

UNDP-UNEP POVERTY-ENVIRONMENT INITIATIVE

**Government of Tajikistan
Ministry of Economic Development and Trade**

**United Nations Development Programme (UNDP)
United Nations Environment Programme (UNEP)**

Programme document

Tajikistan UNDP and UNEP Poverty and Environment Initiative (PEI) PHASE 1 (May 2010 – December 2012)

Brief Description

The total population of Tajikistan is 7 million, with more than 70% of the population living in rural areas. 53% of the population live below the poverty line (Tajikistan Living Standards Survey, 2007), and 17,1 % live in absolute poverty, according to the PRS 2010-2012. Poverty continues to be predominantly rural phenomenon.

While only 7% of the territory is considered to be suitable for economic land use about two third of Tajikistan's population living in rural areas depends on agriculture for their livelihoods. At the same time, main environmental problems are related to unsustainable agriculture practices, resulting in biodiversity loss and land degradation, leading again to low agricultural productivity and consequent lower generated income. Other key poverty – environment issues are lack of reliable energy supply, high vulnerability to natural disasters and climate change impacts and water and food insecurity.

Reflecting the above, the intended outcome of the Tajikistan PEI Phase 1 programme is the enhanced capacity of government and other national and sub-national stakeholders to integrate environment into sustainable pro-poor development planning and budgeting. Key entry points for poverty-environment mainstreaming are district level planning and budgeting processes in line with supporting the implementation of the third Poverty Reduction Strategy.

Phase 1 PEI country programme for Tajikistan covers the period from May 2010 to December 2012 and includes three main outputs:

- **Output 1:** Information and Knowledge Base for P-E Mainstreaming Developed
- **Output 2:** P-E Linkages Integrated in District Development Plans
- **Output 3:** Capacity for implementing poverty-environment sensitive sub-national plans increased

The project will be directly executed in accordance with DIM guidelines under the umbrella of UNDP Communities Programme (CP) that has established a strong partnerships with the Ministry of Economic Development and Trade (MEDT) and other government structures at the jamoat, district, regional, and central levels. MEDT will be playing coordinating role in the project where other national level state institutions will be involved for further cooperation and joint actions.

SIGNATURE PAGE

UNDAF Outcome: 2.1 Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions.

2.3 There is a more sustainable management of the environment and energy and natural resources.


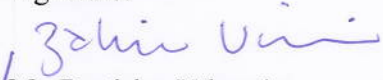
Joint Programme Outcome: Enhanced capacity of government and other stakeholders to integrate environment into sustainable pro-poor sub-national development planning and budgeting

Implementing partner: UNDP through its Communities Programme

Responsible parties: UNDP and UNEP Poverty and Environment Initiative (PEI), Ministry of Economic Development and Trade, Committee for Environmental Protection and Forestry, and other national and sub-national authorities

Programme Title:	Tajikistan Poverty and Environment Initiative	Estimated Budget (USD):	900,000
Programme Duration:	May 2010 – December 2012 (32 months)	Allocated resources (USD):	PEF: 900,000
Programme ID:			
Management Arrangement:	Direct Execution (DIM)	In-kind contribution (USD):	
Managing Agent	UNDP	Fund Management Option	Pooled

Names and signatures of national counterparts and participating UN organizations

National Partners	UN Organizations
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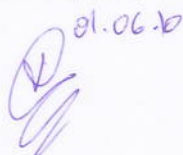


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LIST OF ACRONYMS

CACILM	Central Asian Countries Initiative for Land Management
CEPF	Committee on Environment Protection and Forestry
CIS	Commonwealth of Independent States
CO	Country Office
CP	UNDP Communities Program
DDC	District Development Council
DDP	District Development Plan
DFID	UK Department for International Development
ECIS	Europe and the CIS Region of UNDP
EU	European Union
ITA	International Technical Advisor
JRC	Jamoat Resource Council
MDG	Millennium Development Goals
MEDT	Ministry of Economic Development and Trade
MOF	Ministry of Finance
MPD	Ministry of Planning and Development
MTEF	Medium-Term Expenditure Framework
NC	National Coordinator
NDS	National Development Strategy
P-E	Poverty-Environment
PEI	Poverty-Environment Initiative
PIT	Programme Implementation Team
PPCR	Joint Multilateral Project Preparation for Climate Resilience
PRS	Poverty Reduction Strategy
SC	Steering Committee
SDC	Swiss Agency for Development and Cooperation
TC	Technical Committee
TLSS	Tajikistan Living Standards Survey
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNV	United Nations Volunteers

1.0 BACKGROUND

Poverty and Environment Initiative (**PEI**) is a global joint UNDP – UNEP initiative supporting country-level efforts to mainstream environmental management into national and sub-national planning processes through financial and technical assistance and capacity development. To foster change in institutions, policies and investments, PEI focuses on mainstreaming P-E issues into national plans, sectoral strategies, environmental policies, economic decision-making and sub-national planning. PEI works closely with planning and finance ministries and provides a sustained operational support for country-led P-E mainstreaming programmes through its three phase approach. More information on PEI is available at <http://www.unpei.org/>.

In operationalizing poverty-environment mainstreaming programmes, the PEI has developed a three-phase programmatic model that can be adapted to particular country contexts. The initial preparatory phase lays out the parameters for PEI support based on key entry points and is finalized by the elaboration and approval of the Phase 1 country project document. The implementation Phase 1 is focused on the actual poverty – environment links integration into selected entry points (national development strategy or sub-national or sectoral strategies with a strong poverty-environment nexus). Phase 2 has a focus on capacity development and policy implementation.

To scale-up the PEI in Europe and the CIS (ECIS) region, the joint UNDP and UNEP regional team was formed in August 2008, by the UNDP Bratislava Regional Centre (BRC) and UNEP Regional Office for Europe (ROE). The team has formulated the PEI ECIS Regional Strategy approved by the PEF and the global PEI board¹.

Poverty and Environment Initiative has been launched in the Europe and the CIS region at the inception workshop on 9-10 December, 2008, in Bratislava, Slovakia. The aim of the workshop was to understand the major poverty – environment (P-E) issues, needs and opportunities for P-E mainstreaming in the countries of the region, and to indicate the level of countries interest and commitment to implement the PEI. Following the thorough selection process and scoping missions, it has been decided the full-fledged PEI country programmes will be initiated in Kyrgyzstan and Tajikistan.

¹Global PEI board is composed of the Director of Environment and Energy Group (EEG) in UNDP and the Director of the Division of Regional Cooperation in UNEP

2.0 SITUATION ANALYSIS

Tajikistan is a landlocked; mountainous country dominated by the Trans-Altay Range in the north and the Pamir in the southeast. Around 93% of its territory is covered with mountains; over half the territory is located above at 3,000 m above sea level. The glaciers cover approximately 6 per cent of the country's total area. 7% of the territory is considered to be suitable for economic land use.

Key criteria, based on which Tajikistan has been selected for implementation of the Poverty and Environment Initiative country programme are the rate of poverty, state of the environment, interest and commitment of both government (planning ministries) and UNDP country office to address environmental issues directly linked with poverty and well being of population. 12 months preparatory phase has resulted in (i) conducting comprehensive situation analysis of the current national and sub-national planning and budgeting system and key poverty-environment linkages and (ii) development of this project document.

Preparatory phase has been conducted with a direct assistance and support of the UNDP Tajikistan country office. Several meetings have been held with key ministries and agencies², and with authorities at the province, district, jamoat (sub-district level self-governing units) and village levels³. Country located donor agencies consulted included World Bank, Asian Development Bank, EU and DFID. Project document covers the Phase 1 of the PEI country programme. The detailed situation analysis is available as a separate document.

2.1 Key socio-economic conditions

The total population of Tajikistan is 7 million, with more than 70% of the population living in rural areas. Tajikistan is the poorest country in Central Asia with 53% of the population living below the poverty line (Tajikistan Living Standards Survey, 2007), and 17,1 % live in absolute poverty, according to the PRS 2010-2012 . Poverty continues to be predominantly rural phenomenon. Poverty varies in different regions but there are also significant differences within individual regions due to their geographical features, proximity to borders, large cities or industrial centers, agricultural trends, etc. The landlocked country still ranks 122 of 177 on the UN Human Development Index. The unofficial unemployment rate is estimated at 33 percent, and labor migration has become a major coping mechanism.⁴

After country's GDP went down to hit the bottom (30 per cent of 1989) in 1996, it started to grow and – especially from 2001 on – the growth became stable at about 10% a year. For the first three quarters of 2008 the GDP growth close to 7% was reported. This seems to have been due to largely continuing remittances from Russia.⁵ The major sectors in economy are agriculture, including cotton, than energy, mining and processing and aluminum production. Energy, agriculture and forestry, as the key sectors from the poverty – environment perspective, are briefly mentioned in the section below. Otherwise see the enclosed Situation Analysis report for more detailed reference to those sectors.

² The following country institutions have been consulted during the preparatory phase: Ministry of Economic Development and Trade (MEDT), Ministry of Finance, The State Statistics Committee and the Committee for Environmental Protection and Forestry (CEPF), National Biodiversity and Biosafety Centre, authorities of the Rasht and Nurabad regions, the Pildon Jamoat Resource Centre, and one of the Micro-Loan Funds.

³ Tajikistan consists of four administrative divisions. These are the four provinces (*viloyat*) that are divided into several districts (*nohiya or raion*). These are subdivided into *jamoats* (sub-district level self-governing units) and then villages (*qyshloqs*)³. As of 2006, there were 58 districts and 367 jamoats in Tajikistan.

⁴ UNDAF Plan of Engagement, 2008

⁵ Central Asia Regional Risk Assessment: Responding to Water, Energy and Food Insecurity, UNDP, 2009

Energy

It is estimated that over 1 million people in Tajikistan, primarily in rural areas, have little or no access to an adequate energy supply, particularly during the winter. Mainly rural population is faced with the disruption of the seasonal exchange of electricity between Tajikistan and Uzbekistan. The power supply system of Tajikistan is characterized by voltage instability, service interruptions, poor dispatch and communication systems, low cost recovery and high losses. Today over 95% of Tajikistan's power generation capacity is based on large hydro power plants, with strong seasonal variations in power production, being the lowest during winter when the demand is at the highest. As a result, while the vast majority of the villages are connected to the grid, electricity is only supplied for 2 to 6 hours per day during the winter months. Significant number of remote, non-connected rural communities is without any electricity supply throughout the year. Another phenomena is the sharp post-2006 increases in electricity tariffs (see Table 1 below), which will affect low-income households increasingly facing binding ability-to-pay constraints.

Annual rate of increase	2007	2008	2009
	41%	80%	52%

Agriculture

64% of the population depends on **agriculture** for their livelihoods. The sector has accounted for more than one-third of overall economic growth between 1998 and 2004, what has significantly contributed to poverty fall. Despite this progress, there is a concern that this growth is unsustainable. Factors contributing to unsustainable growth are: ineffective land privatization, national and local government control of cotton production and marketing diminishing incentives and depressing outputs, inadequate institution change to implement sectoral reform, limited access to rural finance, weak markets for agricultural commodities and farm inputs.⁷ Low agricultural productivity is linked also with land degradation and unsustainable water use and management. Moreover, farming systems are particularly sensitive to climate change impacts.

Forestry

Only about 3% of Tajikistan is really forested. Since forests secure water, prevent erosion and protect soils, logging is generally prohibited except for sanitary tree-cuttings and restoration works. Clear-cutting is never allowed, only selective cutting. According to the Forestry Department, forests should cover at least 10% of the country. Much more forest is needed to reduce erosion and also for domestic wood consumption.

Global economic crises, though not hitting Central Asia (except Kazakhstan) so abruptly, caused slowing sharply the pace of economic growth in Tajikistan: from the 7-8% range reported in 2008 to 2-3% during the first three quarters of 2009. In addition, Tajikistan experienced a "**compound crisis**" of interlinked **water and energy insecurity** during the winter of 2007-2008. The national electrical energy infrastructure, heavily dependent on hydropower, buckled under the strains of severe winter weather. Although the winter of 2008-2009 was much milder, **drought conditions** aggravated these water/energy tensions in Tajikistan and caused them to spread to neighboring Kyrgyzstan—necessitating emergency humanitarian appeals in both countries. Hundreds of thousands of households and small businesses in these countries lost access to reliable electricity supplies, and often to water and sanitation services. These local drought conditions during 2008 also interacted with spiraling global food prices to raise new **food security concerns**: official statistics indicate that food prices last year rose by some 25-35% across Central Asia.

⁶ Data are for producer prices. Source: State Statistical Office, UNDP calculations.

⁷ Priorities for Sustainable Growth: A Strategy for Agriculture Sector Development in Tajikistan, World Bank, 2008

In relation to the above, raising energy and food prices expect to have significant impact on both poverty and environmental sustainability. National statistics indicate that food prices across Central Asia during the first half of 2009 were 8-10% above year-earlier levels. Electricity/gas/water/communal service tariffs paid by households typically increased at double or triple this rate. Currently, without thorough analysis, it is not possible to identify to what extent and in relation to what population groups this impact will be positive or negative.

Gender aspect of socio-economic transition

Critical concerns related to gender equality are that women experience unequal access and control over resources (e.g. property, land, credit, etc.). Much higher proportion of women works 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 (90% in cotton production) as men migrate to Russia for employment. They often do the rough work of planting and weeding and caring for the crops, observing pests and handling them. Women earn less in all sectors than men, they are more likely to lose jobs and remain longer in employment status. Social and cultural norms and practices in Tajikistan can limit women's access to markets, resources, training, and other services. Female headed households face challenges that complicate their coping with poverty, such as limited access of women to jobs, land, irrigation services, less food security etc.

2.2 Major poverty – environment issues and relevant sectors

Land degradation: As two-thirds of the rural population of Tajikistan relies on agriculture, land degradation caused by desertification, deforestation and erosion can hinder efforts to reduce poverty. It is estimated that 97% of Tajik farmland has been harmed by the poor irrigation services and salination. Land degradation, combined with a slow and ineffective land and market reforms, adversely influences farmers' income generation and slows down the process of poverty reduction.

Natural disasters: With more than half of the country's territory covered by high mountains above 3,000 meters, Tajikistan is particularly vulnerable to natural disasters, such as earthquakes, landslides, floods, avalanches and extreme climate conditions. According to UNDP 2007-2009 Disaster Risk Management Programme Document: (1) the country suffers on average nearly 500 disasters per year, which cause widespread damage to communities and social infrastructure, increasing household vulnerabilities and hampering development gains; and (2) these categories of environmental damages have an economic cost of 4.8% of gross domestic product (GDP), and they primarily affect the poor.

Water scarcity and poor water quality: As stated in the PRSP 2, as much as 40% of the water consumed is not potable and 41% of the population uses water from public utilities that is of a poor quality. The collector and drainage waters enriched with salts and agricultural wastes returning to river basins deteriorate the quality of water sources, and lead to deterioration of the ecological condition of water, soil and life conditions of the population.

Low access to energy: Absence of a reliable electricity supply has forced large parts of the rural population to increasingly turn to the burning of conventional biomass and fossil fuels to meet their energy needs. Cutting of forests, loss of biodiversity, degradation of soils, and deterioration of indoor air quality, is putting further pressure on rural communities in Tajikistan, which are already among the poorest in the world. Reduced access to electricity often means reduced access to water, sanitation, irrigation, health, and other social services whose provision requires adequate electric power supply (for pumping). At the same time, the attempts to develop significant income-generating activities and to raise living standards in rural communities have largely failed in part due to the absence of a reliable electricity supply. Many of the low access to energy impacts have been strongly manifested during the compound crises and serious draughts mentioned above. Sharp increase in electricity tariffs

mentioned in the Situation Analysis above may push the low-income households to use of off-grid resources, such as coal, diesel-fired generators, firewood, and dung resulting again to deforestation, greater air pollution (including greenhouse gas emissions), and increased incidence of respiratory and water-borne illnesses.

Climate change impacts: As part of Central Asia, Tajikistan is one of the climate change "hot spots" in the wider Eastern Europe and CIS region. The combined effect of observed climate change factors will be a decline in annual river flows despite expected exacerbated seasonal floods, and a consequent need to adjust reservoir operations and water networks. More frequent floods will adversely affect livelihood in the country already highly prone to natural disasters. Sectors mainly to be affected by climate change are water management, irrigated agriculture (consuming 94% of water), and energy (98% of the national energy is produced by the hydropower plants).

2.3 Current national frameworks and policies for socio-economic growth poverty reduction and environmental protection

The major country framework documents under implementation are the National Development Strategy (NDS) 2007–2015 and the recently adopted Poverty Reduction Strategy (PRS) 2010-2012 (so called PRS3), adopted in February 2010. The PEI needs to base its intervention on the fact that both documents already identify promotion of environmental sustainability as one of the country's development priorities. They call in particular for increasing institutional capacity to promote environmental sustainability, for preventing and coping with natural disasters, sustainable use of natural resources, and for conserving and properly managing biodiversity and ecosystems. The UN Development Assistance Framework (UNDAF) for 2010-2015 has been designed to support Tajikistan's development goals set in NDS and PRS, and support achievement of MDGs. UNDAF identifies four pillars / focus areas: poverty reduction and governance, (ii) food and nutrition security, (iii) clean water, sustainable environment and energy, and (iv) quality basic services in health, education and social welfare for the most vulnerable.

Despite the above, the level of environmental sustainability considerations in sectors having major impact on poverty is very low and the resources to fund identified environmental measures are not sufficient. NDS states that: "Despite an advanced legislative framework for environmental protection, compliance with these legal forms is unsatisfactory due to inadequate implementation mechanisms and insufficient inter-agency coordination. As a result, the goal of promoting environmentally sound activities in various sectors of economy is not being met. There is no analysis of the impact of the privatization process on the environment."

Country's planning and objectives for environmental protection and natural resources management is framed in the several general and thematic national documents, such as National Concept on Environmental Protection, National Environmental Action Plan, Strategy for Development of Small Scale Hydropower, National Program of Action to Combat Desertification, State Program on Development of Forestry of Tajikistan, and other.

The legal framework for environmental assessment in Tajikistan is made up of two laws "On protection of nature" and "On environmental expert examination". The detailed EIA (OVOS) procedure is also defined in the temporary regulation "On Environmental Impact Assessment". As stated by representatives of the Committee for Environmental Protection and Forestry environmental impact assessment, though required by legislation, is not always applied in practice due to low political will to deal with difficult trade-offs between short-term benefits and long-term sustainability, lack of methodological base and not sufficient capacity of environmental authorities, especially at the district level. According to the State Statistics Committee the quality of some environmental components is not measured at all, therefore it is very difficult to monitor their status and trends.

As for the national budgeting development of the Mid-term Expenditure Framework (MTEF) was piloted in 2008 in a few sectors: education, health, social protection and agriculture, and in 2009 for sectors of mining, energy, manufacturing, water and irrigation, transport, utilities, land management and culture. For other sectors budget ceilings at the macro-level are assigned while detailed sector MTEF are planned to be implemented step by step by 2012. Environmental protection was not seen as a first priority sector for the development of MTEF. Prognosis for environmental sector is always submitted by the Committee for Environmental Protection and Forestry to the Ministry of Economy and to the Ministry of Finance who then optimize it considering the resources available. In general, weak capacity for budget forecast complicates development of MTEF. Line ministries do not have capacity for programme budgeting; sector programmes do not contain costed resource requirements.

They are also represented in the State Budget Committee which approves the state budget. The Committee however does not have a status of a government member and reports directly to the Office of the President. As for budgeting, the budget prognosis is always submitted by the Committee to the Ministry of Economy and to the Ministry of Finance who then optimize it considering the resources available. Referring to the above, the Committee would benefit from hiring expert(s) on environmental education and environmental economics.

More information on the listed documents and processed is available in the enclosed Comprehensive PEI Country Situation Analysis.

2.4 Sub-national planning and budgeting framework

The planning and budgeting processes used in Tajikistan up until recently have been inherited from the Soviet era planning system. The planning and budgeting processes utilized by different levels of government have been disconnected and uncoordinated, making it extremely difficult to link the allocation of resources with any identified local development priorities. The problem is further compounded by an uneven district capacities and the absence of an adequate framework to conduct participatory local planning. The existing planning and budgeting processes also lack the corollary financial support which would allow proper implementation of planned intentions, as the system of budgeting in Tajikistan remains highly centralized and uncoordinated with the local planning process. Local governments have not had the autonomy to set and collect adequate revenue to finance local government services, while the system of transfers from national taxes has not been transparent.

By contrast, sub-national development planning is essential for sustainable development at the local level. Integrated and participatory district development planning enables local authorities to properly identify priorities and plan actions to meet the priority needs of people and to mobilize existing resources to implement necessary measures. As such, it facilitates reflection and application of major national overarching and sectoral strategic documents in practice. To fill this gap, and at the same time facilitate NDS and PRS implementation, the Ministry of Economic Development and Trade (MEDT) is currently supporting elaboration of District Development Plans (DDPs) in 15 pilot districts through local participatory development planning, budgeting, monitoring and evaluation. The overall goal is to institutionalize a national regulatory and procedural process of district level planning and budgeting. Budgets included in the new DDPs are broken down according to expected source of funds (state, local, private, donor and gap) and each DDP must be approved by the key ministries, the Ministry of Finance including.

In 2009, the MEDT has officially adopted guidelines for district level planning, budgeting and monitoring, which have been developed with the support of UNDP Tajikistan office. According to the guidelines the DDP elaboration process begins with the creation of Initiative Active Groups (IAG), represented by members of local administration, council, jamoats and jamoat resource centres (JRC) and civil society groups. IAG recommends and approves the structure of the Working Group (WG) on DDP elaboration. WG uses resources and capacity of district administration and the District

Development Council⁸ (DDC), who consult appropriate experts and public organisations involved in the given sectors to be covered by the DDP (. Draft sector development programmes are submitted to relevant divisions within the local administration. The final version is coordinated with the regional/oblast administration (if the district is a part of oblast) or the Ministry of Economic Development and Trade (if necessary - with other sector ministries) and is submitted for approval to the District Council (Majlis). After approval by the District Council, the document is to be integrated into local budgets for a three year period. If the DDP includes programmes which are to be funded from the regional/oblast or republican budget, such programmes should be reflected within the regional or republican budget. The Table in the Annex X presents the structure of the District Development Plan.

DDP implementation directly corresponds with the availability of financial resources, required for funding the planned activities and programmes. The basic source of financing is local budget allocations. To forecast local budget incomes, it is necessary to explore and analyze all types of incomes without any exception. Out of 21 types of taxes only four are attached to the local budgets, the other 17 are regulating taxes, which are distributed between republican/national and local budgets. The annually adopted Law on State Budget defines tax deductions and prescribes the size of funding transfer to local budgets. Local governments have the authority to: (i) differentiate tax rates for separate taxes and taxation entities; (ii) establish certain tax privileges (tax exemption, taxation limits carry over); and (iii) dispose independently of additional local budget incomes. Each DDP describes the actions required for the attraction of additional financial resources, as for example search for potential donors and exploring their missions, working with sector ministries, etc. Sector programmes stated in the DDP are developed for a medium-term period. Each DDP should be thoroughly reviewed against the district activities and their funding sources.

Considerable amount of work needs to be done to make this process effective and systematic, and to introduce this system into practice, and to replicate this effort in all districts in Tajikistan. In line with that UNDP will support district level planning, budgeting and monitoring within recently initiated Rural Growth Programme to be implemented in the Sughd region, the northern region in the Zaravshan valley.

The process of institutionalization and systematization of the planning at the district level, lead by the Ministry of Economy and Trade, and UNDP already being active in this area provides a good entry point for reflecting poverty – environment links in the sub-national plans and their implementation.

2.5. Key national and sub-national institutions involved in development planning

At the national level, key institutions involved in the development planning and relevant from the P-E perspective are: Ministry of Economic Development and Trade, Ministry of Finance, and sectoral ministries covering the areas of agriculture, energy, water resources and land reclamation, health, etc. At the sub-national level, key actors in the planning to have an important role in the P-E mainstreaming are the District Development Councils (DDCs) and Jamoat Resource Centers (JRCs).

Not having ministry of environment, the Committee for Environmental Protection and Forestry presents the highest national environmental authority. The Committee does not have a status of a government member and reports directly to the Office of the President. In several regions it is represented by regional Environmental Committees.

JRCs, established in 20 Jamoats (village councils) comprise of representatives of local government, community and CSOs. The JRCs mobilize communities for identifying and prioritizing infrastructure needs, attracted donor funds, organized tenders, and managed and monitored implementation of the

⁸ District Development Councils (DDCs) are the structures established by the UNDP CP at the district level. DDCs have sufficient technical capacity to render support in the DDP elaboration. Unfortunately, not all districts have similar structures.

infrastructure projects. JRCs also manage microfinance revolving funds, provided business advisory and agricultural extension services, as well as mobilization of remittances.

DDCs have been established by UNDP Communities Programme in several districts, serving the role of an 'instrument' for local planning providing equal opportunities for different stakeholders to contribute to the development of District Development Plans (DDPs), their implementation and monitoring and evaluation. DDCs have sufficient technical capacity to render support in the DDPs elaboration. Unfortunately, not all districts have similar structures.

3. STRATEGY

3.1 Key Entry Points for P-E mainstreaming

District Development Planning and Budgeting Process

As mentioned by many stakeholders during the PEI scoping and preparatory missions, implementation of national strategies, plans and programmes addressing poverty and environmental issues at the sub-national level is hampered by missing or ineffective institutional and procedural mechanisms. Moreover, sub-national plans should reflect development objectives and priorities defined at the national level and, conversely, national development plans should reflect objectives and priorities set at the local and sub-national levels. Assisting sub-national authorities in systematic and structured district-level planning has been therefore identified by the Tajik government as the right and necessary approach to link national planning with sub-national development, and to strengthen the accountability and responsibility of local authorities and communities for mobilizing and spending public resources. Process of elaboration and implementation of District Development Plans (DDPs) is linked with national level strategies that provide them with legitimacy and resources. Such process creates a great opportunity for PEI influencing the actual processes planning at the sub-national and local levels.

To benefit from an extensive experience of UNDP Tajikistan in supporting various aspects of rural development, the PEI will be linked and based on the results of the so called '*Communities Programme*' (CP). It is a flagship multi-year and multi-focus programme of UNDP that brings together critical partnerships with the government and the donors (mainly DFID, EU, SDC etc.). It supports implementation of Tajikistan's Poverty Reduction Strategy and National Development Strategy to 2015. Starting in 1997 with a community-based approach to promoting rural development, the CP is increasingly supporting and working with local governments. Over the next three years (2008-2012) CP has been working to deepen local ownership and partnership between government and communities; building local and regional capacity; strengthening participatory planning and budgeting mechanisms; and supporting community advocacy and participation in decision-making. Preparation of the Communities Programme has involved the participation of the Government of Tajikistan and directly addresses the priorities of the Government of Tajikistan's National Development Strategy (NDS) and Poverty Reduction Strategy (PRS). The Communities Programme is aligned with the UN Development Assistance Framework (UNDAF) for Tajikistan (2010 – 2015) and Joint Country Support Strategy for Tajikistan (JCSS). CP has 5 area offices in Sughd, Khatlon, and the Rasht and Zeravshan Valleys.

The Communities Programme has strong partnerships with the formal government structure at the jamoat, district, regional, and central levels. The latter is reflected in the agreements signed between UNDP and the Ministry of Economic Development and Trade (MEDT), the Strategic Research Centre (SRC), Institute for the Civil Servants Training (ICST), Ministry of Finance (MoF), State Statistic Committee (SSC), the Ministry of Labour and Social Protection (MLSP) and the Parliament. This means that PEI will take advantage of a well established and functioning mechanism for cooperation between the government of Tajikistan and the UN Country Team.

The Committee for Environmental Protection and Forestry has been also involved in the preparation of the PRS3 (environment working groups was lead by the Committee's Deputy Chair), their involvement in the planning at the sub-national level is rather limited though due to low capacity of district level environment authorities and the fact that environment is still not perceived and addressed as a cross-cutting issue. In terms of environmental authorities, the task of the PEI will be to increase their capacity in identifying and costing effective environmental management measures to be

integrated into planning and to promote and facilitate their stronger involvement in the whole process of DDPs elaboration and implementation.

PEI will be directly linked and complement mainly two projects of the Communities Programme: ‘Local and Regional Capacity on Elaboration and Monitoring of Development Programmes and Budgeting (ending in December 2010)’ and ‘Rural Growth Programme’ (2010 – 2012), to be implemented in the Sughd region, including Zeravshan and Ferghana valleys.

First mentioned project supports local participatory development planning, including budgeting and monitoring and evaluation. Special attention is paid towards participation of civil society and the private sector in the process of elaboration, implementation and monitoring of local development plans. It also supports creating a better legislative framework for regulation of development processes at the local level through its partnership with the Parliament. Project activities are implemented by active involvement of different society sectors through: establishment of District Development Councils (DDCs), training DDCs in integrated and participatory planning (involving communities and private sector), elaboration of District Development Plans (DDPs) in all 15 pilot districts⁹, poverty mapping using identified poverty indicators, conducting capacity assessment, conducting baseline and post-project surveys, and citizen’s report cards.

As for the ‘Rural Growth Programme’ PEI will bring an additional value mainly, but not exclusively, to the component focused on ‘improving capacities of local governance actors (government, private sector and civil society) for local planning with an emphasis on rural economic growth, including implementation and monitoring of local development plans. It will do so through activities such as: supporting regional government in updating its regional development plan, integrating environment and health related hazards resulting from uranium tailings, developing training package to different level of sub-national authorities on development planning and monitoring, supporting districts in elaborating DDPs and local plans for economic / agriculture sector, and in periodic participatory review of those plans, etc. Cross-cutting themes to be addressed within the programme are: gender, environment (including climate change, sustainable land management and energy), disaster risk management, and conflict prevention.

Referring to the above, two districts in the Sughd region – Taboshar and Asht – have been identified for applying poverty–environment mainstreaming. These will be covered by the Rural Growth Programme (RGP) above, and in both DDPs’ development is set to start and end in 2010. According to the RGP, Sughd region is ranked as the poorest in terms of household living standards, although in the Soviet period it used to be one of the leading regions in terms of revenue collection and agriculture/trade outputs. Major environmental issues in the region are:

- Water and air pollution related to industry and mining. The region is characterized by several mining enterprises, uranium tailings sites, industrial waste dumps, etc. The conservation of Kanibadam pesticide depot and rehabilitation of the radioactive sites in Taboshar, Adrasman, Degmay are among issues that require immediate attention.
- Deterioration of the sewage system, including direct discharge of industrial and municipal wastewater into the Oblast water sources and cleanup of the Syr-Darya riverbed around the city of Khudjand.
- Risk of natural disasters in the high disaster-prone areas and agricultural territories: very frequent occurrence of mudflows and avalanches adversely affect agriculture and livelihoods.

⁹ Isfara, Konibodom, Ayni, Panjakent, Kuhistoni Maschoh in Sughd region; Nurobod, Jirgatal, Tojikobod, Rudaki, Tursunzoda in the DRS region; and Shurobod, Baljuvon, Khovaling, Kulob, Rumi in Khatlon Region

- Quality of and access to water and land resources in the Ferghana Valley: conflicts over irrigation water are of transboundary character among neighboring communities of Tajikistan and Uzbekistan.

PEI will be rather instrumental in addressing the environmental aspect and in particular, it will bring the following added value to the on-going support to the district level planning:

- Increased awareness of poverty-environment linkages by national and district level authorities and other stakeholders
- Strengthened position of national and sub-national environmental authorities in district level planning (CEPF has not been involved in the UNDP project on district level planning so far)
- Provision of a methodological base for mainstreaming P-E into local planning, budgeting, monitoring and evaluation
- Increased capacity of local and national authorities in P-E mainstreaming
- Support to implementation of P-E mainstreaming through pilot activities selected as priorities
- Increased ability to mobilize resources for P-E related measures and interventions to be implemented at the local level

In integrating PEI into the DDP preparation process, areas meriting special attention include the application of linked P-E indicators. The planning and budgeting processes used in the development and implementation of Tajikistan's national strategies and plans have involved the setting of indicators and targets to monitor and evaluate progress toward the economic, social and environmental goals of sustainable development. The National Statistical Department (GosKomStat) has identified 8 poverty indicators and 22 environmental indicators that can be applied to monitoring of DDPs. Baseline poverty mapping using the 8 poverty indicators has been conducted in several pilot districts; likewise, the 22 environmental indicators have been applied in some pilot districts. However, poverty and environmental indicators have not been linked in the DDP preparation process.

Work on identifying the set of SMART poverty-environment indicators will be complemented by the research aiming to provide country policy and decision makers with more accurate information and indicators concerning reliable household access to energy, water, and communal services, non-income poverty trends—and therefore progress towards meeting the Millennium Development Goals (MDGs) and sustainable human development. Availability of such information and indicators is inevitable for PEI and other actors to assess the impact of energy and water deprivation on income generation and well-being of population and to propose environmentally sustainable solutions for poverty reduction (to be applied within DDPs and beyond). Such research will be jointly supported (substantially and financially) by the Director of UNDP Regional Bureau for Europe and CIS (RBEC), the regional PEI component and potentially national projects addressing related topics implemented by UNDP Tajikistan CO.

Application of poverty and environment indicators and targets to monitor performance of national strategies and plans forms the foundation of “program-based budgeting” as described by OECD in “Government Structures for National Sustainable Development Strategies: Study of Good Practice Examples” (Swanson and Pintir, 2006). Under the current World Bank project, “Preparation of Public Financial Management Modernisation Project,” a November 2008 report entitled, “Tajikistan – Assessing the PFM Management Systems and Procedures at Oblast/Rayon Level,” recommended that a local government working group be established to examine approaches toward compiling budgets based on strategic plans embedded in policy and thus budget estimates can be placed in the context of issues, policies and outputs and outcomes. Based on those recommendations and on the review of experience in other countries¹⁰ PEI will analyze the feasibility and potentially demonstrate application of programme-based budgeting in pilot districts.

¹⁰ Enclosed detailed Situation Analysis report briefly refers to application of programme-based budgeting in Bulgaria, Croatia, Poland and Slovakia described in the World Bank report, *Performance-Based Budgeting and Medium-Term Expenditure Frameworks in Emerging Europe*, edited by Leszek Kąsek and David Webber 2009

Poverty Reduction Strategy 2010-2012

Since the new Poverty Reduction Strategy (2010 – 2012), also referred to as the PRS3, has been recently adopted by the Parliament of Tajikistan, PEI interventions will be most probably linked with the PRS3 implementation, through its monitoring and evaluation process in particular. PRS3 has retained and extended much of the substance of the previous PRS2 with major revisions responding to the country's current financial, energy and food crises. Revision of current PRS will help to set the overall baseline for poverty-environment mainstreaming and support the process of elaborating a set of poverty – environment indicators. UNDP Tajikistan is at the stage of designing the project aiming to build capacity of the government, Ministry of Economic Development and Trade in particular, for PRS monitoring and evaluation. PRS3 M&E framework, i.e. indicators and targets have already been set and adopted. Therefore possible PEI interventions in support of the UNDP CO project mentioned above are: (i) helping MEDT to analyse and interpret existing PRS indicators for better results-based reporting in the areas of environmental sustainability of poverty reduction measures; and / or (ii) supporting introduction of new poverty – environment indicators to be considered within the PRS3 revision and evaluation or within the next national development planning process. In line with the above PEI will pursue with strengthening the capacity and role of the Committee for Environmental Protection and Forestry in the PRS monitoring and evaluation.

Activities supporting P-E mainstreaming

Besides establishing the set of poverty – environment (P-E) indicators (mentioned above) mainstreaming process will be supported by studies and research illustrating clearly links between environment, poverty and economic development and supporting well-informed and evidence-based planning and decision-making. Examples of such studies are listed in the section below. PEI Communication strategy will be elaborated to support both raising awareness and understanding on P-E issues and mainstreaming and reaching out to media and donor community with description of process and results achieved.

PEI will support implementation of the DDPs by increasing capacity of local service providers and beneficiaries in designing, costing and to the extent possible implementing local extension services that support income generating and environmentally sustainable and climate resilient solutions to local communities' development. Examples of such solutions are trees planting and selling to farmers as fields' anti-erosion barriers; supporting use of renewable energy sources (small hydro, biomass) leading to decrease in tree cutting, soil erosion and occurrence of mudslides; strengthening river banks, de-silting irrigation canals, etc.). PEI will provide methodologies, models, tools, capacity building and training for service delivery (e.g. project definition and design, principles of targeting beneficiaries, and raising and allocating funds) rather than funding the services themselves.

One of the components of the UNDP / GTZ Rural Growth Programme the PEI will link with is to provide support to increase the development of micro-finance services, with focus on agriculture activities. Micro-credit services play a critical role in the domestic economy of the country, especially in terms of supporting income generation and poverty reduction of rural population. Currently, there are 6 regional Micro-Loan Foundation (MLF) in Tajikistan with cash operation units operational in more than 100 Jamoats. The total number of borrowers, since its inception, is more than 113,000 people, especially farmers, out of which more than 36,000 or 33 % are women. Average loan per borrower is USD \$342. This well functioning system and UNDP Tajikistan experience in setting up institutions and supporting provision of micro-credits provides the PEI with the opportunity to influence one of the key financial mechanisms of the rural development. PEI will be instrumental in identifying additional criteria for revision of credit application in light of enhancing credits for sustainable agriculture and land management activities. PEI will also support (with other UNDP projects – see the Annex 1) designing the pilot for applying micro-weather index insurance - the innovative approach for helping farmers to cope better with weather related risk of losing crops-

related income on which many of them depend. Pilot will be designed based on the positive results of the Feasibility Study for Applying Weather Based 'Index Insurance' in Tajikistan, recently conducted in the Sughd region. All work in this area will be done in close collaboration with well established micro-finance institutions and the respective Jamoat Research Centers.

Each output will include specific and targeted capacity development interventions, such as training, methodological guidance and knowledge products elaboration. On the job training or so called 'learning by doing' will be strongly supported by involving predominantly country stakeholders in implementation of all the activities. Key actors as well as beneficiaries of the PEI will be the national and sub-national planning, financial and environment authorities and institutions, as well as the communities in the selected districts.

Cross – cutting themes and links with other projects / programmes

Consultations with national stakeholders and UNDP and UNEP experts during the preparatory phase have identified several cross-cutting themes PEI shall potentially address in order to support a holistic and integrated approach to national and sub-national planning. Those are climate and disaster risk, water and energy nexus and gender equality. Where appropriate and feasible, PEI shall be aligned with projects and programmes addressing those themes.

Considering the fact that natural disasters and climate change have been identified among key poverty-environment issues in the country, reference to environmental sustainability in the project document covers also those aspects.

It needs to be however stressed, that extent to which PEI would help to address those issues would very much depend on substantial support of the UNDP and UNEP experts in the respective areas and on the level of cooperation and potential parallel funding with existing respective thematic regional and national projects / programmes. In such case PEI will benefit from and build up on data and information, experience, lessons learned and capacities or expertise that were or are still being developed. Principal benefit of linking with relevant projects will be an increased impact and decreased transactional cost of development assistance.

As mentioned above PEI will be directly linked with the projects 'Local and Regional Capacity on Elaboration and Monitoring of Development Programmes and Budgeting' and 'Rural Growth Programme'. See the Annex D for the proposal on how could PEI address cross-cutting issues mentioned above and the projects / programmes PEI aims to cooperate with to pursue this effort.

Potential to cooperate with listed projects / programmes will be further consulted and the cooperation mechanism eventually reflected in the detailed work plan to be developed during the very initial stage of PEI country programme implementation.

3.3 PEI Outcome, Outputs and Activities

Key objective / outcome of the Poverty and Environment Initiative in Tajikistan is the enhanced capacity of government and other stakeholders to integrate environmental into sustainable pro-poor sub-national development planning and budgeting

Output 1: Information and Knowledge Base for P-E Mainstreaming Developed

Activity 1.1: Provide evidence base for linking economic development, poverty and environment

- Review and summarize the value and utility of methodologies and tools for providing evidence of links between economic development, poverty and environment based on the review of national

and international experience and suitability of their application within national and sub-national context. Examples of such methodologies include economic valuation of ecosystem services, integrated ecosystem assessment, evaluation of investing measures supporting environmental sustainability (e.g. energy efficiency related measures) in terms of their contribution to poverty reduction, etc. PEI will build on existing experience and knowledge, and work closely with the state environmental authority and NGOs, such as the National Center for Biodiversity and Biosafety.

- Apply selected methodology to develop study showing evidence of poverty-environment links to support key stakeholders in planning and decision-making process.
- Widely distribute (workshop, training, promotion materials) results of the study and / or research among policy and decision makers and other stakeholders to increase knowledge on P-E links and thus support P-E mainstreaming process

Activity 1.2: Improve and Link Existing Poverty and Environment Indicators.

- Review and evaluate, separately, the existing poverty and environmental indicators being used by GosKomStat (State Statistics Committee), including their effectiveness in guiding national and sub-national planning, budgeting, monitoring and evaluation, as well as the availability of data and cost of data collection for each indicator¹¹. Pay particular attention to identifying measurable indicators for which data can be collected at a finer level of geographic detail to facilitate geospatial display, analysis and decision-making.
- From the list of measurable and spatially displayable key poverty indicators and environmental indicators generated above, identify a subset that can be linked as “poverty-environment indicators” that can support national planning as well as sub-national development planning, budgeting, monitoring and evaluation. Where the existing indicators are unsuitable regarding data collection, geospatial display or P-E linking, recommend additional or other indicators that may be more effective or appropriate for linked P-E analysis, as well as recommend revisions to the metrics of indicators already used by GosKomStat. Monitoring and evaluation frameworks of the key national, including PRS3, and sub-national strategic documents

To the extent possible, poverty-environment indicator framework will reflect aspects of disaster and climate risk. It is recommended to use gender statistics (sex-disaggregated data) in the process of analysing links between poverty and environment indicators.

Activity 1.3: Utilize poverty-environment indicators in the PRS3 implementation, monitoring and evaluation

- Review and extend the Activity 1.1 work above to identify to what extent the P-E indicators selected for facilitating national and sub-national planning processes in general will be suitable for monitoring and evaluating the P-E aspect of the PRS3 (and potentially NDS). This activity is best done in parallel with the activity 1.1 above, or in other words those two activities shall be mutually supportive.
- Review the PRS3 objectives, proposed measures, M&E framework, the process of PRS development, as well as its implementation and coordination arrangements and provide

¹¹ GosKomStat has designated and piloted separate poverty and environmental indicators in several districts, but poverty and environmental indicators need to be linked in the DDP preparation process. Four activities are proposed.

recommendations for better address of poverty – environment links in its future revision and its implementation via relevant sectoral and sub-national development planning processes.

- Reflect the outputs of the above interventions in the annual or semi-annual monitoring of PRS3 implementation and potential revision of the monitoring and evaluation framework (eventually revision of the whole PRS3 itself).
- Support capacity development of the Ministry of Economy and Trade, to monitor and evaluate PRS (and NDS) implementation in terms of its contribution to poverty reduction and environmentally sustainable development by improving use of existing (and potentially new) data and indicators. Possibility and level of involvement of the Committee for Environmental Protection and Forestry in this intervention will be identified during the inception phase of PEI implementation.

Activity 1.4: Design and Implement Awareness Raising and Capacity Development Program for P-E mainstreaming

- Conduct stakeholders' analysis for setting the scope and different approaches for raising awareness and understanding of links between economic development, poverty and environment.
- Elaborate the PEI country programme communication strategy reflecting the needs of different stakeholders' groups. Strategy shall support both the aim of PEI to raise awareness and understanding of P-E links among stakeholders and promoting PEI among donors and development assistance agencies.
- Based on the comprehensive capacity needs assessment, design a long-term training and capacity building program to be potentially implemented during Phase 2 of the PEI programme.

Output 2: P-E Linkages Integrated in District Development Plans

Activity 2.1: Elaborate or identify the approach integrating P-E links into DDPs

- Review the official guidelines for district-level planning, budgeting and monitoring (adopted in 2009 by the Government of Tajikistan), and several finalized DDPs and process of their elaboration, in terms of their address of poverty and environment and their linkages.
- Based on the above analysis identify the most appropriate integrated and participatory approach for P-E mainstreaming into planning and budgeting process, and elaborate respective guidelines (as a separate document or component, addition to the existing DDPs guidelines).
- Train national and district level authorities, planners and other stakeholders in P-E mainstreaming, both in terms of planning and budgeting, based on the above developed guidelines while supporting gender balance involvement of women

Activity 2.2: Integrate P-E Linkages into selected District Development Plans (DDPs)

- Identify districts' specific environmental, and to the extent possible, climate and natural disasters issues (risks) related to poverty reduction (if needed conduct local surveys to address data gaps and tailor risks at sub-national (district) level);
- Support district-level planning and environmental authorities and other stakeholders in participatory process of mainstreaming environment, and potentially disaster and climate risk reduction into DDP planning and budgeting of Taboshar and Asht districts, by applying the P-E mainstreaming guidelines and set of poverty-environment indicators developed in the Activity 1.1 and 1.2. If technically and financially feasible, analyze and display geospatial data for different interrelated factors – poverty, environment, climate change, disaster risks and present alternative

integrated solutions to planners to facilitate their decision-making regarding complex tradeoffs among often conflicting factors.

- Ensure participation of stakeholders that are able to represent the needs of women, e.g. NGOs working for women's empowerment and promoting gender equality. They will ensure fair decision making processes and strengthen governmental actors' accountability towards vulnerable groups and poor communities.
- Evaluate the mainstreaming process and widely distribute results and lessons learned to facilitate future replication in other districts.
- Provide recommendations on how to extend integrated DDP services to the jamoat and village levels;

Output 3: Capacity for implementing poverty-environment sensitive sub-national plans increased

Activity 3.1: Integrate Poverty – Environment, including Climate Change Aspect to the Local Extension Services

- Review and evaluate the training and technical assistance extension services supporting sustainable land restoration and management projects in poor rural/agricultural areas, to identify the best approaches, lessons learned and gaps remaining that PEI can fill to promote environmentally sustainable, climate resilient and income generation supporting development. Determine if existing extension services, e.g. by Jamoat Resource Centres and CEPF's Environmental Councils (being piloted in several districts in Khatlon), can be adapted, improved or expanded to providing PEI-related services and, if so, what capacity building or changes in organization and staffing may be needed to serve that purpose.
- Based on the capacity assessment findings, design and implement a demonstration of P-E approaches and corresponding extension services providing training and technical assistance on sustainable land, water, and natural resources management, especially in the agriculture and energy sectors. Ensure gender balance involvement.
- Monitor and evaluate the demonstration and disseminate results and lessons learned to support replication in other areas/districts;

Activity 3.2: Integrate Poverty – Environment, including Climate Change Aspect to the Local Microfinance Services.

- Identify an existing financial mechanism (micro-credits, loans) that could be influenced by PEI to support introduction of environmentally sustainable, climate resilient as well as income generating solutions.
- If needed, identify additional, poverty-environment, including climate change set of criteria to be applied by the selected financial services providers; explore the possibility to include gender related criteria for micro-credits and loans provision.
- Support implementation of the proposed financial services provision modality, including necessary training for borrowers and / or lenders / providers.
- Support design of the pilot application of the micro weather insurance pilot in the Sughd region.
- Monitor and, if the time frame set for PEI allows, evaluate the impact of the interventions listed above, describe and disseminate results and lessons learned to support potential replication;

4.0 RESULTS FRAMEWORK

4.1 Results Framework, Work Plan and Budget

The results framework is presented in Annex A and the work plan and budget are presented in Annex B. These documents detail the activities to be carried out and the responsible implementing partners, timeframes and planned inputs from the participating UN Organizations.

4.2 Annual Reviews

The implementing partners and the participating UN Organizations shall jointly conduct annual planning and review meetings for all activities covered in the results framework, and work plans covered by this joint programme. This will include an assessment of the risks and assumptions to determine whether they are still holding.

A new work plan and budget will be produced with the necessary adjustments made based on the lessons learnt, from a review of the risks and assumptions and implementation progress achieved. The new work plan is approved in writing by the Steering Committee.

The programme document need not be signed every year. However, any substantive change in the joint programme scope will require revision of the programme document. The amendments will need to be signed by all parties.

5.0 MANAGEMENT AND COORDINATION ARRANGEMENTS

5.1 Institutional Arrangements at Political and Technical Levels

UNDP Implementation Modality

In recognition of the special development situation of Tajikistan and the limited capacity of local authorities to execute the project, it was agreed that the project will be directly implemented in accordance with DIM guidelines under the umbrella of UNDP Communities Programme (CP), in close collaboration with the Government. This arrangement will ensure effective project delivery, with the overall responsibility for the management of the project resting with the CP. For this purpose the CP will adapt its structures as required and establish effective, efficient and transparent project administration procedures and operation systems. A project financial management system will be established to ensure accountability, and annual audits will be performed.

Management Integration with UNDP Communities Programme

This project will be implemented within the context of the UN programming frameworks owned by the Government, particularly the UN Development Assistance Framework (UNDAF) and the UNDP Country Programme Action Plan (CPAP) for the period of 2010-2015. In turn, these frameworks are congruent with the Government priorities outlined in the Poverty Reduction Strategy (PRS) (2007-2009) and the National Development Strategy (NDS) until 2015.

Within the context of the above priorities mandated to UNDP, PEI will be implemented within the framework of UNDP Communities Programme - UNDP instrument for longstanding engagement with local development since 1996. The Communities Programme has a broad mandate that includes local governance, microfinance, agricultural governance reform, as well as energy and environmental sustainability. Through a strong network of local and international partners, CP has worked in 40 districts throughout the country. The Communities Programme has strong partnerships with the formal government structure at the jamoat, district, regional, and central levels. The latter is reflected in the agreements signed between UNDP and the Ministry of Economic Development and Trade (MEDT), the Strategic Research Centre (SRC), Institute for the Civil Servants Training (ICST), Ministry of Finance (MoF), State Statistic Committee (SSC), the Ministry of Labour and Social Protection (MLSP) and the Parliament. CP's key partners in implementation have been and continue to be the Jamoat Resource and Advocacy Centres (JRCs) and District Development Councils (DDCs), at the jamoat and district levels. Moreover, CP has also sought to engage private firms and non-governmental organisations (NGOs) in its activities by subcontracting their implementation through competitive tender processes.

The PEI programme will be integrated into the UNDP Communities Programme as a stand-alone project. Most of its components will be linked to the projects: (i) 'Local and Regional Capacity on Elaboration and Monitoring of Development Programmes and Budgeting (2008-2010)' and the 'Rural Growth Programme (2010-2012)'. Such a setting would not require establishing a totally new Steering Committee. PEI Country Programme Implementation Team (PET) will be closely cooperating with the PETs of the two Community Programme projects mentioned above. Cooperation and coordination mechanism will be established in the inception phase of the PEI country programme implementation. PEI country programme will however go beyond the two projects addressing the areas they do not cover (e.g. monitoring and evaluation of the PRS3). The UNDP-UNEP Regional PEI Team, the UNDP CO PEI Focal Point and the UNDP National PEI Team Member will be appointed to the existing Communities Programme equivalents to these organizations.

The UNDP project team will also play a crucial role in integrating the different project dimensions, coordinating with other project interventions and building partnerships with local stakeholders. The existing network of community-based organizations, civic organizations and local authorities will be

the foundation for building sustainability into the project intervention. UNDP mandate, its relationship with government and its longstanding engagement in the area gives it a comparative advantage in facilitating government partnerships.

Exact roles of the key stakeholders will be consulted in details and set during the PEI country inception workshop.

Lead implementing agency

Under the DIM modality UNDP CO is the lead implementing agency with the overall responsibility for the oversight and co-ordination of the programme. The UNDP CO is directly responsible for overseeing the execution of the phase I country programmes, with support, quality control and monitoring from the regional PEI team. However, the PEI Regional Teams, on behalf of the PEI programme, are responsible for providing technical support, quality control and financial and implementation monitoring.

5.2 Partnerships with National and International Agencies

The project will be implemented in close partnership of the UNDP and the Ministry of Economic Development and Trade (MEDT). It will be the main driver in building strong linkages between assistance at local and regional level and national level policy reforms.

MEDT will be playing coordinating role in the project where other national level state institutions will be involved for further cooperation and joint actions. Ministry of Finance will be invited to coordinate on the local budgeting issues, Strategic and Research Center under the President together with the State Statistical Agency Goscomstat will take an active part on the issues of information gathering, analyses, monitoring and evaluation, especially when it comes to the poverty – environment indicators identification and application. PEI will work with the Committee on Environmental Protection and Forestry mainly to strengthen district level environment authorities in terms of their capacity to tackle environmental issues and to play the role in the district development planning, which so far has been minimal. The Committee will be involved and at the same time will be the key beneficiary of the PEI interventions.

At sub-national level District Development Councils will be key partners as well as beneficiaries. PEI will also coordinate with donors and development actors on an ongoing basis, including through relevant existing donor coordination mechanisms, especially organizations and donors supporting the country in poverty reduction and environmental sustainability.

PEI will work with other relevant national and sub-national authorities working in the areas of environmental protection and forestry, finance, agriculture and land management, water management, energy, etc.

As mentioned above, key government institutions will be involved also via their participation in the already existing Steering Committee to the Communities Programme.

5.3 Common Management Framework

UNDP Communities Programme Steering Committee will provide overall and strategic guidance during programme implementation. The Steering Committee is chaired by the Minister of the Economic Development and Trade. UNDP – UNEP PEI will be represented in the Steering Committee by the Assistant Resident Representative/Programmes Coordinator who also serves the function of the UNDP Tajikistan focal point for PEI. The frequency of meetings will be determined as needed, but will be at minimum once every six months.

Annex E: Terms of Reference of Steering Committee

PEI Country Programme Implementation Team (PIT) will be responsible for the implementation of the PEI programme. It will do so under the management of the UNDP CO and UNDP-UNEP PEI Regional Team, with guidance from Ministry of Economic Development and Trade. The Programme Implementation Team (PIT) PIT will be staffed with the national coordinator and an administrative and finance assistant. Several technical advisers will be hired throughout the programme implementation.

UNDP CO and the PIT will be responsible for planning and operational management of the programme, as well as reporting and accounting, monitoring and evaluation of the programme activities.

PIT members as well as additional international and national experts will be hired as needed once the PEI country programme is elaborated and approved by Poverty and Environment Facility in Nairobi, the PEI regional team, UN/UNDP CO and the Government.

Annex F and G: ToRs of the national coordinator and administrative assistant

6.0 FEASIBILITY, RISK MANAGEMENT AND SUSTAINABILITY OF RESULTS

Programme sustainability refers to ensuring that country capacity for poverty-environment mainstreaming achieved during the duration of Phase 1 (and potentially Phase 2) is sustained and expanded after the programme formally ends.

More specifically, institutions and capacities of key government bodies and officials to mainstream poverty-environment must be strengthened in a sustained manner, at national, sectoral and sub-national levels. The deeper and broader the mainstreaming that occurs the more likely it will be sustained.

In addition, the activities carried out in Phase 1 will be potentially followed up in Phase 2, which focuses on meeting the implementation challenge, including longer-term institutional and capacity strengthening.

There are a number of risks that could limit achievement of results and the long-term sustainability of the programme. Risks and management responses are listed in the Risk Log in the Annex C.

7.0 MONITORING AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex C), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board (Communities Programme Steering Committee) through Project Assurance (UNDP CO PEI Focal Point), using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Twice a year** the project manager, through the UNDP CO will report to the PEI Regional Team. Each six months a country report on technical and financial progress will be prepared allowing any budget revisions to then be made as appropriate. The financial reporting concerns disbursements and expenditures related to the country Programme Document or

ProDoc. UNDP financial year is Jan – Dec so the first report would be produced at the end of June and the second report in December.

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

8.0 BUDGET MODALITY

The PEI Country Programme will belong to the global PEI project award and will be assigned a separate project ID (in Atlas). Setting the UNDP CO as the Atlas ‘department’ will allow UNDP CO to manage the respective funds and approve country programme related payments. UNDP CO will also be responsible for the project delivery.

9.0 LEGAL CONTEXT OR BASIS OF RELATIONSHIP

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

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

The executing agency shall:

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

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

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

ANNEX A: RESULTS FRAMEWORK FOR PHASE 1 TAJIKISTAN PEI PROGRAMME

Relevant intended outcome as stated in the Tajikistan UNDAF and Country Programme Action Plan (CPAP) 2010-2015:

- 2.1 Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights and improve core public functions.
- 2.3 There is a more sustainable management of the environment and energy and natural resources.

Contributing to UNDP Programme component:

- Poverty reduction and MDGs achievement
- Environment and Sustainable Development
- Good governance

CP Outcome:

- Poverty reduction and economic development programmes are enhanced, with particular focus on the rural poor, women and marginalized people.
- Improved environmental protection, sustainable natural resources management, and increased access to alternative renewable energy.
- 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.

PEI country programme outcome:

Enhanced capacity of government and other stakeholders to integrate environmental concerns into sustainable pro-poor sub-national development planning and budgeting

PEI outcome indicator:

Level of capacity of country stakeholders to systematically integrate environmental concerns into sustainable pro-poor sub-national development planning and budgeting

Applicable Key Result Area (from 2008-11 Strategic Plan): Key result area 4.1 Mainstreaming Environment and Energy

Partnership Strategy: UNDP-UNEP PEI working with national, regional and local government and community institutions; Key partner: Ministry of Economy and Trade

Project title and ID (ATLAS Award ID): Capacity Development for mainstreaming environmental concerns into sustainable pro-poor sub-national development planning and budgeting

INTENDED OUTPUTS, BASELINE, INDICATORS AND TARGETS	INDICATIVE ACTIVITIES AND SUB-ACTIVITIES	RESPONSIBLE PARTIES AND IMPLEMENTATION PARTNERS	RESOURCE ALLOCATION AND INDICATIVE TIME FRAME
<p>Output 1: Information and Knowledge Base for P-E Mainstreaming Developed</p> <p>Baseline: Poverty and environment indicators are not linked in the current system of national and sub-national planning, budgeting, its monitoring and evaluation. Generally understood links between poverty and environment are not supported by professional studies demonstrating clear evidence of such links.</p> <p>Indicators:</p> <ul style="list-style-type: none"> 1.1 Existence of measurable indicators applied for mainstreaming P-E aspect into national and sub-national planning and budgeting 1.2 Level of understanding of the contribution of the environment to human well-being and pro-poor economic development 1.3 Level of PEI public outreach <p>Targets:</p> <ul style="list-style-type: none"> 1.1 P-E indicators utilized at least in two pilot DDPs and PRS3 review and evaluation 1.2 Country-specific evidence on the contribution of the environment to human well-being and pro-poor economic growth collected and used for poverty-environment mainstreaming. 1.3 All country located donors, agencies, key government agencies, CSO and media aware of PEI concept, objectives, activities and results; 	<p>Activity 1.1 Provide evidence base for linking economic development, poverty and environment</p> <ul style="list-style-type: none"> • Review and summarize value and utility of P-E development tools and methods • Develop study showing evidence of poverty-environment links to support key stakeholders in planning and decision-making process. • Widely distribute (workshop, training, promotion materials) results of the study and / or research <p>Activity 1.2: Improve and Link Existing Poverty and Environment Indicators</p> <ul style="list-style-type: none"> • Review and evaluate existing, unlinked poverty and environment indicators • Select or create new set of SMART P-E indicators for national and sub-national planning processes • Include disaster and climate risk related indicators in the new set (extent will depend on data availability); • Use, to the extent possible, gender statistics (sex disaggregated data) during processes of identifying P-E indicators <p>Activity 1.3: Mainstream P-E Linkages into PRS3 Monitoring and Evaluation</p> <ul style="list-style-type: none"> • Apply linked P-E indicators in review of current PRS3, its development process and implementation arrangements in terms of its address of P-E links and provide recommendations for its future revision and its implementation via relevant sectoral and sub-national planning plans and programmes; • Support capacity development of the Ministry of Economy and Trade and other relevant actors, to monitor and evaluate PRS (and NDS) implementation in terms of its address of P-E links <p>Activity 1.4: Design and Implement Awareness Raising and Capacity</p>	<p>PEI RT UNDP CO MEDT CEPF Goskomstat</p>	<p>PEI: USD 302,680 (indicative)</p>

INTENDED OUTPUTS, BASELINE, INDICATORS AND TARGETS	INDICATIVE ACTIVITIES AND SUB-ACTIVITIES	RESPONSIBLE PARTIES AND IMPLEMENTATION PARTNERS	RESOURCE ALLOCATION AND INDICATIVE TIME FRAME
	<p><i>Development Program to Mainstream P-E Linkages into National and Sub-National Planning Processes</i></p> <ul style="list-style-type: none"> • Conduct stakeholders' analysis for designing awareness raising, communication and capacity development programme • Elaborate the PEI country programme communication strategy reflecting the needs of different stakeholders' groups. Strategy shall support both the aim of PEI to raise awareness and understanding of P-E links among stakeholders and promoting PEI among donors and development assistance agencies. • Design a long-term capacity building program to be potentially implemented during Phase 2 of the PEI programme. 		
<p><i>Output 2: P-E Linkages Integrated in District Development Plans</i></p> <p>Baseline: Poverty and environmental sustainability aspects are usually addressed separately in district level planning, budgeting and monitoring; Planning authorities lack the knowledge and experience in poverty-environment mainstreaming; Women are often excluded from community decision making.</p> <p>Indicators:</p> <ol style="list-style-type: none"> 2.1 Number of DDPs including support to environmental sustainability, climate resilience as one of the development priorities; 2.2 Number of DDPs implementation measures reflecting environmental sustainability and climate risk aspect 2.3 Level of financial resources allocated to DDPs' measures / projects supporting environmental sustainability and climate risk management for poverty reduction 2.4 Level of capacity and sustainability for systemic P-E mainstreaming at sub-national level planning 2.5 Level of gender-balanced participation in DDPs planning and consultation process 	<p><i>Activity 2.1: Elaborate or identify the approach integrating P-E links into DDPs</i></p> <ul style="list-style-type: none"> • Identify the most appropriate the most appropriate approach for P-E mainstreaming and elaborate respective guidelines (as a separate document or component, addition to the existing DDPs guidelines). • Train district level authorities and planners and other stakeholders in P-E mainstreaming, based on the above developed guidelines. Ensure gender balanced participation. <p><i>Activity 2.2: Integrate P-E Linkages into selected District Development Plans (DDPs)</i></p> <ul style="list-style-type: none"> • Identify districts' specific environmental, and to the extent possible, climate and natural disasters issues (risks) related to poverty reduction; Identify also gender issues related to environmentally sustainable rural development; • Support district-level planning authorities and other stakeholders in participatory process of mainstreaming environment, and potentially disaster and climate risk reduction into DDP of Taboshar and Asht districts; • Help planners to design and cost DDPs' implementation measures 	<p>PEI RT UNDP CO MEDT CEPF DDCs JRCs</p>	<p>PEI: USD 261,570 (indicative)</p>

INTENDED OUTPUTS, BASELINE, INDICATORS AND TARGETS	INDICATIVE ACTIVITIES AND SUB-ACTIVITIES	RESPONSIBLE PARTIES AND IMPLEMENTATION PARTNERS	RESOURCE ALLOCATION AND INDICATIVE TIME FRAME
<p>Targets:</p> <p>2.1 At least 2 DDPs include support to environmental sustainability, climate resilience as one of the development priorities;</p> <p>2.2 At least 2 DDPs reflect environmental sustainability and climate risk in the design and costing of implementation measures</p> <p>2.3 At least 10% of the total pilot DDPs budget is allocated for projects with the focus on environmental sustainability and CC adaptation in support of poverty reduction</p> <p>2.4 National guidance for mainstreaming P-E into district development planning, monitoring and budgeting adopted officially by the government</p> <p>2.5 At least XY% of all stakeholders involved in DDPs elaboration and consultation are women</p>	<p>supporting environmental sustainability and possibly CC adaptation (linked with the Activity 3.1 and 3.2)</p> <ul style="list-style-type: none"> • Include priorities for women groups and ways to create jobs for women in rural areas • Evaluate the mainstreaming process and widely distribute results and lessons learned to facilitate future replication in other districts. • Provide recommendations on how to extend integrated DDP services to the jamoat and village levels; 		
<p>Output 3: Capacity for Implementing P-E Sensitive Sub-National and Local Plans Increased</p> <p>Baseline: There is a limited consideration of environmental sustainability and climate risk in current extension services, microfinance and insurance provision mechanisms. In terms of rural entrepreneurship, women do not have equitable access to support resources (e.g. vocational training, micro-credit, advisory services, etc).</p> <p>Indicators:</p> <p>3.1 Number of local actors trained in provision of P-E sensitive extension and financial services;</p> <p>3.2 Number of local service providers and micro-finance institutions adopting poverty-environment, including climate change aspect in their support mechanism;</p> <p>3.3 Number of microloans targeted to support P-E and climate risk sensitive measures;</p>	<p>Activity 3.1: Integrate Poverty – Environment, including Climate Change Aspect to the Local Extension Services</p> <ul style="list-style-type: none"> • Conduct capacity assessment of extension services providers in terms of their support to sustainable land restoration and management projects in poor rural/agricultural areas, and identify the best approaches, lessons learned and gaps remaining that PEI can fill to promote environmentally sustainable, climate resilient and income generating development. Determine if existing extension services, e.g. Jamoat Resource Councils and CEPF’s Environmental Councils (being piloted in several districts in Khatlon), can be adapted, improved or expanded to providing PEI-related services and, if so, what capacity building or changes in organization and staffing may be needed to serve that purpose. • Based on the above, design and implement a small-scale demonstration of P-E sensitive approaches and corresponding extension services providing training and technical assistance on sustainable land, water, and natural resources management, 	<p>PEI RT UNDP CO MEDT CEPF DDCs MOF Microfinance institutions</p>	<p>PEI: USD 255,750 (indicative)</p>

INTENDED OUTPUTS, BASELINE, INDICATORS AND TARGETS	INDICATIVE ACTIVITIES AND SUB-ACTIVITIES	RESPONSIBLE PARTIES AND IMPLEMENTATION PARTNERS	RESOURCE ALLOCATION AND INDICATIVE TIME FRAME
<p>Targets:</p> <p>3.1 Local actors at least in 2 pilot districts trained in provision of P-E sensitive extension and financial services;</p> <p>3.2 At least 3 local service providers and micro-finance agencies adopted poverty-environment, including climate change aspect / criteria in their support mechanism</p> <p>3.3 At least 3 P-E sensitive projects supported by local service providers;</p> <p>3.4 At least 3 P-E and climate change sensitive projects micro-financed in each selected district</p> <p>3.5 At least one small-scale demonstration of P-E sensitive extension services implemented;</p>	<p>especially in the agriculture and energy sectors. Ensure gender balance participation.</p> <ul style="list-style-type: none"> • Monitor and evaluate the demonstration and disseminate results and lessons learned to support replication in other areas/districts; <p><i>Activity 3.2: Integrate Poverty – Environment, including Climate Change Aspect to the Local Microfinance Services.</i></p> <ul style="list-style-type: none"> • Identify an existing financial mechanism (micro-credits, loans) that could be influenced by PEI to support introduction of environmentally sustainable, climate resilient as well as income generating solutions. • Identify poverty-environment, including climate change related set of criteria to be applied by the selected financial services providers (micro-finance institutions); explore the possibility to include gender related criteria for micro-credits and loans provision. • Support implementation of the proposed financial services provision modality, including necessary training for borrowers and / or lenders / providers. • Support design of the pilot for demonstrating application of the micro weather insurance pilot in the Sughd region. • Monitor and, if the time frame set for PEI allows, evaluate the impact of the interventions listed above, describe and disseminate results and lessons learned to support potential replication; 		
<p>Output 4: Project management team fully operational</p> <p>Target:</p> <p>4.1 A PEI Management Team fully equipped with human, material and financial resources and adequate support from UNDP and UNEP</p>	<p><i>Activity 4.1. Setting up a fully equipped and functional PEI Management unit comprising of a Project Manager and an Administrative and Financial Assistant</i></p>	<p>PEI RT UNDP CO MEDT</p>	<p>80,000</p>
<p>TOTAL</p>			<p>900,000</p>

ANNEX B: TENTATIVE WORK PLANS
2010 ANNUAL WORK PLAN

First Year Annual Work Plan										
ANNUAL TARGETS	ACTIVITIES	TIME FRAME				UN AGENCY	RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4			Source of Funds	Budget Description	Amount
Output 1: Information and Knowledge Base for P-E Mainstreaming Developed										
Targets:	1.1 P-E indicators utilized at least in two pilot DDPs and PRS3 review and evaluation		√	√	√	PEI RT UNDP PCO	PEI RT UNDP CO MEDT	PEF	Int. consultants Nat. consultants Contr. services Workshops Printing Translation	30,000
	1.2 P-E links country-specific evidence collected and used for poverty-environment mainstreaming.		√	√	√					3,000
	1.3 Consultation and communication strategy for PEI elaborated									0
	1.3 Relevant country stakeholders, including media and donors aware of PEI concept, objectives, activities and results;		√	√	√					40,000
YEAR 1 - OUTPUT 1 SUBTOTAL										73,000
Output 2: P-E Linkages Integrated in District Development Plans										
Targets:	2.1 At least 1 DDP includes support to	2.1: Elaborate or Identify the Approach Integrating P-E Links into DDPs		√	√	√	PEI RT UNDP PCO	PEI RT UNDP CO MEDT	PEF	Int. consultants Nat. consultants Contr. services Workshops Printing Translation
		2.2: Integrate P-E Linkages into Selected			√	√				

environmental sustainability, climate resilience as one of the development priorities;	DDPs				√	P CO	MEDT District authority		Workshops Printing Translation	
2.2 At least 1 DDP reflects environmental sustainability and climate risk in the design and costing of implementation measures										
2.3 National guidance for mainstreaming P-E into district development planning, monitoring and budgeting adopted officially by the government										
2.4 At least XY% of all stakeholders involved in DDPs elaboration and consultation are women										
YEAR 1 - OUTPUT 2 SUBTOTAL										30,000
Output 3: Sub-National and Local PEI Plan Implementation Initiatives and Capacity Building Supported										
Targets:	3.1: Integrate P-E and CC aspect to Local P-E Extension Service				√	PEI RT UNDP CO	PEI RT UNDP CO MEDT CEPF Local authorities	PEF	Int. consultants Nat. consultants Contr. services Workshops Printing Translation	10,000
3.1 Type of local extension and financial services to be supported will be identified;										
3.2 Concrete micro-finance institutions to work with will be identified;										
3.3 Pilot testing of the weather-index insurance initiated at least in one district	3.2: Integrate P-E and CC aspect to Local P-E Microfinance Service			√	√					27,000
YEAR 1 - OUTPUT 3 SUBTOTAL										37,000
Output 4: Project Management Team Fully Operational										
Target:	4.1. Setting up a fully equipped and functional PEI Management Unit comprised of a Project Manager and an Administrative and Financial Assistant		√	√	√	PEI RT UNDP CO	PEI RT UNDP CO	PEF	Nat. consultant Equipment	20,000
A PEI Management Team fully equipped with human, material and financial resources and adequate support from UNDP and UNEP										
YEAR 1 TOTAL										160,000

2011 Annual Work Plan

Second Year Annual Work Plan										
ANNUAL TARGETS	ACTIVITIES	TIME FRAME				UN AGENC Y	RESPO N- SIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4			Source of Funds	Budget Description	Amount
Output 1: Evidence Base for P-E Mainstreaming Developed										
Targets to be set at the end of year 1	1.1: Demonstrate the Utility of Ecosystems Valuation and Other Tools for Developing P-E Programmes	√				PEI RT UNDP CO	PEI RT UNDP CO MEDT	PEF	Int. consultants Nat. consultants Contr. services Workshops Printing Translation	0
	1.2: Improve and Link Existing Poverty and Environment Indicators	√	√	√	√					35,000
	1.3: Mainstream P-E Linkages into PRS3 Monitoring and Evaluation	√	√							55,000
	1.4: Design and Implement PEI Awareness Raising, Consultation and Communication Strategy	√	√	√	√					20,000
YEAR 2 - OUTPUT 1 SUBTOTAL										110,000
Output 2: P-E Linkages Integrated in District Development Plans										
Targets to be set at the end of year 1	2.1: Elaborate or Identify the Approach Integrating P-E Links into DDPs	√				PEI RT UNDP CO	PEI RT UNDP CO MEDT	PEF	Consult-ants	45,000
	2.2: Integrate P-E Linkages into Selected DDPs	√	√	√	√					85,000
YEAR 2 - OUTPUT 2 SUBTOTAL										130,000
Output 3: Sub-National and Local PEI Plan Implementation Initiatives and Capacity Building Supported										
Targets to be set at the end of year 1	3.1: Integrate P-E and CC aspect to Local P-E Extension Service	√	√	√	√	PEI RT UNDP CO	PEI RT UNDP CO CEPF	PEF		43,000
	3.2: Integrate P-E and CC aspect to Local P-E Microfinance Service	√	√	√	√					25,000
YEAR 2 - OUTPUT 3 SUBTOTAL										68,000
Output 4: Project Management Team Fully Operational										
Targets to be set at the end of year 1	4.1 Setting up a fully equipped and functional PEI Management Unit comprised of a PM and Admin/Fin Assist.	√	√	√	√	PEI RT UNDP CO	PEI RT UNDP CO	PEF	Consult-ants	67,000
YEAR 2 TOTAL										375,000

2012 Annual Work Plan

Third Year Annual Work Plan													
ANNUAL TARGETS	ACTIVITIES	TIME FRAME				UN AGENCY	RESPONSIBLE PARTY	PLANNED BUDGET					
		Q 1	Q 2	Q 3	Q 4			Source of Funds	Budget Description	Amount			
Output 1: Evidence Base for P-E Mainstreaming Developed													
Targets to be set at the end of year 2	1.1: Demonstrate the Utility of Ecosystems Valuation and Other Tools for Developing P-E Programmes					PEI RT UNDP CO	PEI RT UNDP CO MEDT	PEF	Consult-ants				
	1.2: Improve and Link Existing Poverty and Environment Indicators			√	√								23,000
	1.3: Mainstream P-E Linkages into PRS3 Monitoring and Evaluation	√	√										25,000
	1.4: Design and Implement Awareness Raising and Capacity Development Program to Mainstream P-E Linkages into National and Sub-National Planning Processes (to be partially implemented in the Phase 2)	√	√	√	√								50,000
YEAR 3 - OUTPUT 1 SUBTOTAL													
										98,000			
Output 2: P-E Linkages Integrated in District Development Plans													
Targets to be set at the end of year 2	2.1: Elaborate or Identify the Approach Integrating P-E Links into DDPs	√	√			PEI RT UNDP CO	PEI RT UNDP CO MEDT	PEF	Consult-ants	0			
	2.2: Integrate P-E Linkages into Selected DDPs	√	√										50,000
YEAR 3 - OUTPUT 2 SUBTOTAL													
										50,000			
Output 3: Sub-National and Local PEI Plan Implementation Initiatives and Capacity Building Supported													
Targets to be set at the end of year 2	3.1: Integrate P-E and CC aspect to Local P-E Extension Service	√	√	√	√	PEI RT UNDP CO	PEI RT UNDP CO CEPF	PEF		70,000			
	3.2: Integrate P-E and CC aspect to Local P-E Microfinance Service	√	√	√	√								80,000
YEAR 3 - OUTPUT 3 SUBTOTAL													
										150,000			
Output 4: Project Management Team Fully Operational													

Targets to be set at the end of year 2	4.1. Setting up a fully equipped and functional PEI Management Unit comprised of a PM and Admin/Fin. Assist.	√	√	√	√	PEI RT UNDP CO	PEI RT UNDP CO	PEF	Consult-ants	67,000
YEAR 3 TOTAL										365,000

ANNEX C: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Counter-measures / Mngt. response
1	The objective of the project might be too ambitious and the support from the project resources and the government resources may not be adequate to initiate the changes required by the project strategy	15/03/2010	Strategic	The occurrence of the risk will reduce the project impact P=3 I=3	Annual reviews will be conducted to assess the progress of the project and the adequacy of resources that are mobilized.
2	Lack of relevant expertise and capacities in local market may result in delay of required outputs and distortion of targeted deadlines	15/03/2010	Operational	The occurrence of the risk will delay implementation of the project P=3 I=3	Implementation of project activities and recruitment of relevant national expertise is monitored and actions will be identified if the lack of expertise is affecting the timely implementation of the project
3	The government is not committed to implement institutional and policy changes proposed during the implementation of the project	15/03/2010	Political	The occurrence of the risk will undermine the impact of the project P=3 I=3	The project team will closely monitor the developments. The related institution(s) will be contacted early on to establish a partnership with the project and involved into designing of policies
4	Change of government priorities	15/03/2010	Political	The occurrence of the risk will undermine the impact of the project	Ensuring government ownership of the programme including through deep engagement with the government at different levels
5	Decline in commitment from key stakeholders	15/03/2010	Strategic	P=3	Ensuring that the work plan reinforces national and sub-national processes and vice versa, and is agreed upon with all key stakeholders during the inception phase
6	Discrepancy in time lines between national and sub-national processes and programme activities	15/03/2010	Strategic	I=3	Timely and effective management and technical support through the PIT and the Regional PEI Team Timely approval of the programme

					document Continuous and active monitoring by the UNDP-UNEP PEI Team in [location], in particular by the UNDP-UNEP PEI programme officer assigned to the country programme
7	Changes of personnel in the government administration, the UNDP country office, and UNDP-UNEP PEI	15/03/2010	Organizational	The occurrence of the risk will undermine the impact of the project	Control in parallel feedback and direct links to national level government
8	Project successes are not maintained after the project, and are not replicated to other sites.	15/03/2010	Organizational Strategic	The occurrence of the risk will force the downscaling of the activities P=3 I=3	The project strategy focuses on (i) developing realistic policies based on grass-roots experience; (ii) working with the existing UNDP Communities Programme; and (iii) ensuring there are economic benefits. Together, these elements should ensure the sustainability and replication potential of the project successes.

ANNEX D: DESCRIPTION OF THE DDP STRUCTURE

Chapter	Brief Description	Responsible Staff
Introduction	Prehistory and necessity for DDP; Connection to MDG, NDS, PRS and other strategic programmes; Description of DDP approaches, methodology and structure	DDP working group
1. Description and situational analysis	Description and district situational analysis; development trends for the last three years. Major directions on poverty reduction in the district and priority sectors are determined	DDP Working Group
2. Social spheres	This chapter consists of 3 sections: education, healthcare and social services. Current situation for every sector described (3-year data analyzed). Problems, goals, strategies, programmes, development priorities set	DDP Working Group
3. Agriculture or other priority sector	Analysis of sector development trends for last 3 years, main problems mapping, development goals and programmes formatting	DDP Working Group
4. Infrastructures	This chapter consists of 3 or 4 sections, including roads, water supply, gas supply	DDP Working Group
5. Industry, private sector and SME	Industry, private sector and SME, problems and major development trends	DDP Working Group
6. Other sectors not included in previous chapters	For example, governance system, area-based development, environment protection, gender issues, etc.	DDP Working Group
7. Monitoring and Evaluation	Review of created systems, indicators, structure, components and M&E functions	M&E Working Group
8. Financing	Funding sources for upcoming 3 years (district budget, republican or regional budget, other sources). Fund-raising activities for unfunded priority projects (deficit and possibilities).	District administration, DDP Working Group

ANNEX E: CROSS – CUTTING THEMES AND LINKS WITH OTHER PROJECTS / PROGRAMMES

PEI can support **gender equality** by (1) ensuring gender balance participation within stakeholders' consultations and decision making processes within PEI country initiative; and (2) involving women in all relevant capacity building activities. PEI will, to the extent possible, use sex-disaggregated data and gender statistics as a baseline for the analysis of socio-economic situation and the linkages between poverty, environmental degradation, climate change, energy use, waste management etc. PEI will potentially link with the project promoting rural women's entrepreneurship activities implemented also in the Sughd region.

Impact of **climate change** on critical country's sectors, such as hydropower, irrigation and agriculture, can weaken the efforts to reduce poverty levels. To take into account that Central Asia is the climate change hot spot, the PEI shall make an effort to ensure that all the plans and strategies being addressed by the PEI address, to the extent possible, climate risk as one of the factors in the mainstreaming process. Possible related activities would be: collate existing data and analysis on climate change impacts (if available), with particular focus on target regions; conduct local surveys conducted to address data gaps and tailor risk and cost estimations at sub-national level; screen selected plans and strategies against potential climate change risks as related to poverty reduction; to cost and introduce adaptation into district development plans and budgets and support initial steps in pilot testing the application of the weather index insurance for farmers (following the positive results of the recently conducted feasibility study, available upon request)¹². There is a considerable potential to link with the UNDP Central Asia Climate Change Adaptation programme, with one of the key objectives to integrate climate risk management into core development policy and strategies.

As already mentioned, the Sughd region (as the whole country) is highly disaster prone therefore **disaster risk reduction** shall be also considered in the P-E mainstreaming process. There is an opportunity to work with country Disaster Risk Management Programme (DRMP) in targeting environmental interventions that will have benefits for both poverty reduction and disaster risk reduction. Just one example, afforestation and agro-forestry could have significant benefits for mitigation and prevention of landslides and mudflows, if targeted at the areas most vulnerable to these hazards. Moreover, soil erosion and consequent loss of fertility would be addressed and livelihoods improved. One of the results of the country DRMP is inclusion of the disaster risk reduction (DRR) section into the methodology for preparation of District Development Plans (DDPs) and integrating DRR into one of the pilot DDPs. PEI could learn from and utilize this experience. On the other hand, PEI could be instrumental in reflecting the disaster risk assessment results in the selected DDPs would that be conducted in the respective districts of the Sughd region.

Sustainable and integrated water resource management (IWRM) shall be linked with any development plan in the country where water is major source of energy and its biggest share is used in agriculture sector for, very often ineffective irrigation. In those terms, an opportunity to cooperate with

¹² For more information see the publication 'Index Insurance and climate risk: Prospects for development and disaster management (2009)', developed by the International Research Institute for Climate and Society. Available at:

<http://content.undp.org/go/newsroom/2009/june/index-insurance-has-potential-to-manage-climate-risks-reduce-poverty.en?sessionId=axbWzt8vXD9>

the UNDP IWRM regional project for Central Asia, which plans to elaborate IWRM for Zarevshan, will be further investigated. Local population in (not only) in PEI selected districts would benefit from identifying low-costs solutions in water supply & sanitation and irrigation as part of the DDPs implementation. PEI would rely on knowledge and support of the mentioned IWRM projects and other related past and on-going initiatives.

To reflect on the results of the recent energy, water and food crises in Tajikistan and Kyrgyzstan, UNDP has drafted a research proposal called **Poverty, Environment and Vulnerability** to identify (i) trends in access to reliable energy services; and (ii) the impact of the significant increases in energy (electricity, gas)—and possibly also of higher water and communal service—tariffs on vulnerable households, as well as appropriate mitigating social and environmental policies. Research is planned to be conducted within the PEI, with the support of UNDP Regional Bureau for Europe and the CIS (RBEC). Proposed research would contribute to the PEI country programme providing a thorough overview/mapping of the relevant existing data and analysis and ensuring the comparability of work on poverty-environment indicators with key national development plans (PRS3) and surveys. This will help the PEI to better capture links between poverty impact on vulnerable households, possible deterioration in local environmental and health conditions (e.g., due to increased deforestation or use of dung for indoor heating); etc.

UNEP Regional Office for Europe (ROE) has selected Tajikistan as one of the pilot countries for implementing the **Sustainable Production and Consumption Initiative**. The same is the case of the joint **UNDP and UNEP Initiative on Mainstreaming Chemicals into National Planning**. PEI will investigate the possibilities to cooperate with those initiatives and potential joint activities will be reflected in the detailed work plan elaborated in the inception phase of the PEI country programme implementation.

ANNEX F: COMMUNITIES PROGRAMME STEERING COMMITTEE TERMS OF REFERENCE

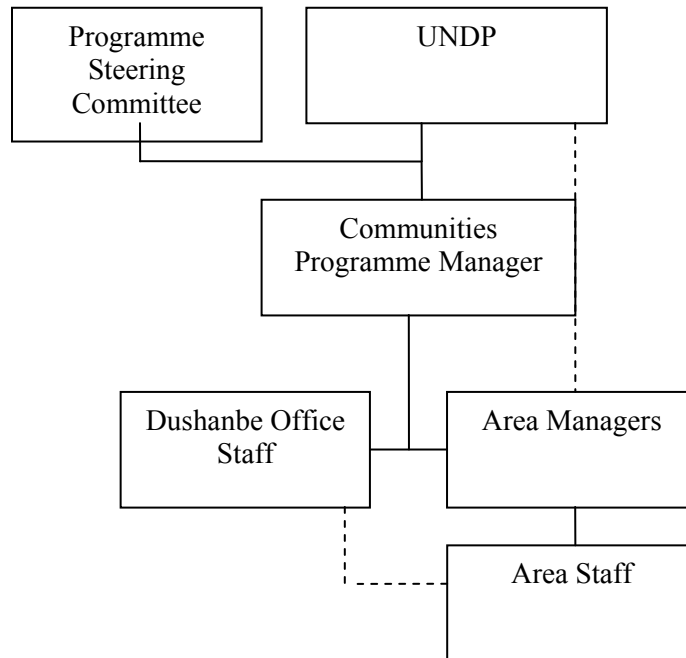
Introduction

Organizational Context

The Communities Programme (CP) is conceptualised in a way that enables an integrated approach of all UNDP Country Office (CO) activities. Being an implementing mechanism for various vertical interventions in several pillars of CPD/CPAP, CP has a management structure that can be utilised for the management of CP and of CPD/CPAP pillars.

In recognition of the specific development situation of Tajikistan and the limited capacity of local authorities to execute the project, the project will be directly implemented in accordance with DIM guidelines in close collaboration with the Government. Since Communities Programme has a strong focus on capacity building, elements of the NEX modality can be introduced as adequate capacities emerge at national and/or sub-national level for the government to take over responsibility over implementation of certain Program components.

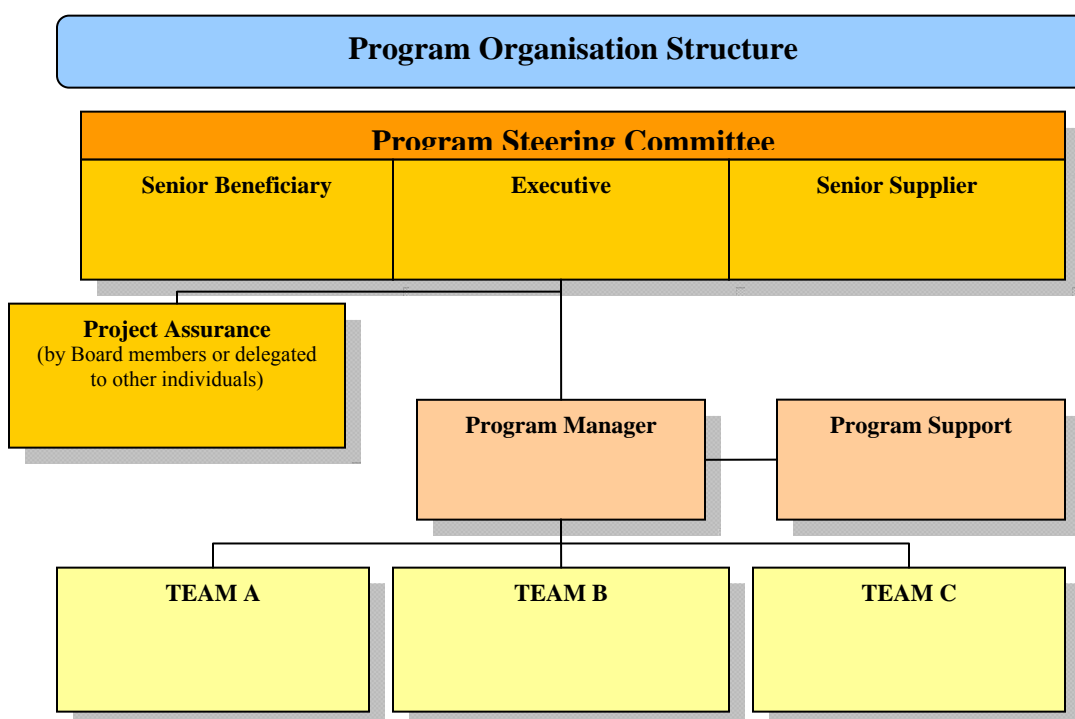
Communities Programme will also serve an open platform for various partnership arrangements with both the government and the international community. Under the Programme different co-implementation and co-funding arrangements can be considered.



Role of the Steering Committee

The role of the CP Programme Steering Committee (PSC) is to provide strategic oversight and direction of the programme, in order to ensure that it retains strategic focus, and to ensure achievement of results on the primary outcomes and that these outcomes fall within MDG, NDS and PRS3 frameworks. It will:

- a) Approve annual work plan for CP, which are prepared by the Programme Manager, ensuring that these are focused and consistent with deliverables set out in the RGP logical framework.
- b) Review progress reports, developed by corresponding Implementing Partners, against the work plans, and take strategic decisions on how to address any major challenges, brought to the Committee's attention.
- c) Monitor progress and impact of any wider issues - e.g. public service reform (including decentralisation and local government law), macro-economic situation, national budget issues, doing business reforms, programmes by other partners - that might impact upon CP and ensure that these are reflected as necessary within the Programme.
- d) Represent as necessary the interests of Programme in high level government discussions.
- e) Agree terms of reference for CP reviews and independent evaluations.



Structure and Membership

The frequency of meetings will be determined as needed, but will be at minimum once every six months. The PSC will represent a senior executive responsible for the ultimate outcome, a senior supplier representing the implementers and a senior user representing the interests of civil society and government. In this PSC, the UNDP Resident Representative (or his delegate) and the UNDP CP Programme Manager will be represented.

The Steering Committee will be chaired by the Minister for Economic Development and Trade.

The members include:

1. Minister for Economic Development and Trade
2. Governor of Soughd Oblast (or deputy responsible for socio-economic development)

3. Country Director, UNDP in Tajikistan (or nominee)
4. Ministry of Finance representative
5. State Statistics Committee representative
6. Institute for Civil Servants Training representative
7. Parliament representative
8. Representatives of other ministries and state structures engaged in the programme
9. Target District Chairmen
10. UNDP Deputy Country Director and/or Assistant Resident Representative/Programmes Coordinator)
11. UNDP Programme Analyst responsible for Poverty and MDGs
12. Communities Programme Manager
13. Representatives of partner NGOs engaged in the programme implementation

Other members can be temporarily appointed to address specific issues arising within the programme. Similarly relevant persons can be invited to attend meetings where appropriate, e.g. representatives of other donors, or programmes, which need to be coordinated with, or reflected within, CP.

Secretariat

UNDP will provide the secretariat for the Steering Committee, which will be financed from CP funds.

ANNEX G: TERMS OF REFERENCE: NATIONAL PROJECT MANAGER

1. Background

Poverty and Environment Initiative (PEI) is a global joint UNDP – UNEP initiative supporting country-level efforts to mainstream environmental management into national plans, sectoral strategies, environmental policies, economic decision-making and sub-national planning. PEI works closely with planning and finance ministries and provides a sustained operational support for country-led P-E mainstreaming programmes through its three phase approach. PEI programmatic approach and the various aspects of the planning processes at country level can be found on the [PEI website](#) and in the [Guidance Note on Mainstreaming Environment into National Development Planning](#).

PEI Europe and the CIS programme has been launched in December 2008 with Tajikistan selected as one of its pilot countries. **Main outcome / objective of the PEI in Tajikistan** is to enhance capacity of government and other stakeholders to integrate environment into sustainable pro-poor sub-national development planning and budgeting. Key entry point / area of application for P-E mainstreaming will be the elaboration and implementation of the District Development Plans (DDPs) and process of monitoring and evaluation of the PRS3 (2010-2012). The PEI Phase 1 country programme will be implemented through the interventions such as: identification of poverty – environment indicators, elaboration of the P-E mainstreaming guidelines, integration of P-E aspect into DDPs, their budgets, and their implementation, etc. These activities will be supported by the awareness, knowledge and capacity rising on P-E issues and way of reflecting them in planning and budgeting.

Duration of the Tajikistan Phase 1 PEI programme will be around 32 months (from May 2010 to December 2012), providing funds are available for the whole indicated period.

2. Assignment Objectives and Results

The first objective of the National Project Manager post is to launch and implement poverty- environment mainstreaming activities in the country and insure that country-level mainstreaming continues as per the work plan specified in the project document.

The second objective is that the country PEI team is coordinated and that an effective national PEI team works successfully with UNCT, other key in-country actors and stakeholders, and the global Poverty-Environment Facility (PEF). The National Project Manager will ensure day-to-day management of the project, and will be a member of the Project Implementation Team (PIT), along with the Administrative and Financial Assistant, and possibly Chief Technical Adviser.

3. Duties and Responsibilities

Under the overall supervision the UNDP CO, and in collaboration with the Technical Advisor, UNDP-UNEP PEI, and the Ministry of Economic Development and Trade, the National Project Manager shall undertake the following tasks:

1.1. Advisory Support to Implementation of Project activities

- Advise on processes and mechanisms that can facilitate the integration of poverty-focused environmental priorities into the PRS, DDPs and other relevant policy processes
- Identify entry points for engaging in these policy processes

- Facilitate the collection and analysis of existing studies and information on poverty and environment
- Identify and implement activities to strengthen the poverty reduction and environment planning system and better integrate them with national development planning processes
- Guide the identification of appropriate poverty-environment indicators that can be monitored at district and national levels, and within certain sectors, and which can be included within future iterations of the PRS process.

1.2. Project Management

- Coordinate implementation of all national PEI project activities and ensure timely implementation of the work plan
- Work closely with the technical advisor and key actors in the Ministry of Economic Development and Trade, Committee for Environmental Protection and Forestry, District Development Councils and other relevant national and sub-national authorities to engage in key planning and budgeting processes
- Manage budgeting and administrative management of the PEI country programme, including resource mobilization
- Ensure that quality monitoring and evaluation of project activities takes place
- Prepare quarterly and annual progress reports and contribute the work plan for the next phase of the country PEI programme
- Manage the work plan of the administrative and financial assistant
- Supervise and organize workshops, meetings, and training events
- If needed, support UNDP CO PEI Focal Point in his participation at the National Steering Committee meetings
- Develop Terms of Reference for out-sourced pieces of work
- Play the lead role in coordinating inputs from international and national consultants for project implementation, in coordinating technical inputs for major project events
- Build partnerships through engagement with civil society organizations and key government bodies, including initiating information/knowledge networks
- Launch activities to include stakeholders in the poverty-environment mainstreaming processes

1.3. Maintain Links with UNCT, Donor Partners, and International Poverty and Environment Community

- Facilitate linkages between the Tajikistan PEI and PEI programme in Kyrgyzstan and potentially other ECIS countries to identify opportunities for lesson learning between countries
- Ensure donor reporting requirements are met and quarterly, annual and financial reporting is rigorous and timely
- Ensure that country PEI team and key actors are informed by international best practice and identify opportunities for the Tajikistan PEI Implementation Team to participate in in-country activities related on poverty and environment

- Represent the Tajikistan PEI project to other donors with a view to mobilizing additional funds
- Keep in close contact with UNDP-UNEP Poverty-Environment Facility in Nairobi to ensure that the UNDP-UNEP PEF is kept up-to-date on project progress and problems encountered

1.4. Provide Support to the Wider UNDP-UNEP Partnership (<10% of time)

- Provide ad-hoc support to the UNDP Administrator's UNDP-UNEP partnership focal point in answering UNDP country office queries on the partnership.

4. Reporting Modalities

The National Project Manager will report to the Assistant Resident Representative/Programmes Coordinator who serves also as the UNDP CO PEI Focal Point

5. Expertise Required

Essential

- Masters degree in environment, natural resource management, economics or equivalent work experience
- Five to ten years work experience in related fields
- Knowledge on process of country poverty and environment mapping (indicators)
- Strong understanding of the country context
- Progressively responsible experience in poverty focused analysis and management of environmental issues
- Considerable level of understanding of international experience in mainstreaming environmental concerns into national development processes.
- Strong interpersonal skills with ability to work under pressure and to establish and maintain effective work relationships with people of different national and cultural backgrounds
- Ability to take initiative and to work independently, as well as part of a team
- Experience of donor coordination work and partnership building work
- Excellent communication skills with ability to express ideas clearly, concisely and persuasively, both orally and in writing
- Fluent written and spoken English, Tajik and Russian
- Computer literacy, especially ability to use Internet and Microsoft Office Suite

Desirable

- Ph.D. degree in social sciences, economics or environment related field.
- Experience of working with UNEP and/or UNDP

6. Duration

This National Project Manager will be based in Dushanbe and the duration of the assignment will be 12 months, renewable based on performance and availability of funds.

7. Application

Interested candidates should send a cover letter and a 4 pages CV to UNDP CO email address (will be added), with a copy to facility.unpei@unpei.org

ANNEX H: TERMS OF REFERENCE: ADMINISTRATIVE AND FINANCIAL ASSISTANT

1. Background

Poverty and Environment Initiative (PEI) is a global joint UNDP – UNEP initiative supporting country-level efforts to mainstream environmental management into national plans, sectoral strategies, environmental policies, economic decision-making and sub-national planning. PEI works closely with planning and finance ministries and provides a sustained operational support for country-led P-E mainstreaming programmes through its three phase approach. PEI programmatic approach and the various aspects of the planning processes at country level can be found on the [PEI website](#) and in the [Guidance Note on Mainstreaming Environment into National Development Planning](#).

PEI Europe and the CIS programme has been launched in December 2008 with Tajikistan selected as one of its pilot countries. **Main outcome / objective of the PEI in Tajikistan** is to enhance capacity of government and other stakeholders to integrate environment into sustainable pro-poor sub-national development planning and budgeting. Key entry point / area of application for P-E mainstreaming will be the elaboration and implementation of the District Development Plans (DDPs) and process of monitoring and evaluation of the PRS3 (2010-2012). The PEI Phase 1 country programme will be implemented through the interventions such as: identification of poverty – environment indicators, elaboration of the P-E mainstreaming guidelines, integration of P-E aspect into DDPs, their budgets, and their implementation, etc. These activities will be supported by the awareness, knowledge and capacity rising on P-E issues and way of reflecting them in planning and budgeting.

Duration of the Tajikistan Phase 1 PEI programme will be around 32 months (from May 2010 to December 2012), providing funds are available for the whole indicated period.

2. Assignment Objectives and Results

The objective of the administrative and financial assistant post is to complete the administrative and budgetary tasks needed to support the PEI country programme, and to provide administrative and programmatic support to the National Project Manager and the Technical Advisor. The Administrative and Financial Assistant will be a member of the Project Implementation Team (PIT), along with the National Project Manager and potentially the Technical Advisor.

3. Duties and Responsibilities

Project management

Under the overall supervision of the UNDP CO and under direct supervision the National Project Manager, the Administrative and Financial Assistant shall undertake the following tasks:

- Prepare payment requests/quarterly advances for project implementation in collaboration with the National Project Manager
- Support the recruitment processes, payment and reporting from consultants working under the country PEI programme
- Ensure timely and correct management and reporting of funds to UNDP country office and the UNDP-UNEP PEI Regional Team (RT)
- Provide counterparts and stakeholders with information related to the project

- Assist in producing project outreach material
- Coordinate minutes and reports from meetings
- Support budget planning and revisions
- Organize travel, accommodation, venue, and other logistics for workshops, trainings, seminars, etc.
- Take part in the overall management of the PEI project, including support to monitoring and evaluation efforts
- Support the timely implementation and delivery of prioritised activities
- Actively facilitate communication with PEI partners at the country and regional levels
- Provide support to communication efforts at the national level, such as supporting management of email lists or regular newsletters
- Ensure that accurate records of project activities and inventory of project support equipment are kept

4. Reporting modalities

The Administrative and Financial Assistant will report to National Project Manager potentially with additional guidance from the Technical Advisor.

5. Profile and qualifications

Required is a person who has knowledge of country civil service and government procedures and/ or UN experience is desirable.

Essential

- Completion of Secondary school or equivalent is required. Supplemental courses/training in administration or other relevant field is desired
- Progressively responsible experience in budget administration and financial reporting
- Experience and competence in managing budgets including strong skills in Microsoft Excel, knowledge of UNDP Atlas or other budgeting software is an advantage
- Strong interpersonal skills with ability to work under pressure and to establish and maintain effective work relationships with people of different national and cultural backgrounds
- Strong team work skills, ability to work well with people different cultures and backgrounds
- Fluent spoken and written English, Tajik and Russian
- Excellent communication skills with ability to express ideas clearly, logically and effectively, both orally and in writing
- Computer literacy in full Microsoft Office Suite, Internet, and office technology equipment

6. Duration

This Administrative and Financial Assistant position will be based in Dushanbe and the duration of the assignment will be 12 months, renewable based on performance and availability of funds.

7. Application

Interested candidates should send a cover letter and a 4 pages CV to email address of the UNDP CO (will be added), facility.unpei@unpei.org