of HIV/AIDS and TB epidemics are halted, and Malaria is eliminated by 2015, in line with MDGs. Through implementing the grants of the GFATM and the UN Joint Advocacy Project on HIV/AIDS, UNDP will increase prevention, treatment, and care initiatives and build the capacities of government, public sector, and the civil society capacity to address these issues in a sustainable way.

Output 2.1: To scale up HIV prevention, treatment, care and support interventions in Tajikistan among high risk groups and the general population, including building government capacities for response. To accomplish this output, UNDP will accomplish several key targets³⁰:

Target #1: To deliver HIV/AIDS prevention programs to the general population and increase coverage efforts to high-risk groups, including intravenous drug users (IDUs) and commercial sex workers (CSWs). As the main drivers of the HIV epidemic in Tajikistan are high risk groups, such as IDUs and CSWs, these will be the focus of UNDP programmatic efforts. UNDP proposes to reach at least 60% of high risk groups with HIV/AIDS prevention programs by 2014, a significant increase from current coverage (19% and 42% for IDUs and CSWs, respectively). Proposed prevention services include: community outreach and peer-to-peer education; distribution of prevention commodities and dissemination of information and communication materials; promotion of support services (e.g. voluntary counseling, HIV testing, referrals to specialized services, management of sexually transmitted diseases, etc.); promotion of supportive, non-discriminatory home and work environments through strengthening advocacy and communication activities to civil society.

Target #2: To increase the percentage of people with advanced HIV infection receiving ARV combination therapy. Although the national antiretroviral (ARV) therapy program began in 2006 (including antiretroviral drugs on Tajikistan's essential drug list), only 278 patients have received treatment (representing 19% of those infected with advanced HIV)³¹. UNDP proposes to increase ARV treatment coverage, such that 90% of those requiring ARV drugs receive it by 2014. UNDP proposes to do the following: provide training and modern technology to support timely HIV diagnosis and testing, including the prevention of mother-to-child transmission (e.g. ARV prescription, baby-care techniques, etc.); support provision of ARV and opportunistic treatment, care and support; and create, equip, and provide on-going support to five ARV clinics. Furthermore, UNDP will mobilize technical and advisory support.

Target #3: To increase the number of populations expressing positive attitudes to people with HIV/AIDS. HIV/AIDS discrimination has created an atmosphere of denial, and has fueled its growth. According to the Stigma and Discrimination survey conducted by the State Center for Strategic Research in 2008, only 48% of Tajikistan's population demonstrates a positive attitude towards those living with HIV/AIDS. UNDP and the UN Joint Advocacy Programme will work with communities to build HIV/AIDS awareness, such that 70% of the population will express positive attitudes to those living with the disease by 2014. UNDP will: promote the role of mass media to communicate a consistent message of acceptance; facilitate workshops to the most vulnerable groups, particularly women; increase the role of law enforcement officers and religious leaders to prevent stigma and discrimination; and cooperate with medical specialists to create a non-judgmental environment in the health service sector. The Joint UN Team on AIDS will provide leadership, guidance, and oversight of HIV/AIDS policy at the workplace (UN Cares programme).

³⁰ Note: These targets are not meant to be comprehensive but are some of the key ones. Additional targets can be found in the Annual Work Plan

³¹ Tajikistan Ministry of Health statistics 2008

Output 2.2: Public health care sector capacities are built to reduce the burden of TB in Tajikistan by 2015 in line with the MDGs and 'Stop TB Partnership' targets. To accomplish this output, UNDP will work to accomplish several targets:³²

Target #1: To raise the yearly case notification rate (per 100,000) among all new TB cases from 85 (in 2007) to 108 in 2014. UNDP proposes to: strengthen PHC-TB service integration through facilitating DOTS trainings to PHC health providers; and to improve awareness through advocacy and communications activities, including printing and dissemination of information materials on TB.

Target #2: To increase percentage of new smear positive TB cases successfully treated from 82% (2007) to 86% (by 2014). UNDP proposes to: supply quality TB drugs to health care facilities, such that timely and quality treatment can be provided to TB patients; provide social and nutritional support to patients and conduct IEC activities with local populations to improve patients' adherence to treatment; and strengthen directly-observed treatment through regular monitoring and evaluation visits and on-the-job training for PHC and TB health providers.

Target #3: To increase percentage of successfully cured multi-drug resistance (MDR) cases. Prior to June 2009, treatment of MDR-TB was not available in Tajikistan. UNDP aims to reach 60% MDR successful treatment rate by 2014. UNDP proposes to: establish bacteriological labs to ensure culture and drug sustainability testing for MDR patients; provide quality treatment to TB patients through supplying quality 2nd line TB drugs (GLC); and improve conditions and mechanisms for in-patient and out-patient treatment of MDR patients

Output 2.3: To strengthen management of national malaria control programme, resulting in the interruption of local malaria transmission in Tajikistan. To accomplish this output, UNDP will work to accomplish several targets³³:

Target #1: To reach 100% coverage of households in the malaria endemic zone with indoor residual spraying (IRS) with insecticide. UNDP aims to reach 100% of households with IRS by 2011 and maintain this for the rest of the period. UNDP proposes to cover more than 141 000 households with IRS annually in the malaria endemic zone, and provide households with an adequate supply of insecticide, spray equipment, and protective clothes prior to malaria seasons.

Target #2: To provide anti-malaria treatment to all those infected with malaria to eradicate the disease (from 5 cases per 100,000 population to zero). UNDP proposes to: provide timely investigation, diagnostic and treatment of all malaria cases through establishing and functioning of mobile outbreak respond team in regional level; facilitate trainings for lab and health personnel; and provide equipment and drugs to health providers for diagnosis, treatment, and prevention.

Target #3: To eliminate the number of foci (villages affected by malaria) by 2014 (from 247 in 2008 to 0). UNDP proposes to conduct operational researches to define classification of malaria foci (malaria-affected villages), and reinforce existing anti-malaria and anti-mosquito activity, including bed net distribution, indoor residual spraying, and distribution of larva-eating fish.

3. Good Governance

UNDP will promote the principles of good governance, including respect for human rights, the rule of law, and accountable public institutions through direct partnerships with key national government institutions, line ministries, and sub-national authorities. Capacity development for good governance, especially at the central

³² Note: These targets are not meant to be comprehensive but are some of the key ones. Additional targets can be found in the Annual Work Plan

³³ Same as above

level, will be an overarching objective in this area. UNDP will also promote and enhance the role of civil society, with a particular focus on women and their participation in decision-making and advocacy. The strong presence of UNDP at the grass roots level, along with the best practices and lessons learned at the broad programmatic level, will be linked to national planning and, wherever possible, translated into policy and legal frameworks to ensure sustainable change.

Outcome 3: National and local levels of government have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner. UNDP will work with selected key central government institutions to develop their capacity in good governance, strategic management, and public administration, such that the issues of corruption, transparency and accountability of state structures are resolved. These initiatives will contribute towards progress in public administration reform. Sub-national authorities at the district (rayon) level and self-governing institutions (jamoats) will receive comprehensive capacity building support to plan, budget, and implement local development, including transparent management of financial flows and/or local investment funds and delivery of core services in the areas of health, social services and public infrastructure. In parallel, through the European Commission, UNDP act as the implementing agent to train civil societies to effectively engage in local development, social advocacy and social service delivery. To improve cross-border relations and national security, the EC and UNDP will continue to support Integrated Border Management initiatives along the Tajik-Afghan border and along other borders with neighboring states, through providing infrastructure and equipment and training border, immigration, and customs officials. Further, UNDP will support ways to promote cross-border economic initiatives.

Output 3.1: National capacity is increased to address corruption, strengthen transparency and accountability of state structures and human development approach is promoted to be applied in the development of the different sectors. To accomplish this output, UNDP will work to achieve the following targets:

Target #1: To increase awareness of human development issues, such that effective national socio-economic policies are developed and implemented. UNDP proposes to develop at least 3 National Human Development Reports (NHDR). In doing so, UNDP will: support human development related statistics production and dissemination of statistical data; improve the capacity of data users at different levels to understand and use statistics in policy-making; establish cross-institutional (inter-ministerial and involving other actors beyond ministries) and consultative structures on strategic issues relevant to human development; and support human development training and teaching at various levels so that 'diffusion' of human development concept is achieved among wider segments of the society.

Target #2: To promote an environment of transparency and accountability, such that Tajikistan's Transparency Index ranking improves by at seven positions (from 152nd to 145) on Transparency International's 2008 Corruption Perception Index. To reduce Tajikistan's susceptibility to corruption, UNDP will work to increase the level of accountability and transparency in government institutions through the following actions: conduct integrity risk assessments to identify sectors most vulnerable to corruption; provide capacity development programmes to assist state agencies deal with anticorruption issues; provide assistance to the Government in introducing a comprehensive internal control system (e.g. financial controls, monitoring and evaluation systems, etc.), and establish an effective public complaint mechanism within the Ombudsman Office to manage citizen complaints; and strengthen the judicial system, through providing training and workshop sessions to improve the capacity of law practitioners and courts in effective application of the law, in accordance with international treaties and policies.

Output 3.2: Key central government institutions are effective in the areas of good governance, gender mainstreaming, management, and administration, resulting in progress in public administration reform. To accomplish this output, UNDP will work to accomplish the following target:

Target #1: Staff in 8 state level institutions demonstrate behaviours reflective of the principles of good governance, management and administration, including strategic planning, foreign policy/aid coordination and support to local authorities. Staff in 5 state-level institutions demonstrate gender-progressive behaviours. Capacity development for government authorities, especially at the central level, will be an overarching goal, particularly in the areas of good governance, gender mainstreaming, management practices, and administration reform. Training will be conducted in each of these areas; as a result, the following deliverables are expected: implementation public administration reform; creation of stronger governance frameworks to promote participatory decision making and facilitate transparency in decision making bodies; and improvement of existing national policy and planning framework to empower stronger planning between government, civil society and the private sector at the municipality, district and oblast levels. Leading practices on participatory planning and the localization of national strategies will be disseminated to national stakeholders, to facilitate stronger support for grass-roots development interventions.

Output 3.3: Sub-national authorities and self-governing bodies effectively manage and administrate core social and communal services in the areas of education, health, social protection, water, sanitation and infrastructure and mainstream principles of governance and gender. To accomplish this output, UNDP will work to accomplish the following target:

Target #1: Thirty districts effectively plan and budget based on reformed methodology/process. It has been recognized that the capacity of local authorities in service delivery needs to be strengthened, particularly the link between local development plans and national-level planning and budgeting processes. Although some districts have received basic training on general budgeting and planning processes and seven districts have been trained on the reformed methodology on participatory district planning (developed by the Ministry of Economic Development and Trade), no districts are effectively planning and budgeting based upon the reformed methodology. To reach this target, UNDP proposes to undertake the following actions: partner with government to assess the current weaknesses in the planning and budgeting processes, including monitoring and evaluation (M&E), and develop recommendations on improvement actions required; introduce a monitoring and evaluation system as a means to provide districts with the working tools to measure and track progress; provide comprehensive capacity building and training sessions in the governance, gender and environmental mainstreaming, management, and administration of core social and communal services.

Output 3.4: The awareness, skills and knowledge of civil society, particularly women, are improved so they are better able to effectively engage in local development, social advocacy and social service delivery. Past experience shows that civil society contribution (through active participation and monetary contribution) is dependent on the level of cooperation between local actors, as well as the degree of accountability and transparency of decision makers. Participation of citizens and civil society institutions is crucial in all stages of development planning: data analyses and priority identification; plan development, execution, and monitoring; and reporting. As such, UNDP will work to accomplish the following targets:

Target #1: At least 30 civil society organizations (including media) effectively engage in local development, social advocacy, and social service delivery. UNDP will train civil society institutions in the areas of survey development and analysis, development planning, community mobilization, monitoring and evaluation, and social advocacy. Furthermore, consultative support and technical assistance will be provided, as required.

Target #2: At least 30% of employees from local authorities or associations are women (from a current percentage of 15%). In addition to the topics related to the development and advocacy, civil society will be trained on gender sensitivity and gender analysis to increase understanding of the ways in which gender mainstreaming and the addressing of gender gaps can maximize poverty reduction efforts and achievement of MDG goals. Women leadership will remain one of the main topics for capacity building and future activities will be organized with the Committee of Women's Affairs and Institute of Civil Servants Trainings.

As a result of the above activities, it is expected that the final target will be reached: *Target #3: Civil society contributes at least by 20% to district development plan implementation in 15 districts.*

Output 3.5: Security of the nation-state is enhanced through Integrated Border Management along the Tajik-Afghan border and along borders with other neighboring states. Starting from 2010 through to 2013, the EC and UNDP will continue to execute integrated border management activities through two main projects: the Border Management Program in Badakshan, Afghanistan (BOMBAF) and the Border Management Program in Central Asia (BOMCA-CADAP). All efforts will be aligned with the Integrated Border Management Action Plan, which strives to realize the following: to secure borders, prevent drug trafficking, promote more humane treatment and provide protection to victims of trafficking, refugees, and asylum seekers, and to increase trans-border trade. As such, UNDP will work towards the following targets:

Target #1: To secure at least 5 border points along both sides of Tajik-Afghan border and provide them with infrastructure, equipment and training. To increase legal trans-border trade and prevent smugglers, traffickers, and trans-border crime, the EC and UNDP will work to build the capacity of Tajik and Afghan Border Police and Customs Agencies in Integrated Border Management (IBM) through the following: provide training and exposure to 'best practices' of IBM for the leadership of all agencies involved in border management; modernize and upgrade training facilities to improve the working conditions at selected border crossing points on trade corridors; provide infrastructure, equipment, and specialized training sessions to facilitate capacity development for IBM and encourage cross-border cooperation.

Output 3.6: Cross-border, regional and national issues are better managed through strengthening capacities for promoting conflict prevention and social cohesion and improving cooperation with local, regional, and international partners. To reach this output, UNDP aims to work towards the following:

Target #1: At least 100 stakeholders in target areas benefit from improved cooperation and conflict prevention activities. As such, the EC and UNDP propose to: facilitate regional cooperation and coordination between the Tajik Border Force, Afghan Border Police and partner agencies from both sides of the border; assist the Afghan authorities in securing an 'international frontier' between Tajikistan and Afghanistan; and to improve commerce, trade, and legal travel across the Tajik-Afghan Border as a way to build international confidence and support conflict prevention efforts. BOMCA will concentrate on implementing the Integrated Border Management Concept, and will continue to support Central Asian (CA) Governments in realizing institutional reforms. Infrastructure projects completed on previous BOMCA phases will receive additional funds to improve current facilities.

4. Crisis Prevention and Recovery

In partnership with other agencies, UNDP will build upon existing relationships and pursue a comprehensive approach to disaster risk management, seeking to closely involve the Government of Tajikistan, individuals, and communities in efforts to reduce the loss of life, socio-economic setbacks, and environmental damages caused by natural disasters. UNDP will also investigate activities for regional cooperation.

Outcome 4: Decreased risk of natural and man-made hazards to rural and urban livelihoods; infrastructure and recovery mechanisms in place. In order to establish a reliable and robust disaster risk management and response system, UNDP will work with key government and community stakeholders to put in place effective early warning information and communication systems, as well as efficient early recovery mechanisms. The Rapid Emergency Assessment and Coordination Team (REACT) will be further supported at all levels to deal with disaster reduction issues, while the Committee of Emergency Situations and Civil Defense will be assisted to develop and implement appropriate disaster risk management initiatives. The capacity and coordination of disaster risk management will be enhanced and standardized guidelines and protocols for emergency aid and early recovery mechanisms will be established to reduce the impact of natural and man-made disasters. To accomplish this, UNDP will work through its existing program DRMP (Disaster Risk Management Program) as its delivery mechanism.

Output 4.1: The government, particularly the Committee of Emergency Situations and Civil Defense (CoES), in collaboration with other authorities and local communities, has increased capacity for disaster risk

management. There is a need for a comprehensive strategic approach in disaster risk reduction (DRR) where all parties are aware of disaster threats and efforts are united in the identification of priorities at the national, regional, and local levels. DRR is a cross-cutting issue in all development programmes and needs to be 'owned' by government agencies, particularly the Committee of Emergency Situations and Civil Defense (CoES). The mandate of the CoES is to identify broad disaster risk management policies, oversee implementation efforts, advocate for the inclusion of disaster risk reduction concerns in the broader development context, and provide overall leadership and direction. However, for these responsibilities to be practically executed, DRR needs to be integrated through the implementation of risk-sensitive development policies and initiatives. Therefore, the capacity and capability of all levels of governmental authorities is a fundamental contributing factor to Tajikistan's resilience before, during, and after disaster situations. To reach this output, UNDP will direct its work efforts to achieving the following three targets, which will serve as indicators of success:

Target #1: To support at least 10 districts in implementing NDRMS recommendations, such that DRM strategies are integrated into district development plans. UNDP proposes to undertake the following activities: coordinate inter-ministerial cooperation through implementation of the NDRMS (National Disaster Risk Management Strategy) and NDPRP (National Disaster Preparedness and Response Plan) at the national, regional and local levels; conduct trainings for local decision-makers and assist in the inclusion of DRR initiatives into local development plans; promote CoES intra-departmental coordination in the DRR field through such interventions as reviewing and updating departmental TORs; facilitate training and provide equipment and rehabilitation support; review existing CoES training programmes and develop new programmes to address the DRR issues; implement community-based DRM projects with local populations as a pro-active measure to mitigate the consequences of disasters.

Target #2: To pilot the implementation of standardized guidelines and protocols in early recovery (ER) in at least 3 districts. UNDP proposes to undertake the following activities: clarify, promote, and advocate the concept of ER; develop a high-level guidance note on ER, including instructional guidance on how to incorporate into planning and roles and responsibilities; identify detailed ER requirements and develop necessary ER capacities; adopt and develop practical ER tools and test post-disaster needs assessment tool; and prepare standard operating procedures for ER response and integrate with REACT.

Target #3: To support the CoES in its mandate to facilitate coordination of all DRM actors in Tajikistan and to coordinate and manage aid in the event of emergencies through the REACT network. UNDP proposes to undertake the following: improve the operational REACT capacity network through the development and acceptance of the standard procedures by all REACT partners with regard to the whole DRM cycle; strengthen the exchange platform for DRR integration between state and nongovernmental actors; and promote and solicit active involvement from local partners through joint meetings and strategy sessions.

Output 4.2: Government (in coordination with civil society) establishes effective national and regional early warning information and communication systems. One of the key findings of the Central Asian Regional Risk Assessment report conducted in 2008 was that a number of existing, sector-specific early warning systems in Tajikistan failed to correctly anticipate the compound crisis during the winter of 2007-2008. Furthermore, these systems did not effectively link the spectre of water, energy, and food insecurities with appropriate responses. Such failures have outlined the importance of timely availability of high-quality data towards the identification of warning indicators concerning water, energy and food security risks. As such, UNDP will work to develop a functioning early warning system, as an indicator of success:

Target #1: To pilot a multi-sectoral Early Warning System and potentially implement throughout the country. UNDP proposes to undertake the following activities: conduct a technical requirements-gathering workshop for a Risk Monitoring/Early Warning system with local UN Agencies involved in risk monitoring (WFP, FAO, WHO, UNICEF, WB, IMF); facilitate a round table with state agencies, donors and UN agencies to reach agreements with partners and information sources (i.e. state agencies) on sharing the responsibilities in regular data collection and risk monitoring; and produce and disseminate reports outlining the current risk management situation to key decision-makers, donors and REACT partners on a monthly basis to promote pro-active behaviours.

Output 4.3: Immediate and effective contingency projects applying UNDP fast track operational procedures are activated as first response to natural disasters or crisis situations

Target #1: To initiate contingency projects applying UNDP fast track operational procedures, as required. As part of the preparation for rapid response to natural disaster or other sudden crisis situation, a contingency project will be formulated (to be implemented directly by UNDP), applying UNDP's 'fast track' operational procedures. The scope of the contingency project would include mobilization of rapid responses to mitigate immediate crisis effects, as well as the preparation of a comprehensive early recovery response. This type of intervention would complement the capacities of the Committee of Emergency Situations and Civil Defense, other government authorities, and local communities. This would be phased out once the local institutional capacities have been sufficiently built such that they are able cope adequately with the crisis situation.

Outcome 5: Government is able to plan, coordinate and implement comprehensive mine action. As landmine issues have not yet been eradicated in Tajikistan, UNDP will continue to remain affiliated with TMAC under National Implementation Modality (NIM) for the period of 2010-2015 to help Tajikistan become landmine impact free and support the government's commitment to the international treaty to ban landmines. To reach this outcome, UNDP proposes to work towards the following output.

Output 5.1: Government capacity to plan, coordinate and implement mine action is supported to help ensure Tajikistan is compliant with Ottawa Convention (international mine ban agreement). To reach this output, UNDP will facilitate the convention implementation process through mine removal and supporting at-risk communities through training and economic rehabilitation. UNDP will work to achieve the following four targets, which will serve as indicators of success:

Target #1: To clear 11,800,000 m² of land (79% of total contaminated land), so that Tajikistan is in line to be compliant with the Ottawa Convention by 2019 (given approval of the pending Extension Request). To accomplish this, UNDP proposes to undertake the following: (i) define priorities for clearance and survey of contaminated lands through conducting a landmine impact survey study and Economic Impact Study; (ii) promote increased government in-kind support to mine action activities (2008 in-kind contribution was \$612,000 USD); (iii) establish an MoD Operation Unit to strengthen its operation Unit for survey, clearance and EOD response activities; and lastly, (iv) coordinate, oversee and ensure quality control for all land clearance activities. *Note: To meet the Convention (assuming the Extension request is accepted), an additional 14,860,000 m² must be cleared by 2019 (an annual target of 1,400,000 m², representing 11,800,000 m² from 2010-2015).*

Target #2: To increase the awareness of the threat of mines and ERW; broaden access to health and psychological care; and improve the economic conditions of the survivors and victims' families. UNDP, through TMAC activities, proposes to undertake the following: (i) prioritize Mine Risk Education (MRE) activities through Knowledge, Attitude and Practice (KAP) assessments to identify the most effective education strategies for at-risk populations; (ii) develop a strategy to integrate MRE activities into local partner activities (NGOs and government agencies); (iii) conduct MRE trainings for volunteers, border military forces, and community members; (iv) strengthen the capacity of governmental institutions offering psychological and the physical – rehabilitation services and provide prostheses and orthoses to mine/UXO's survivors; (v) introduce income generation initiatives, such that at least 90% of survivors receive socio– economic rehabilitation support (e.g. summer rehabilitation camps for the survivors)³⁴.

Target #3: To ensure a safe environment for those living in mine-affected areas, so that deaths and injuries related to mine action decrease by 50%. UNDP proposes to undertake the following activities: (i) conduct quality assurance and quality control (QA& QC) of the cleared and reduced sites by the TMAC QA and QC

³⁴ Note: As there is currently limited cooperation between Uzbekistan and Tajikistan on the issue of border mine-clearance, MRE and Victim Assistance (VA) remain the most important way to protect border populations from mine/UXOs accident and support survivors with their families.

Team; and (ii) prepare and hand over cleared sites to local authorities to increase access to land and water (an estimated 46% of cleared areas will be used for economic means).

Target #4: To build the Explosive Ordnance Disposal (EOD) response capacity of the Committee of Emergency Situation (CoES) such that it is able to conduct at least level II EOD operations by the end of 2011³⁵. UNDP proposes to undertake the following: (i) train at least 30 CoES personnel and 3 CoES headquarter representatives to conduct at least EOD level I and II operations³⁶; (ii) coach 30 CoES representatives to conduct Risk Education on UXOs, mines and other explosive ordinances; (iii) procure requisite EOD equipments/tools and create fully appointed EOD centers, including small explosive storehouses in all 3 provinces; and (iv) develop national guidelines, standards, Standard Operation Procedures (SOPs), and other related documents regarding EOD operations.

5. Environment and Sustainable Development

As issues related to natural resource management, energy, and environment are increasingly being played out on the national and regional stage, UNDP proposes to significantly expand its policy, technical, and infrastructure support in the areas of environmental protection, natural resource management, and alternative energy. This support will include (i) strengthening existing policy and regulatory frameworks; (ii) developing community and institutional capacity to enable farmers, as well as government agencies, to address climate risks through conservation, biodiversity, and sustainable land management; and (iii) piloting alternative energy projects in response to climate change issues.

Outcome 6: Sustainable natural resources management, improved environmental protection, and increased access to alternative renewable energy. Tajikistan's capability in energy, natural resource management and environment sustainability is constrained by low technical capacities, limited financial resources, and systemic poverty; therefore, support from the international community is required.

Output 6.1: Government is provided with capacity building support to negotiate, ratify and implement major international conventions, transnational policy and legal frameworks on sustainable natural resources management (including climate change mitigation, combating desertification, sustainable water management and biodiversity conservation) and local communities are supported to participate in sustainable livelihoods. To reach this output, UNDP will direct its efforts to achieving three targets:

Target #1: To support Tajikistan's government in ensuring compliance with all environmental conventions (in the areas of natural resource management, environmental protection, climate change, biodiversity conservation, and sustainable land management).

Natural Resource Management: UNDP will aim to promote trans-boundary dialogue and sustainable water resources management in Central Asia through interventions at the national level (with Kyrgyzstan), and at the trans-boundary level (primarily involving Kazakhstan and China). UNDP will support the development of investment strategies, plans, and financial policies for irrigation, rural water supply and sanitation (RWSS), and small-scale hydropower (SSH). UNDP will facilitate international dialogue and reform processes in the areas of participatory integrated water resources management (IWRM) processes and international river basin management (IRBM).

Environmental Protection: UNDP will continue its efforts to address the environmental, health, and security risks posed by uranium tailings to Central Asia's water resources through promoting the adoption and ratification of the UN ECE Convention on Environmental Impact Assessment (EIA) in the Trans-boundary Context (Espoo Convention). This convention sets out the obligations of governments to assess environmental

³⁵ Level 1 EOD qualification enables a technician to locate, uncover, identify and, under supervision, destroy mines in place. The Level 1 EOD Technician is only authorized to destroy those mine types for which he has received specific disposal training. Level II EOD qualifications enable a technician to undertake the in-situ disposal of single small UXO, such as sub-munitions, grenades and mortar ammunition up to 84 mm diameter (includes High Explosive, Anti-Tank (HEAT) munitions; excludes White Phosphorus (WP))

impacts and to notify and consult each other on projects posing adverse cross-boundary consequences. UNDP will support the Tajikistan government implement the convention through (i) providing analytical support on existing legislative, institutional and normative frameworks; (ii) assisting in the development of new frameworks, (iii) establishing an EIA centre, and (iv) raising public awareness on Espoo Convention regulations.

Climate Change: As part of the Clean Development Mechanism (CDM) interventions of the United Nations Framework Convention on Climate Change (UNFCCC) Kyoto Protocol, UNDP will provide technical support to the development of a portfolio of CDM projects to the Designated National Authority, the institution responsible for soliciting funding (not yet appointed). Another priority will be to collaborate with government and community stakeholders on climate change adaptation through the successful integration of societal and economical priorities with climate change objectives.

Biodiversity Conservation: By lobbying for the Government to adopt amendments to the Law on Protected Areas and a new Forest Code, UNDP is taking a first step towards establishing policies and a legal/regulatory framework for biodiversity conservation and natural resource management in protected areas. Furthermore, it will also support development of formal Management Plans for three Protected Areas, to create formal research, monitoring, and information management mechanisms used to: inform scientifically based management decision making; develop consistent management planning practices and processes; build technical and organizational capacity; and establish effective mechanisms for long term sustainable PA financing.

Sustainable Land Management: UNDP will provide policy advisory support on sustainable land management under the Central Asian Countries Initiative on Land Management (CACILM) programme. This programme aims to strengthen inter-governmental and national structures to enable policy, legislative, and incentive mechanisms for sustainable land management through (i) assessing existing policy, regulatory and incentive frameworks and recommending amendments; (ii) developing action plans, investment programmes, and training modules and (iii) facilitating information campaigns.

Target #2: To increase the number of environmentally sustainable livelihoods and expand awareness through pilot projects and environmental education. UNDP will leverage pilot projects and a formal environmental educational program as strategies to increase community awareness and support implementation of the above-named conventions. Pilot projects will be conducted in the areas of sustainable land management, climate change and bio-diversity conservation.

Sustainable Land Management and Agricultural Biodiversity: UNDP will continue to support communities in sustainable land management through (i) providing training sessions, equipment and basic start-up costs to Field Farmer Schools; (ii) developing community-based structures to provide advisory support to the farmer community (Land Degradation Units); and (iii) establishing Joint Forest Management Committees to encourage joint ownership and oversight of tugai forests between the government and local communities. UNDP will initiate pilot projects, linking agricultural bio-diversity to climate change reduction efforts. Covering approximately 1.5 million hectares, these pilots will involve the following: (i) conduct training / awareness raising sessions for farming communities on how to best adapt their production practices to mitigate adverse climate change impacts and (ii) test and demonstrate replicable ways in which rural farmers and communities can benefit from agro-biodiversity conservation (e.g. through establishing business enterprises promoting the principles of conservation and agro-biodiversity). Furthermore, several UN agencies are coordinating on 'Green Tajikistan,' an initiative aimed at changing land use practices and combating climate change, as means to reduce the consequences of natural disasters and accelerate economic development.

Climate Change: UNDP aims to support environmental sustainability and improve access to Dushanbe's transport system through revising vehicle efficiency standards and fuel quality standards; improving public transport service quality; supporting design infrastructure to improve safety and attractiveness of non-motorized activities (e.g. walking and biking); and assisting in the development of integrated land-use/transport plans to reduce vehicle traffic.

Biodiversity Conservation: UNDP in Tajikistan will seek to test and model approaches and methodologies to practically demonstrate and promote improved sustainable natural resource use practices in and around protected areas (PA). After prioritizing and selecting communities causing the most damage to PAs, UNDP will pilot alternative livelihood activities to demonstrate alternatives for more sustainable livelihoods (e.g. social/community based joint forest management, livestock and pasture management; community based tourism; development of sustainable energy options).

Partnerships will be sought, where possible, with the UNDP/GEF Small Grants Programme (SGP) that will be utilized as a mechanism to support communities and civil society in replicating innovative and adaptive practices on sustainable natural resource use, through provision of small grants ranging from \$5,000 to \$50,000 USD, to NGOs, dekhkan farms and jamoats. These grants will be used for specific interventions contributing to combating desertification and land degradation, mitigating climate change, and supporting biodiversity conservation and renewable energy development.

To integrate pilot activities with government and civil society awareness and participation, UNDP aims to create a formalized environmental educational environment. UNDP will support the Government in reviewing and revising the 'State Programme for Environmental Education and Learning for 2000-2010' and assist in the development of a new state programme for environmental education and learning. Furthermore, UNDP will promote the use of Community Environmental Learning (CEL) techniques in programmes and projects to facilitate sustainable natural resource management and poverty reduction.

Target #3: To ensure integration of environmental sustainability with poverty reduction initiatives. As environmental issues are closely interlinked with the activities targeted at the poverty reduction, Tajikistan will be one of the pilot countries for the Poverty and Environment Initiative started by UNDP and the UN Environment Programme (UNEP). This initiative will focus on addressing poverty-environment linkages in the national development planning process, to ensure environmental sustainability considerations are reflected in sectoral policies, strategies, and development plans.

Output 6.2: Alternative renewable technologies including biogas, hydro, and solar power are demonstrated, understood, and widely used. Favorable policy and legal framework are established and contribute to private sector development. To address the critical energy needs of the rural population, UNDP will work to establish favorable policy and legal frameworks, such that an appropriate business development environment is created. Furthermore, UNDP will promote and broadly implement efficient, cost-effective, and sustainable alternative and renewable energy technologies, particularly in the areas of mini- and micro-hydro, solar energy, and biogas. Initiatives promoting resource management, energy use, and environmental protection will be linked to disaster risk management and economic development initiatives to ensure proper coordination and complementary approaches. For example, the construction of hydro power plants can also serve as stabilization mechanisms (e.g. Dashti Jum's HPP along Pyanj River with total capacity of 4000 mWt is useful not only for electricity consumers, but can also act as an enabler for additional irrigation of 1.5 million hectares of land in the region).

Target #1: To pilot at least 30 renewable energy projects in energy-deficient areas to significantly reduce the life-cycle cost of electricity supply in remote rural areas. UNDP proposes to undertake following activities from 2010 until 2015: (i) assist in the implementation of policies, legislation and regulations that improve market conditions for renewable energy development; (ii) demonstrate sustainable delivery models and financing mechanisms to encourage small-scale renewable energy projects (and improve social infrastructure) and support project implementation; (iii) develop viable end-use applications of renewable energy; and (iv) conduct training on proper management of renewable energy systems (e.g. tariff collection) to strengthen local ownership and sustainability.

Part V. Partnership Strategy

Complex development issues, multidisciplinary by nature, can be addressed only in close partnership with other institutions and organizations. The goal of UNDP is to maximize the potential of partnerships concentrating on the areas where it has clear value added and competitive advantages. Following the principles of aid effectiveness and coordination, as stated in Chapter IV of the JCPS document, UNDP activities will be in line with the 'priorities for improved alignment,' as articulated in Chapter VI of the afore-mentioned document. As such, UNDP will further increase its role in facilitating donor and partner coordination; actively participate in coordination DCC and governmental working groups, and develop common procedures and implementation tools, in addition to other effective coordination and collaboration techniques. Implementing partners will be selected based upon a competition-based scheme; joint programming and project implementation will be pursued to achieve greater efficiency and ensure alignment with the UNDAF and work of other UN agencies, government strategic plans, as well as JCPS priorities.

Poverty Reduction and Local Governance: Through a strong network of local and international partners, the Communities Programme works in 40 districts throughout Tajikistan. At the government level, the Communities Programme's key implementation partners include line ministries, district and region-level authorities, jamoat (sub-district) administration. The representatives of the civil society, such as Jamoat Resource Centres (JRCs) and District Development Councils (DDCs) will also be widely used. Cooperation with all these entities is integral to the success of all UNDP initiatives. The Programme has also made a concerted effort to strengthen its partnerships with formal government structures at the regional and central levels. The latter is reflected in agreements signed between UNDP and Ministry of Economic Development and Trade, Institute for the Training of Civil Servants (ICST), Ministry of Finance, State Statistic Committee (SSC), the Parliament, as well as with other government entities. Moreover, the Communities Programme will continue to include private firms and NGOs in its activities by subcontracting their services through competitive tender processes. Additionally, the Communities Programme has several international partners who contribute to the success of the Programme, including other UN agencies and international donors as well as other international organizations. UNDP plans to work with the UK Department for International Development (DFID) and other partners in three priority areas: Governance and Civil Society, Private Sector Development, and Micro-Finance.

HIV / AIDS, Tuberculosis and Malaria: UNDP will continue its role as Principal Recipient of seven approved grants of the Global Fund to Fight AIDS, Tuberculosis, and Malaria. UNDP will provide technical assistance to the Government and National Coordination Committee for the development of new applications to GFATM, as well as other donors for HIV/AIDS, TB and Malaria interventions. UNDP will work with governmental institutions, including the Ministry of Health, as well as the Ministries of Justice, Defense, Labor and Social Protection of Population, Education and other key state agencies, local and international NGOs and UN technical agencies to promote a comprehensive multi-sectoral approach. New partnerships will be established to enhance implementation of new initiatives for the country, such as cooperation with the State Agency on Drug Control for implementation of substitution therapy for drug-users, partnership with well-known international laboratories and research institutions to facilitate quality control in TB diagnostics and expansion of MDR treatment services, etc.

Good Governance and Integrated Border Management: UNDP will focus on building its relationships with government partners, such as the Ministry of Foreign Affairs, Agency on State Financial Control and Fight Against Corruption, Ministry of Justice and several other ministries. Furthermore, UNDP will increase its partnerships and coordination with civil society, donors, international organizations, and other UN agencies to engage all interested parties in the process of governance. The BOMCA / CADAP programmes will continue its implementation activity through EC/EU funding. The BOMBAF project will continue its cooperation with Afghan and Tajik Border Agencies, as well as other UN and international organizations, including OSCE, UNODC, ICMPD, EUPOL, the Aga Khan Foundation, and both local and national government agencies on either side of the border.

Disaster Risk Management and Crisis Prevention: Disaster Risk Management Programme (DRMP) will build on its relationships with government partners by working in greater coordination and collaboration with key national stakeholders (e.g. CoES, Hydro-Meteorological agency, Seismic Institute, etc.), as well as regional

and local authorities. DRMP will continue strengthening its partnerships and coordination with international organizations, other UN agencies, international NGOs, REACT partners, and donors and programmes including the European Commission, SDC, and ECHO

The Tajikistan Mine Action Programme will continue to be implemented in close cooperation with the Government Ministries and agencies (Ministry of Defense, Ministry of Labour and Social Protection and Ministry of Energy, National Guard, Committee of Border Protection, Committee of Emergency Situation, Research Rehabilitation Centre for Disabled, and Orthopedic Centre), local authorities, international partners' organizations (UNDP, OSCE, FSD, SDC, NPA, ICRC), national NGOs (RSCT, ICBL representatives) and at risk community members.

Environment and Energy: UNDP in Tajikistan will continue to build sustainable network partnerships with local, national and international partners, namely the Committee of Environmental Protection, the Ministries of Agriculture, Energy and Industry, Transport and Communications and Water Resources and Land Reclamation; the National Energy Company "Barqi Tojik", National Biodiversity and Biosafety Centre, as well as INGOs and donors such as Global Environment Facility, the UK Department for International Development (DFID), German Agro Action, Swiss Agency Development and Cooperation (SDC), Canadian International Development Agency (CIDA), and the Asian Development Bank (ADB). At the local level, the key partners are oblast, district and Jamoat authorities, as well as civil society bodies (e.g. Jamoat Resource Centers and Water User Associations). Their involvement and contribution is essential to each project components. The Jamoat Resource Centers also play crucial role in terms of cost-sharing, community mobilization and awareness building. For further detail on partnership strategies by thematic area, please refer to *Annex 1: Partnership Table*.

Part VI. Programme Management

Capacity development will represent an over-arching approach. Wherever possible, national capacity and structures will be supported, such that government can manage these structures sustainably. As the government capacity to formulate and implement development programmes in some areas is still developing, an incremental approach to execution will be used to gradually shift implementation to national counterparts (National Implementation Modality: NIM). While promoting systematic capacity development of domestic structures on all levels, UNDP will still continue implementing select programmes directly (through Direct Implementation Modality: DIM).

UNDP will select appropriate implementing modalities on a scenario-by-scenario basis. The Communities Programme will increasingly be used as an implementation mechanism of UNDP's activities on the local level. All projects within the Communities Programme (CP) work through the existing structure of UNDP CP's head office in Dushanbe with five Area Offices in Shaartuz, Kulyab, Ayni, Khojand and Gharm. The Communities Programme will work as an implementing partner with UNDP's existing programme structures, namely DRMP (DIM) and TMAC (NIM), and possibly, BOMBAF and BOMBCA/CADAF (DIM), and UNDP HIV / AIDS, Tuberculosis, and Malaria Control Program (DIM).

UNDP in Tajikistan has all the requisite capacities needed for direct implementation: a thorough understanding of Tajikistan's needs and capabilities; an extensive network of area offices and national counterparts; a strong standing with national and international partners; and solid capacities in logistics, recruitment, procurement, financial management, and reporting. UNDP will execute all programme and project interventions on a full cost-recovery basis, and will apply its own pool of resources, as well as finances mobilized from other donors. In close cooperation with other partners, UNDP Tajikistan will attempt to introduce a programmatic approach with 'pooled' funding for Communities Programme, and for other projects, to contribute to aid harmonization and effectiveness, where possible.

Part VII. Monitoring and Evaluation

UNDP will implement its programme based on best practices in results-based management. Monitoring and reporting of all projects will be fully integrated with ATLAS, UNDP's financial and project management

module. The UNDP overall Monitoring and Evaluation (M&E) system is based on long-and medium-term planning of activities, reliable approaches to sub-project management, and a detailed account of implemented activities and results. Strengthening the M&E system will be led through an ongoing assessment of M&E plans, monitoring progress achieved towards indicators, needs assessment, strategy reviews, and prioritization.

On a project-by-project level, monitoring and evaluation will be made at the following levels:

1. Internal Monitoring and Evaluation: Each Programme has its own Monitoring and Evaluation Plan developed by the Project Manager, in consultation with the Programme Development Unit. Furthermore, the programme objectives, indicators and targets mentioned in the programme logical framework matrix, along with the Approved Budget, Annual Work Plan (AWP), and Quarterly Progress Report, will serve as references for monitoring and evaluation activities. This will be supplemented with Project Steering Committee (PSC) meetings (conducted at least bi-annually) and regular site visits (conducted jointly with partners). Accountability for internal monitoring and evaluation activities lies with UNDP's PIU (UNDP's Programme Officer, Project Manager and the M&E Specialist).

2. Monitoring and Evaluation of Programme Outcomes: The purpose of this assessment will be to determine progress made towards targeted indicators and national indicators achieved according national M&E plan.

3. External Mid-Term and Project-End Evaluation: A mid-term activity evaluation of the Programme will be conducted by independent international and national experts, who will assess the effectiveness of the programme and provide recommendations for its improvement.

Annual reviews with partners, along with a final evaluation, of the Country Programme Action Plan will be completed to assess programme effectiveness and address shortcomings.

Part VIII. Commitments of the UNDG Agency

UNDP will ensure that the indicative amount of \$35 million USD from UNDP's regular resources is committed as base funding for the current CPAP, depending on global availability of funds. UNDP, together with the Government, will also intensify its resource mobilization efforts, striving to mobilize complementary resources in the projected indicative amount of at least \$130 million USD from other resources, subject to donor interest. Should resource mobilization efforts not yield the expected results, UNDP and the Government shall review and re-prioritize activities and focus of intervention during the CPAP annual review.

UNDP will ensure consistency between the CPAP/AWP, UNDAF results matrix and the National Development Strategy. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and implementing partners will be emphasized.

In case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the Implementing Partner in two weeks. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner, or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall process payments within five working days.

UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor. Where more than one UN agency provides funds to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with the relevant UN agencies.

Part IX. Commitments of the Government

The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds, and assets and to its officials and consultants. In addition, the Government will accord to UNDP, its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the above mentioned agreements.

As a contribution to the programme, Government cost-sharing arrangements will be pursued, and dedicated human resources will be appointed for the implementation of nationally implemented projects. In close coordination with the Government, UNDP will make necessary efforts to mobilize resources required to meet the financial needs of the Country Programme.

Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government also commits to organize periodic programme reviews, as well as planning and joint strategy meetings. Where appropriate, the Government will coordinate sectoral and thematic groups to facilitate the participation of donors, civil society, and UN agencies. In addition, the Government will facilitate periodic visits by UNDP staff and/or designated officials to monitor results, meeting beneficiaries, assessing progress, and evaluating impact of programme resources. The Government will make available to UNDP, in a timely manner, available information on policy and legislative changes occurring during CPAP implementation that may impact co-operation activities.

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for the planned expenditure. Implementing Partners will use the FACE report to communicate on the use of disbursed funds. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, and request and certify the use of cash.

Funds transferred to Implementing Partners should be spent for the purpose of activities, as agreed in the project documents and AWP only. Funds received by the Government or by IGO/NGO Implementing Partners shall be used in accordance with established national regulations, policies, and procedures consistent with international standards. In particular, these bodies should ensure that funds are expended for activities as agreed in the AWP, and validate that reports on the cash utilization are submitted to UNDP on a quarterly basis after receipt of the funds. Where national regulations, policies, and procedures are not consistent with international standards, UN agency regulations, policies, and procedures will apply.

Part X. Other Provisions

This CPAP supersedes any previously signed CPAP and enters into force on the date signed by both Parties. In the case the CPAP is signed on different dates, then it shall enter into force on the date of the latter signature. The CPAP shall continue in force until 31 December 2015. This CPAP may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day 16 December 2009 in Dushanbe, Republic of Tajikistan

For the Government of Tajikistan`

For United Nations Development Programme

Mr. Farrukh Khamraliev
Minister
Ministry of Economic Development and Trade

Mr. Rastislav Vrbensky
Country Director
UNDP Tajikistan



Annex 1: PARTNERSHIP TABLE

Partners by Programme Components	Basis for Partnership							
	Implementation/ Execution	Advocacy/ public awareness	Coordination	Joint interventions	Resource Mobilization			
					Financial input	In-kind input	Parallel financing	Cost-sharing
Poverty Reduction and Achievement of MDG Goals								
Ministry of Economic Development and Trade	X		X	X		X		
Ministry of Labour and Social Protection	X	X	X	X		X	X	
Agency for Social Protection of Population, Employment and Migration	X	X		X		X		
IFC	X	X		X	X	X		
AMFOT	X			X		X		
SENAS			X			X		
Ministry of Land Reclamation and Water	X	X	X	X		X		
IOM	X		X	X	X			
National Bank of Tajikistan	X		X	X		X		
National Association of Dehkhans Farms	X	X	X	X		X		
Ministry of Agriculture	X	X	X	X		X		
State Office of Migration	X	X	X	X		X		
Centre of Strategic Research	X		X	X		X		
Local administration (Hukumat/Jamoat)	X	X	X	X		X		
CBOs (JDCs/DDCs)	X	X				X		
Other UN Agencies				X		X		
State Committee on Nature Protection	X	X		X				
Local NGOs	X			X			X	
Donor community			X	X				X
HIV / AIDS, Tuberculosis, and Malaria								
Ministry of Health	X	X	X	X	X	X	X	X
Ministry of Justice	X			X		X	X	
Ministry of Education	X			X		X		
Ministry of Water and Land Reclamation	X		X	X		X		
Ministry of Agriculture	X		X	X		X		
Ministry of Defense	X			X		X		
Drug Control Agency under President of RT	X		X	X		X		
State Committee on Border Protection	X		X					
Ministry of Labour and Social Protection	X			X		X		
State Committee on Youth, Sport, tourism	X	X	X	X		X	X	
State Committee of TV and Radio		X				X		
NCC on AIDS, TB and Malaria		X	X			X		
IOM	X	X	X	X	X			X
INGO's (e.g. Project HOPE, AFEW, ACTED)	X	X	X	X			X	X
UN Agencies (WHO, UNICEF, UNFPA, WFP, UNODC, UNAIDS)	X	X	X	X	X	X	X	X
GFATM					X			
Local NGOs	X	X		X		X		
Donor community		X	X				X	X

Good Governance								
Parliament		X	X	X				
Ministry of Economic Development and Trade		X	X	X				
Ministry of Foreign Affairs	X		X	X	X	X		
State Committee on Investment and State Property Management	X		X	X	X	X		
State Statistics Committee		X	X	X				
Institute for Civil Service Training		X	X	X				
Civil Service Department	X		X					
Ministry of Finance		X	X	X				
Comm. of Wom. Affairs and Family Planning		X	X	X				
District authorities		X	X	X				X
Civil society institutions (JDCs/DDCs)	X	X				X		
The Executive Office of the President			X	X				
Ombudsman office		X	X	X				
Agency on State Financial Control and Fight Against Corruption		X	X	X				
Ministry of Justice		X	X	X				
Strategic Resource Center		X	X	X				
Local NGOs		X	X	X				
Tajik Border Force	X		X					
Customs Service under GoT	X	X	X	X				
Drug Control Agency	X	X	X					
Academy of Science	X		X	X				
Afghan Border Police		X	X					
Afghan Customs Service		X	X					
EU Police Project, Afghanistan	X		X					
USA Border Management Task Force, Kabul			X					
International Centre for Migration Policy Development (ICMPD)			X					
UN Office on Drugs and Crime (UNODC)			X					
Ministry of Interior, Afghanistan			X					
UK Embassy					X			
DFID					X			
EC Delegation in Tajikistan					X			
OSCE			X					
SIDA			X	X				
EC Delegation in Afghanistan					X			
Disaster Risk Management								
CoES and Civil Defence	X	X	X	X		X		
Presidents' Office		X	X	X				
Ministry of Melioration and Water Resources		X	X	X		X		
Tajik Institute of Seismology			X					
Agency of Hydrometeorology	X		X	X				
Agency of Land Management, Geodesy and Cartography	X		X	X		X		
State Statistical agency	X	X	X	X				
Barqi Tojik	X	X	X	X				
Ministry of Agriculture	X	X	X	X				
Ministry of Economical Development and Trade	X	X	X	X				
Other UN Agencies	X		X	X				
REACT partners (40 state institutions, UN	X	X	X	X				

agencies, INGO/NGOs, Red Cross/Crescent)								
Swiss Agency for Development and Cooperation (SDC)			X		X	X	X	X
European Commission			X		X	X	X	X
DIPECHO (Disaster Preparedness Programme of the European Commission's Humanitarian Aid department)			X		X	X	X	X
Donor community			X		X	X	X	X
Mine Action								
Ministry of Labour and Social Protection		X	X	X		X		
Ministry of Defence		X	X	X		X		
NGOs and CBOs		X		X				
Other UN Agencies			X					
ICRC		X	X	X			X	
GICHD		X	X			X	X	
FSD	X	X	X	X		X	X	
RCST	X	X	X	X			X	X
Tajik Border Force		X	X	X		X		
Committee of Emergency Situations and Civil Defence	X	X	X	X		X		
National Guard			X	X				
OSCE		X	X				X	
Donor community			X		X		X	
Environment and Energy								
Ministry of Energy and Industry		X	X	X		X	X	
Committee of Environmental Protection	X	X		X		X		
Ministry of Land Reclamation and Water Resource Management	X	X	X	X		X	X	
Tajik Energy Company "Barqi Tojik"		X	X	X		X		
District Electric-Net Departments		X	X	X		X		
State Committee on Supervision of Energy			X					
Tajik Technical University	X		X	X	X			
INGOs	X	X				X		
Local Hukumats,				X		X		
Jamoats and Communities			X		X			X

		Government annually and an aid coordination unit, there are limited information tools for aid coordination <i>Target:</i> Creation of foreign aid and development partners reports, as well as new information tools such as website and database implemented to support effective aid coordination <i>Means of Verification:</i> Report from governmental agencies, publications; <i>Frequency:</i> Annually	Trade, Oblast and District Hukumats, Jamoat Authorities, Regional MFIs, National Bank of Tajikistan and Association on Micro-Finance Organizations in Tajikistan The Output 1.4 will be implemented under the NIM modality in close partnership with State Committee on Coordination of Foreign Aid and Investments and State Property, State Statistical Committee, Oblast and District Hukumats, Jamoat Authorities	\$250K	\$250K	\$250K	\$250K	\$250K	\$250K	\$1.5M
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Programme Component: HIV/AIDS and Tuberculosis										
UNDAF Outcome: There is improved access for the vulnerable to quality basic services in health, education and social welfare										
NDS/PRSP Priorities: A significant slowdown in the spread of HIV/AIDS, a reduction in infectious diseases and the eradication of certain infections that can be controlled by vaccination; Improved availability, quality and effectiveness of medical services (Social Block).										
Expected Outcomes	Expected Outputs	Output Targets and Indicators	Partnerships	Indicative Resources by Programme Component (per year, US\$)						
				2010	2010	2010	2010	2010	2010	2010
<p>2. The spread of HIV/AIDS and TB epidemics is halted and Malaria is eliminated by 2015, in line with MDGs</p> <p>Indicator: Prevalence of HIV/AIDS among high risk groups, and incidence rate of TB and Malaria.</p> <p>Baseline: 2007 prevalence of HIV among IDUs and SWs is 19.4% and 1.8% respectively, incidence of confirmed malaria cases in 2007 was less than 9 per 100,000 population. TB incidence rate in 2005 comprised 67 per 100,000 population.</p> <p>Target: HIV prevalence among IDUs is decreased to 8.5% and among SW is contained at <3% level, Malaria and TB incidence rate is 0 and 75 per 100000</p>	<p>2.1. Scaling up HIV prevention, treatment, care and support interventions in Tajikistan among high risk groups and general population, including building government capacity.</p>	<p><i>Indicator #1:</i> % of high risk groups, including intravenous drug users (IDUs) and sex workers (SWs) reached with HIV/AIDS prevention programs <i>Baseline:</i> Current coverage of high risk groups is low (19% of IDUs and 42 % of SW) <i>Target:</i> At least 44% IDUs and 65% SW reached with prevention programs in 2012; at least 60% IDUs and 94% SW in 2014 <i>Means of Verification:</i> implementing agencies periodic reports, national stat data, UNGASS; <i>Frequency:</i> Quarterly</p> <p><i>Indicator #2:</i> % of women and men aged 15-49 expressing positive attitudes to people with HIV /AIDS <i>Baseline:</i> 48% of population have positive attitude to people living with HIV/AIDS (data of National Survey on stigma and discrimination conducted by State Center of Strategic Researches and UN Joint Advocacy Project, 2008). <i>Target:</i> 60% of people demonstrate a positive attitude to PLWHA in 2012 and >70% in 2014. <i>Means of Verification:</i> Survey / questions, specialist study, randomly selected household; <i>Frequency:</i> Once every two years</p> <p><i>Indicator #3:</i> % of people with advanced HIV infection receiving ARV combination therapy <i>Baseline:</i> In 2008 15,7% of PLWHA receiving ARV treatment (national statistic data). <i>Target:</i> Increased ARV treatment coverage 2010 – 54%, 2011 – 61%, 2012 – 71%, 2013 – 81%, 2014 -90% <i>Means of Verification:</i> National statistics; <i>Frequency:</i> Annually</p>	<p>The Output 2.1 will be implemented under the DIM modality and in close partnership with GFATM; NCC on AIDS, TB, and Malaria; State Committee on Border Protection; Ministry of Health; regional & local health departments; Ministry of Justice; Ministry of Labor and Social Protection of Population; Agency on Drug Control; Ministry of Defense, State Committee on Youth, Sport and Tourism; Committee on Women’s Affairs; AIDS-servicing CSOs; people living with HIV/AIDS; UN agencies, State Committee on TV and Radio; IOM; religious leaders; international NGOs</p>	Regular Resources						
				\$400K	\$500K	\$500K	\$500K	\$400K	\$400K	\$2.7M
	Other Resources									
	\$11.32M	\$9.53M		\$10.59M	\$9.6M	\$7.81M	\$100K	\$49.95M		
	<p>2.2. Public health care sector capacities built to reduce the burden of TB in Tajikistan by 2015 in line with the MDGs and 'Stop TB Partnership' targets.</p>	<p><i>Indicator #1:</i> New TB cases detection and notification rates per 100,000 population in one year period <i>Baseline:</i> 85.1 per 100,000 population new TB case detection and notification rate (2007) <i>Target:</i> Increase new TB case detection and notification rate to 108 per 100 000 population by 2014 <i>Means of Verification:</i> National statistics; <i>Frequency:</i> Annually</p> <p><i>Indicator #2:</i> % of new smear positive TB cases that successfully complete their treatment among the new smear positive TB cases registered during 12-month period <i>Baseline:</i> 80% new smear positive TB cases successfully cured in 2006</p>	<p>The Output 2.2 will be implemented under the DIM modality and in close partnership with GFATM; Ministry of Health, National TB Center, Regional & local health departments, Ministry of Justice, NGO/CSOs, People living with TB, WHO,WFP, Project Hope,</p>	Regular Resources						
				\$200K	\$200K	\$200K	\$200K	\$200K	\$200K	\$1.2M
				Other Resources						

population respectively.		<p><i>Target:</i> At least 85% of new smear positive TB cases successfully cured <i>Means of Verification:</i> National statistics; <i>Frequency:</i> Annually</p> <p><i>Indicator #3:</i> % of new multi-drug resistant TB cases (MDR) that successfully completed their treatment among the new MDR cases registered (MDR success rate) <i>Baseline:</i> 0% of patients receive treatment of MDR TB (2008) <i>Yearly Targets:</i> Annual MDR success rate of 40% (2011), 50% (2012), 60% (2013 and 2014) <i>Means of Verification:</i> National statistics; <i>Frequency:</i> Annually</p>	KNCV, mass media	\$11.42M	\$6.08M	\$5.07M	\$3.39M	\$2.57M	N/A	\$28.53M
	2.3. Strengthened management of national malaria control programme results in interruption of local malaria transmission in Tajikistan.	<p><i>Indicator #1:</i> Number of people with malaria infection receiving anti-malarial treatment as per national guidelines. <i>Baseline:</i> Less than 10 cases per 100 000 population of malaria diagnosed and treated in 2007 <i>Target:</i> Less than 2 cases per 100,000 in 2011; 0 cases per 100 000 population by 2013 <i>Means of Verification:</i> National statistics <i>Frequency:</i> Annually</p> <p><i>Indicator #2:</i> % of households protected with IRS (indoor residual spraying with insecticides) <i>Baseline:</i> 57% of houses identified in the areas at risk of malaria transmission that were sprayed with insecticide in 2007. <i>Target:</i> 100% of houses in at risk areas are sprayed with insecticide (from 2010 until 2013). <i>Means of Verification:</i> National statistics, implementing agency reports <i>Frequency:</i> Annually</p> <p><i>Indicator #3:</i> Number of malaria foci (villages affected by malaria) <i>Baseline:</i> 247 malaria Foci identified in 2007 <i>Target:</i> Fewer than 150 in 2010, <50 in 2012 and zero in 2014 <i>Means of Verification:</i> National statistics, survey reports <i>Frequency:</i> Annually</p>	The Output 2.3 will be implemented under the DIM modality and in close partnership with GFATM; Ministry of Health, Republican Tropical Disease Center, Center on Healthy Lifestyle Formation, Regional & local health departments, Ministry of Agriculture, Ministry of Land Reclamation and Water, State Committee on border Protection, Safe the Children, Local NGOs and CSOs, WHO, mass media	<i>Regular Resources</i>						
				\$200K	\$200K	\$200K	\$200K	\$200K	\$200K	\$1.2M
				<i>Other Resources</i>						
				\$3.44M	\$3.58M	\$2.92M	\$1.75M	\$694K	N/A	\$12.39M

Programme Component: Good Governance											
UNDAF Outcome: Good governance and economic growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions. There is improved access for the vulnerable to quality base services in health, education and social welfare											
NDS/PRSP Priorities: Improving the public administration system and macroeconomic development (<i>Functional Block</i>)											
Expected Outcomes	Expected Outputs	Output Targets and Indicators	Partnerships	Indicative Resources by Programme Component (per year, US\$)							
				2010	2011	2012	2013	2014	2015	Total	
<p>3. National and local levels of government and local self-governing bodies have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner.</p> <p>Indicator: Capacity of national and local government to implement development initiatives in an inclusive, participatory and democratic manner.</p> <p>Baseline: Poor capacity of national and local government to implement development initiatives in an inclusive and participatory manner</p> <p>Target: Improved capacity of national and local government to implement development initiatives in an inclusive and participatory manner</p>	3.1. National capacity is increased to address corruption, strengthen transparency and accountability of state structures and human development approach is promoted to be applied in the development of the different sectors.	<p>Indicator #1: Number of national socio-economic policies that incorporate human development issues Baseline: Limited number of national socio-economic policies that incorporate human development issues Target: More than 50% of national policies integrate human development issues Means of Verification: Review of implemented policies; Frequency: Annually</p> <p>Indicator #2: Tajikistan's position on Transparency International's Corruption Perception Index Baseline: Tajikistan rates 151st out of 180 countries for corruption Target: Tajikistan's ranking improves by 7 positions on the Corruption Perception Index to 144 Means of Verification: Transparency International's Annual Corruption Perception Index; Frequency: Annually</p>	<p>The Output 3.1 will be implemented under the NIM modality and in close partnership with Executive Office of the President; Ombudsman office; Ministry of Foreign Affairs; Ministry of Economic Development and Trade; Ministry of Finance, Ministry of Justice; Ministry of Security (Border Forces)/Customs Committee; Majlisi Oli (Parliament); Oblast and District Hukumats / Parliament; Jamoat Authorities; Agency on Anti-Corruption and Financial Control; State Statistical Agency; Strategic Research Center under President; Institute of Civil Servants Training; Goscomstat; Committee of Women's Affairs and Family Planning; Office of Customs Services; Tajik Border Force</p> <p>The Output 3.2 will be implemented under the DIM modality and in close partnership with Strategic Research Center under President, Institute of Civil Servants Training, Ministry of Economic Development and Trade, State Statistical Agency.</p> <p>The Output 3.3 will be implemented under the DIM modality and in close partnership with Oblast and District Hukumats / Parliament, Jamoat Authorities, Strategic Research Center under President, Institute of Civil Servants Training, Ministry of Economic Development and Trade</p>	Regular Resources							
					\$400K	\$300K	\$300K	\$250K	\$250K	\$250K	\$1.75M
					Other Resources						
					\$71.4K	\$81.6K	\$100K	\$100K	\$100K	\$100K	\$553K
					Regular Resources						
					\$287.5K	\$287.5K	\$287.5K	\$287.5K	\$287.5K	\$287.5K	\$1.7M
					Other Resources						
					\$350K	\$350K	\$350K	\$350K	\$350K	\$350K	\$2.1M
					Regular Resources						
					\$330K	\$330K	\$330K	\$330K	\$330K	\$330K	\$2.0M
					Other Resources						
					\$350K	\$350K	\$350K	\$350K	\$350K	\$350K	\$2.1M
			Regular Resources								
			\$330K	\$330K	\$330K	\$330K	\$330K	\$330K	\$2.0M		
			Other Resources								
			\$350K	\$350K	\$350K	\$350K	\$350K	\$350K	\$2.1M		
			Regular Resources								
			\$45K	\$45K	\$45K	\$45K	\$50K	\$230K	\$460K		
			Other Resources								
			\$455K	\$455K	\$455K	\$455K	\$500K	\$2.32M	\$4.64M		
			Regular Resources								
			\$330K	\$330K	\$330K	\$330K	\$330K	\$330K	\$2.0M		
			Other Resources								

	social cohesion and improving cooperation with local, regional, and international partners.		<p>The Output 3.4 will be implemented under the DIM modality and in close partnership with Oblast and District Hukumats / Parliament, Jamoat Authorities, Strategic Research Center under President, Institute of Civil Servants Training, Ministry of Economic Development and Trade</p> <p>The Output 3.5 will be implemented under the DIM modality and in close partnership with Ministry of Security (Border Forces)/Customs Committee</p> <p>The Output 3.6 will be implemented under the DIM modality and in close partnership with Ministry of Security (Border Forces)/Customs Committee, Afghan Border Police</p>	\$1.17M	\$1.17M	\$1.17M	\$1.17M	\$1.17M	\$1.17M	\$7M
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Programme Component: Disaster Risk Management									
UNDAF Outcome: Water, sustainable environment and energy									
NDS/PRSP Priorities: Resolve problems associated with disasters through their prevention and the effective management of natural resources. (Promotion of environmental sustainability, Social Block)									
Expected Outcomes	Expected Outputs	Output Targets and Indicators	Partnerships	Indicative Resources by Programme Component (per year, US\$)			Total		
				2010	2011	2012		2013	2014
<p>4. Decreased risk of natural and man-made hazards to rural and urban livelihoods; infrastructure and recovery mechanisms in place</p> <p>Indicator: Reduction in damages caused by natural disasters and number of people impacted, as a result of stronger predictive capability</p> <p>Baseline: At least \$10M USD caused in damages and 3,000 people impacted per year</p> <p>Target: To reduce financial damages and persons impacted by 10%, which serves as a proxy for decreased risk</p>	<p>4.1. The Committee of Emergency Situations and Civil Defense (CoES), as well as other government authorities and local communities have increased capacities for disaster risk management.</p>	<p>Indicator #1: Number of districts that implement NDRMS recommendations <i>Baseline:</i> Zero districts consistently implement NDRMS recommendations <i>Target:</i> At least 10 districts provide reports on implementation progress (2 districts annually). <i>Means of Verification:</i> Progress reports, site visits, assessment reports, end-user interviews; <i>Frequency:</i> Quarterly</p> <p>Indicator #2: Number of districts using standardized guidelines and protocols in early recovery <i>Baseline:</i> Standard guidelines/protocols not well developed and not followed by local authorities <i>Target:</i> At least 3 pilot districts utilize standardized guidelines <i>Means of Verification:</i> Progress reports, site visits, assessment reports, end-user interviews; <i>Frequency:</i> Quarterly</p> <p>Indicator #3: Level of preparedness of REACT (measured by the number of emergency events coordinated by CoES) <i>Baseline:</i> Disasters not well coordinated between Government and the international community. <i>Target:</i> REACT is better prepared to coordinate/ manage aid in the event of emergencies. CoES implements the coordination of all DRM actors in the country and coordinates and manages aid in the event of emergencies. <i>Means of Verification:</i> Progress reports, site visits, CoES annual reports; <i>Frequency:</i> Quarterly</p>	<p>The Output 4.1 will be implemented under the NIM and DIM modalities and in close partnership with Committee on Emergency Situations/IMAC, REACT Partners, ECHO, ; DIPECHO; SDC, Barqi Tojik; Ministry of Melioration and Water Resources; Ministry of Agriculture; Agency of Land Management, Geodesy and Cartography; Tajik Institute of Seismology; Agency of Hydrometeorology; State Statistical Agency; international and national NGOs, District and Oblast authorities</p>	Regular Resources			\$3.25M		
				\$542K	\$542K	\$542K		\$542K	\$542K
				Other Resources				\$6.95M	
		<p>4.2. Government (in coordination with civil society) establishes effective national and regional early warning information and communication systems.</p>	<p>Indicator #1: Existence of an operational EW system <i>Baseline:</i> Absence of the effective national and regional early warning information and communication systems to coordinate Committee of Emergency Situations and Civil Defense and other partners <i>Target:</i> At least 3 districts have an operational EW system. <i>Means of Verification:</i> assessments; reports; minutes from meetings, situation reports <i>Frequency:</i> Monthly</p>	<p>The Output 4.2 will be implemented under the DIM modality and in close partnership with Committee on Emergency Situations/IMAC, REACT Partners, ECHO, International and national NGOs, District and Oblast authorities</p>	Regular Resources			\$1.5M	
					\$250K	\$250K	\$250K		\$250K
		Other Resources			\$500K				
			<p>4.3. Immediate and effective contingency project applying UNDP fast track operational procedures are activated as a first response to natural disasters or crisis situations.</p>	<p>Indicator #1: Use of contingency projects and UNDP fast-track operational procedures <i>Baseline:</i> Contingency projects applying UNDP fast-track operational procedures are not being used in Tajikistan <i>Target:</i> Contingency project are used, as required <i>Means of Verification:</i> situation reports <i>Frequency:</i> Annually</p>		Regular Resources			\$250K
						\$41.5K	\$41.5K	\$41.5K	
		Other Resources			\$250K				
<p>5. Government is able to plan, coordinate and implement comprehensive mine action to meet international standards.</p> <p>Indicator: Compliance with the Ottawa Convention.</p> <p>Baseline: Tajikistan is currently unable to meet</p>	<p>5.1. Government capacity to plan, coordinate and implement mine action is supported to help ensure Tajikistan is compliant with Ottawa Convention (international mine ban agreement).</p>	<p>Indicator #1: Compliance with Ottawa convention obligation based on Article 5 extension request (% of land cleared) <i>Baseline:</i> To date, 25 % of contaminated land remains for clearance (representing an area of 14,860,000 m²). <i>Target:</i> To clear 11,800,000 m² of land, such that Tajikistan is in line to be compliant with the Ottawa Convention (given the Extension Request approval) by 2019. This requires an additional 1,400,000 m² of land cleared annually. <i>Means of Verification:</i> International Management System for Mina Action (IMSMA); Progress Reports <i>Frequency:</i> Quarterly</p> <p>Indicator #2: % of under mine risk communities and mine/ERW victims having (a) correct understanding of mine risk, (b) access to the medical and psychological services and (c) socio – economical rehabilitation <i>Baseline:</i> Mine and ERW victims, their families, are not getting sufficient medical treatment and socio-economic rehabilitation (From January 2005 till June 2009 44 % of survivors received economic rehabilitation, 21 % psycho-social supports and 22,5 % received long-term medical care and rehabilitation) <i>Target:</i> (a) 85 % of the under mine risk communities received comprehensive education on ERW and mine risk prevention issues by the end of 2014; (b) all new ERW and mine injured people have access to the psychological and</p>	<p>The Output 5.1 will be implemented under the NIM and DIM modalities and in close partnership with UNDP, OSCE, CIHL, MoD, FSD, ICRC, CoES, National Guard, Border Protection Committee; GICHD; Ministry of Labour and Social Protection; RCST; Tajik Border Force; Committee of Emergency Situations and Civil Defence; Committee of National Security, RCST, local authorities, communities' members.</p>	Regular Resources			\$2.5M		
				\$415K	\$415K	\$415K		\$415K	\$415K
				Other Resources					

<p>obligations of the Ottawa Convention.</p> <p>Target: Tajikistan meets all obligations of the Ottawa Convention.</p>		<p>physical – rehabilitation services by end of 2015; (c) 90% of ERW and mine victims involved in socio –economic initiatives by the end of 2015</p> <p><i>Means of Verification:</i> (a) Population interview (with the IMSMA based format); (b) Individual visits to injured people, statistics of the institutions providing the psychological and physical – rehabilitation services, RSCT local branches reports, (c) activity monitoring, local partners reports; TMAC reports</p> <p><i>Frequency:</i> Quarterly</p> <p><i>Indicator #3:</i> Number of mine/ERW casualties and injuries sustained as a result of mine activities</p> <p><i>Baseline:</i> In 2008, there were 4 deaths and 9 injuries related to mine and ERW accidents.</p> <p><i>Target:</i> Deaths and injuries level decreased by 50% by end of 2015</p> <p><i>Means of Verification:</i> Local authorities, RSCT local branches reports, TMAC reports</p> <p><i>Frequency:</i> Quarterly</p>		\$256K	\$305K	\$318K	\$346K	\$380K	\$422K	\$2.029M
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Programme Component: Environment and Energy										
UNDAF Outcome: Water, sustainable environment and energy										
NDS/PRSP Priorities: Strengthen institutional potential with a view to promoting environmental sustainability; resolve problems associated with disasters through their prevention and the effective management of natural resources; promote conservation and proper management of biodiversity and ecosystems (<i>Promotion of environmental sustainability, Social Block</i>)										
Expected Outcomes	Expected Outputs	Output Targets and Indicators	Partnerships	Indicative Resources by Programme Component (per year, US\$)				Total		
				2010	2011	2012	2013		2014	2015
<p>6. Improved environmental protection, sustainable natural resources management, and increased access to alternative renewable energy.</p> <p>Indicator: Compliance with international environmental conventions.</p> <p>Baseline: Tajikistan is currently not compliant with all international environmental conventions.</p> <p>Target: By the end of programme Tajikistan fulfills 20% of the commitments to ratified conventions.</p>	<p>6.1. Government is provided with capacity building support to negotiate, ratify and implement major international conventions, transnational policy and legal frameworks on sustainable natural resources management (including climate change, water management and biodiversity).</p>	<p><i>Indicator:</i> Compliance with legal frameworks <i>Baseline:</i> Institutions have limited capacity to ensure compliance with regional and global legal frameworks <i>Target:</i> Tajikistan is compliant with all environmental conventions</p> <p><i>Indicator:</i> Number of pilot projects on sustainable land management, biodiversity conservation, community-based eco-tourism, and IWRM <i>Baseline:</i> Few projects currently in pilot stage <i>Target:</i> Environmentally sustainable livelihoods ensured through at least 30 pilot projects</p> <p><i>Indicator:</i> Number of District Development Plans (DDP), where poverty and environment linkages are addressed <i>Baseline:</i> No districts effectively address poverty and environmental linkages in their DDP's <i>Target:</i> At least 10 districts address linkages between poverty and environment in their DDP's</p>	<p>The Output 6.1 will be implemented under the both DIM and NIM modalities and in close partnership with Ministry of Energy and Industry; Committee for Environmental Protection; Barqi Tojik; State Committee on Supervision of Energy; district electric-net departments; Tajik Technical University; Ministry for Land Reclamation and Water Resources;</p> <p>The Output 6.2 will be implemented under the both DIM and NIM modalities and in close partnership with Committee for Environmental Protection, Ministry for Land Reclamation and Water Resources, State Committee for Land Management, Bio-diversity and Cartography, National Biodiversity and Bio-safety Center, Agency for Hydro-meteorology, Ministry of Agriculture, JRCs, NGOs.</p>	<i>Regular Resources</i>						
								\$2.3M		
				<i>Other Resources</i>						
				\$660K	\$660K	\$660K	\$660K	\$660K	\$660K	\$4M
				<i>Regular Resources</i>						
				\$160K	\$338K	\$445K	\$257K	N/A	N/A	\$1.2M
				<i>Other Resources</i>						
				\$330K	\$330K	\$330K	\$330K	\$330K	\$330K	\$2M
TOTAL: \$ 166,306,000 Non Core: \$131,051,000 Regular: \$ 35,255,000										