Project Title: Livelihood Improvement in Tajik-Afghan Cross-border Areas II (LITACA II)
Project Number: 00097935
Implementing Partner: MRRD and UNDP Tajikistan
Start Date: 1-January-2018   End Date: 31 Dec 2020   PAC Meeting date: December 20, 2017

Brief Description

LITACA II will be implemented by UNDP Afghanistan. UNDP Tajikistan, the Ministry of Rural Rehabilitation and Development of Afghanistan (MRRD). UNDP Tajikistan plays a coordinating role in this project and directly implements activities on the ground in consultation with Ministry of Economic Development and Trade of the Republic of Tajikistan (MEDT TJK). MRRD AFG is the national implementing partner of UNDP AFG which is accountable to UNDP for managing the project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of resources.

Building on the achievements of LITACA I, previous programmes and initiatives funded by the Government of Japan and JICA, UNDP Afghanistan jointly with UNDP Tajikistan is comprising LITACA II a 3 years initiative to improve living standards and promote stability and security in the bordering provinces of Tajikistan and Afghanistan. This will be achieved by reducing poverty, supporting economic development and cross-border collaboration among the communities along the Tajik-Afghan border. More than 130,072 (cumulative figure from both countries) people will directly benefit from LITACA project while the livelihoods of more than 1,823,828 (cumulative figure from both countries) people living in target bordering communities will be strengthened. The project will offer capacity development opportunities for the local governments, civil society and private sector organizations to sustainably manage local socio-economic development. As well, the project will offer investments for rehabilitating priority infrastructure initiatives and business development as a means of improving livelihoods of the target population, and thereby promoting stability and security in the region.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
- UNDP Afghanistan CPD Outcome 3;
- UNDP Tajikistan CDP Outcome 2

Indicative Output(s) with gender marker:
GEN2

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<thead>
<tr>
<th>Total resources required:</th>
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Agreed by (signatures):
- MRRD (Implementing Partner)
- UNDP Afghanistan
- UNDP Tajikistan

Note: Adjust signatures as needed

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

Afghanistan is a landlocked state with the population of around 33 million, bordering with Tajikistan, Pakistan, Uzbekistan, Turkmenistan, China, and Iran. Afghanistan is one of the poorest and least developed countries in the world: over 35% of people in Afghanistan live below the poverty line. The country’s Human Development Index of 0.465 is among the lowest in the world (it is ranked 171st out of 188 countries). The percentage of the population with access to electricity is also extremely low (43%). About 73% of the population live in rural areas and only 55% of Afghans have access to an improved water source. Significant dependence on agriculture, the lack of water storage infrastructure, and on-going land degradation render Afghanistan particularly sensitive to the effects of flood and drought, both of which are common in the country.

Tajikistan is a landlocked country with a population of 8.4 million, located in Central Asia and bordering with China, Afghanistan, Kyrgyzstan and Uzbekistan. Over 93% of country’s territory is considered mountainous. 73% of the population live in rural areas. The national economy is predominately agrarian, and the country is prone to seasonal and natural disasters. Despite significant improvement since the year 2000, the poverty rate remains high with 31.3% of the population living below the poverty line. The country’s Human Development Index is 0.624 (ranked 129th out of 188 countries), making it the least developed country in Central Asia. The health, water supply and infrastructure sectors all face challenges because of the lack of proper management and investment. Access to health and education facilities, drinking water and sanitation, irrigation and transport infrastructure and energy remains very poor in rural areas.

The joint border between Afghanistan and Tajikistan is 1,206 km long and is an important factor for the countries to enhance existing levels of cooperation. Promotion of regional economic development has the potential to enable cross-country cooperation, and thus contribute to regional stability and poverty reduction.

The Tajik-Afghan border has arrangements explicitly supporting the development of cross-border economic ties. Formal trade across borders between Afghanistan and Tajikistan began with the rehabilitation of the bridge between Ishkashim-Eshkashem and construction of bridges between Shegnan-Tem, Nusai-Ruzvai, Djomarji Bolo, and Khoohon-Shurobad, all in GBAO and Afghan Badakhshan. There are Free Economic Zones (FEZ) (Nijniy Panj and Danghara) created in Tajikistan and construction of cross border market in the Sh. Shohin district of Tajikistan is ongoing. The bridge between Dehqonkhona and Langar, in Wakhan District, remains closed for now, but there is an active plan to construct new Border Crossing Point facilities on either side of the River and re-open the bridge there, during 2016. While the bridges at Ishkashim-Eshkashem, Shugnon-Tem and Nusai-Ruzvai are open for international border crossing traffic for six days each week, all three markets operate only on Saturdays. Currently the opportunities for the cross border trade with Afghanistan are not well used by Tajikistan, although Afghanistan is recognized as a transit country on the way to the closest port “Bandar Abbas” in Islamic Republic of Iran.

Despite the fact that the foreign trade turnover between Tajikistan and Afghanistan has a tendency to grow due to use of Afghanistan as a transit country, the bilateral economic relations require further enhancement.

1 http://data.worldbank.org/country/afghanistan
2 http://data.worldbank.org/country/afghanistan
3 http://data.worldbank.org/indicator/EG.ELC.ACCS.ZS?year_high_desc=false
4 http://data.worldbank.org/indicator/SP.RUR.TOTL.ZS?locations=AF
5 http://data.worldbank.org/indicator/SH.H2O.SAFE.ZS?locations=AF
8 http://data.worldbank.org/country/tajikistan
9 http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/TJK.pdf
Occasional cross-border issues are linked to the narcotics trade, where drug traffickers kidnap or inflict violence due to disputes on issues such as non-payment of debts. This can greatly increase the prospects of violence both within and between border communities. Present systems of border management are inadequate to address such issues and insufficient to meet the challenges of the future. Empowering border communities to build better economic conditions can provide economic alternatives to prevent involvement of the local population in drug trafficking. During past decades massive labor migration (predominantly to Russia in Tajikistan, and to Iran, Pakistan and regional centers in Afghanistan), was a viable coping strategy for many, especially for young men. This approach brought certain money to secure livelihood, but also caused numerous problems (like wives and children left behind). Strengthening migration procedures in Russia couple with economic slowdown resulted in massive return of migrants (involuntary as well as voluntary.)

The existing arrangements governing the movement of goods and people in the bordering area could facilitate trade and cross-border collaboration; however, opportunities for cross-border trade are not properly exploited, due to several obstacles, including poor governance, inefficient border controls, lack of infrastructure (e.g. bridges), crime (to include drug trafficking), and security-related issues.
II. **STRATEGY** (1/2 PAGE - 3 PAGES RECOMMENDED)

The Project builds on the assumption that combination of four major factors:—good and gender responsive local governance, sustainable infrastructure, enhanced local economic opportunities for vulnerable people (rural women, youth, returned labour migrants), and cross-border cooperation for peace and security promotion —leads to better people’s living conditions and livelihoods, and make communities resilient to various external factors. To achieve this improvement, the Project pursues the following major strategies:

- **Improvement of local governance**, including promotion of a participatory approach in planning, budgeting, monitoring and evaluating district development programs (DDP). The idea is to increase engagement of the local population in local development affairs, and at the same time to increase transparency, accountability and responsiveness of local officials in delivering development and services, thus building trust between the population and local government.

- **Enhancing local economic development**, improvement of public infrastructure and services. Under this component the LITACA improves knowledge and skills of local farmers and entrepreneurs, provides vocational training for unemployed youth, women and people with a disability in areas with the highest demand; it contributes to construction and rehabilitation of local socio-economic infrastructure and services, based on identified development priorities; and it improves access of the rural population in targeted areas to better drinking water, irrigation, roads, energy, education and medical facilities.

- **Promoting cross-border cooperation through trade promotion activities**, cross-border forums, fairs, B2B meetings and dialogues.

If there is an intervention in the bordering districts of Tajikistan and Afghanistan to improve border communities’ access to rural infrastructure and public services, to increase employment opportunities for men and women, and to improve access for cross border trade, dialogue and partnerships which includes opportunities for rural women as well as vulnerable and marginalized groups, then there will be improved economic stability and community resilience in the border areas.

Given the current situation on the Tajik-Afghan border areas, with the poor security and living conditions in both countries, there is an urgent need for development interventions aimed at improving the living standards of rural communities in the bordering areas of Tajikistan and Afghanistan and to reduce poverty and inequalities, including gender inequalities and to improve security through economic stability.

The intended beneficiaries of the LITACA II project are selected communities in the bordering provinces of Tajikistan and Afghanistan. Additionally, through the project, rural women in the cross-border communities, and those most excluded and most vulnerable, will have their livelihoods ensured by sustainable income generation. The geographical scope of the project will be a scaling up of successful practices of previous projects in the eight (8) Tajikistan bordering districts of Khatlon Region. In Afghanistan, implementation of the project will focus on the six (6) bordering districts of the Provinces of Badakhshan, Kunduz, Takhar, and Balkh.

UNDP’s comparative advantage in implementing development projects in both Afghanistan and Tajikistan, as well as its specific expertise in programming related to rural livelihoods and resilience makes it especially well placed to design implement and monitor development interventions in this specific
context. From 2014-2017, UNDP implemented the LITACA project with funding from JICA. LITACA was a highly effective project, especially in terms of building governance capacity, in improving access to and quality of public services (schooling, primary health care, drinking water, sanitation) as well as enhancing the capacities of citizens to engage in economic activities. LITACA II builds on, and extends the progress made in the original cross-border project. The experience gained in implementing this project, as well as the lessons learned, will be a vital advantage in implementing LITACA II.

Based on LITACA project Mid-term review UNDP proposes to incorporate some of the key findings such as:

In Afghanistan:
- Build capacity in local partners to support governance in the absence of formal district and community government structures;
- Tighten supervision of infrastructure projects;
- Pay close attention to local capacity to maintain infrastructure;
- Base future infrastructure/services on closer needs analyses and consultation with the population, especially women;
- Adopt an inclusive approach of business cycle and enterprise development focused on the identification of enterprise opportunities, mobilization of existing resources, capacity building and training, market linkages, and the transfer of technology through mentoring; and
- Follow a demand-driven approach to skills development, with support to entrepreneurs based on market demand.

In Tajikistan:
- Improve local government’s understanding of their role in economic development;
- Support regional and district administration in embracing modern IT and communication technology;
- Ensure better synergies between infrastructure sub-projects and governance components; and
- Scale up work on women’s economic empowerment and equality.

In both countries
- Mobilize the leverage of the UN and its programmes to advocate cross-border cooperation at the national levels.

In Afghanistan:

Within the UNDP Afghanistan Country Office, the LITACA II project is housed in the Livelihoods and Resilience Programme Unit, which is responsible for project design, contracting, and project initiation. For the implementation, the Programme Unit provides administrative support in addition to the role of monitoring and oversight.

Following several years of nationwide projects, UNDP has a well-established network with local community, district, and provincial institutions and partners. In particular, based on UNDP's experience with the National Area-Based Development Programme (NABDP) (2002-2016) the LITACA project will
benefit from UNDP experience. The UNDP will utilize the community presence of localized Community Development Councils (CDCs) and Cluster Community Development Council (CCDC)\(^\text{10}\).

CDCs, CCDCs, and their predecessor institutions have frequently been implementing partners or monitoring agents in NABDP infrastructure projects in Afghanistan. Projects included establishing micro-hydro and solar power, building roads and bridges, improving irrigation and water storage, flood protection, constructing schools and clinics. UNDP proposes to utilize this existing relationship to implement and monitor projects in LITACA II.

Considering the precarious security situation in Afghanistan, UNDP has taken due diligence to assess the current risks associated with the project. UNDP has a number of risk mitigation measures in place such as utilizing local CDCs in key components and to include local employees in project staffing to facilitate smooth project implementation and monitoring.

**In Tajikistan:**

UNDP Country Office in Tajikistan will implement its part through its Communities Programme (CP) under Direct Implementation Modality (DIM) in accordance with rules and procedures of UNDP. CP will play the leading role of project implementation. International and local consultants will be involved on a need basis. UNDP will provide operational and management support in project implementation through its programme and operations units. UNDP Tajikistan through its area office in Kulyab and Shaartuz will provide overall coordination on sub regional level, methodology development, expert and logistical support, quality control of the expert work, supervision of monitors, etc.

UNDP remains committed to the highest standards of accountability and transparency which regularly includes publishing financial, procurement, and project information.

**Problem Statement:**

Communities in Tajik-Afghan cross-border regions are vulnerable to the risks of natural disasters due to a number of geological and geographic constraints also hampering the access to adequate resources and capacities for managing disaster risks. Women are a particularly vulnerable group, with less access to property and business.

**UNDP Tajikistan Outcome:** Strengthened living standards of selected rural communities in the bordering areas of Tajikistan and Afghanistan

**UNDP Afghanistan CPD Outcome 3:** Economic growth is accelerated to reduce vulnerabilities and poverty, strengthen the resilience of the licit economy and reduce the illicit economy in its multiple dimensions

**UNDP Afghanistan CPD Output 6:** Improved economic livelihoods, especially for vulnerable populations and women

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Project Outcome
- UNDP Afghanistan CPD Outcome 3: Economic growth is accelerated to reduce vulnerabilities and poverty, strengthen the resilience of the licit economy and reduce the illicit economy in its multiple dimensions
- UNDP Tajikistan CPD Outcome 2: People in Tajikistan benefit from equitable and sustainable economic growth through decent and productive employment, stable energy supply, improved access to specialized knowledge and innovation and more favorable business environment especially for entrepreneurs and farmers.

UNDP Country Programme Document Outputs:
- UNDP Afghanistan CPD Output 6.1: Improved economic livelihoods, especially for vulnerable populations and women
- UNDP Tajikistan CPD Output 2.1: National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment and livelihood intensive.

Project Goal (Afghanistan): Economic growth is accelerated to reduce vulnerabilities and poverty, strengthen the resilience of the licit economy and reduce the illicit economy in its multiple dimensions.

Project Goal (Tajikistan): Strengthened living standards of selected rural communities in the bordering areas of Tajikistan and Afghanistan.

Project Outputs:
1. Border communities’ access to rural infrastructure and public services improved.
2. Employment opportunities for women and men in bordering provinces of Tajikistan and Afghanistan increased.
3. Border communities’ access to cross border trade, dialogue, and partnerships, including opportunities for vulnerable and marginalized rural women improved.

Border communities’ access to rural infrastructure and public services improved (Output 1)

Needs Assessment and Capacity Building

Activity Result 1.1.: Local governance institutions capacity to manage local development and planning processes enhanced

LITACA II will improve border communities’ access to rural infrastructure and public services, through a series of initiatives which aim to raise the capacity, both of local governance representatives and other non-government local stakeholders in the development-planning process. This participatory approach will ensure buy-in at all levels of the community, as well as ensuring close monitoring and gender responsiveness of local development plans and budgets by NGOs and other citizen groups.

Technical capacity and training providers will vary depending on the findings of the needs assessment and the nature of the value chains and sub-sectors which are targeted for strategic interventions. LITACA II will seek to support existing and establish new partnerships with various government and non-government institutions including MAIL, MoCI, MoWA, MoLSAMD, ACCI (in Afghanistan) and MEDT, Committee on Local Development, CCI (in Tajikistan) and other relevant entities.

From the Afghanistan side, MRRD will closely work with MAIL on agro-business opportunities to complement efforts and ensure productivity for enterprise development. MRRD will also strengthen its partnership and coordination with MoCI to ensure sustainability and macro-level value chain assistance. Notably, the project aims to graduate numerous women-owned enterprises from LITACA II programming to MoCI for registration and further professional support.
Information management on training plans, implementation and reporting is a key component under this activity, which will utilize MRRD’s existing management information systems. This initiative will support the collection of gender-specific information, which will be linked with Afghanistan’s Women’s Economic Empowerment National Priority Programme components on gender statistics and analysis. This system will provide information on value chains and other key information for the purpose of planning, analysis, and reporting.

In both Tajikistan and Afghanistan, the LITACA II project will first conduct capacity needs assessment of the local governance representatives at district level to effectively run local development initiatives. Following the needs assessment, the project will provide capacity support based on its recommendations, which will take the form of trainings, consultations, equipment and/or exposure visits. In Afghanistan, LITACA II will assist local governance representatives to develop Annual District Development Plans (ADDPs) and CDPs through participatory planning processes (workshops).

Notably, more research needs to be done on local issues which can facilitate business and investment in border areas. An innovative and key component of the LITACA II strategy is its capacity to engage local youth organizations and university programs which will be mobilized to conduct a cross-border business and investment analysis to stimulate trade and local economies.

Infrastructure

Activity Result 1.2.: Community-based rural infrastructures (health, education, transportation, irrigation and agricultural facilities) are built, rehabilitated, and/or strengthened

Consultation and Planning
In both Afghanistan and Tajikistan, a participatory approach to assessment will be carried out to identify community-based infrastructure needs. In line with lessons-learned from the LITACA I project, close consultation will be held with local stakeholders to include local governance institutions, civil society actors, and community elders to ensure that infrastructure projects are based on the actual needs as identified by the communities.

Another aspect of ensuring community support for infrastructure development is to mobilize community contributions in terms of both available equipment and in-kind labor contributions. UNDP’s experience has demonstrated that infrastructure projects are far more likely to be sustainable when communities have contributed to project planning, implementation and monitoring. An important feature of LITACA II involves training local governance representatives to mobilize community contributions for prioritized infrastructure projects. Since the existence of infrastructure does not guarantee equal access for all, LITACA II will address this challenge by supporting the ability of rural women and people with disabilities to contribute directly. This includes their participation in project planning to ensure that their needs are taken into account.

Implementation
LITACA II includes capacity building for local communities to manage new and rehabilitated infrastructure as well as to monitor and evaluate project implementation. Infrastructure projects aim to address community needs and strengthen the foundations for local economic development. As such, LITACA II will address issues and infrastructure needs related to water supply, sanitation, solid waste, health services, education, transportation and agricultural facilities, as well as agro-business infrastructures. Rural energy facilities will be constructed in both Afghanistan (through the ASERD project) and Tajikistan (through
involvement of relevant country programs), and training will be provided for end users, especially rural women and marginalized groups, on alternative energy benefits and disaster risk reduction.

A proper assessment of the capacity of local operators to manage infrastructure in the long-term will also be conducted in line with lessons learned from the LITACA I project. Capacity of local operators to manage rehabilitated infrastructure will be strengthened, and a culture of infrastructure management will be promoted. This will be complemented by information campaigns which will instruct local community members on efficient management of resources and ICT.

Employment opportunities for women and men in bordering provinces of Tajikistan and Afghanistan increased (Output 2)

Activity Results 2.1: Labour skillsets of m/f youth, unemployed, marginalized groups and returning migrants in selected bordering areas strengthened

Experience shows that stability is directly linked to the incomes and employment of the population living those areas vulnerable to instabilities. As such, the goal of the project is to reduce poverty and vulnerability, and to strengthen community resilience. To do so requires addressing the economic opportunities for men and women. LITACA II will address these challenges in two ways: 1) by building workforce capacity in strategically prioritized areas; and 2) by developing business skills and business environments.

In both Afghanistan and Tajikistan, LITACA II will make an assessment of the current workforce, and assess and categorize both male and female laborers based on their existing skillsets. Significantly, a gender analysis will establish where there are gaps in women’s access to vocational education. Based on these assessments, the project will design and carry out several competency-based training programs in priority sectors to include literacy, basic business management, accounting, and computer skills. Special attention will be paid to ensure equal access to training for women and girls.

On the employment demand side, LITACA II will promote and develop business skills to improve business environments in collaboration with agro- and non-agro-based SMEs, large employers, entrepreneurs, producer groups, and lead farmers. Labor market surveys conducted by the project will establish labor needs while support to developing short-, medium- and long-term business plans to help local employers identify capacity gaps will aim to increase local employment demands. Additional project support to viable businesses in the form of training, equipment and technology for value chain enhancement will also improve long-term employment opportunities.

The identification and training of potential entrepreneurs is an element in the creation of economic opportunities. LITACA II will use ILO sector and subsector/gender sensitive analysis methodologies to map entrepreneurial opportunities as well as design and implement a skills training program for both men and women in order to stimulate new enterprises which can provide local employment.

Innovation in Entrepreneurship through the One Village One Product strategy

Activity Results 2.2: Ability of agro- and non-agro-based enterprises in selected border areas to generate new employment opportunities through OVOP concept are strengthened

In both Afghanistan and Tajikistan, sustainable innovation in business and social sectors will be promoted through a Small Innovation Fund to farmers, business associations, SMEs, and public organizations to enhance local employment and off-farm income generating opportunities also linked to the One Village
One Product (OVOP) strategy. Significantly, innovative and sustainable green technologies which enhance farming and production will be promoted through demonstration centers.

One Village One Product is an innovative model, developed and promoted by Japan, which has been piloted in recent years. It combines the individual efforts of local producers into a single driving force – the One Village One Product Association – aimed at economic development in rural areas by enhancing the quality of local goods and developing marketing strategy. It involves taking a product unique to that particular region and cultivating it into a regionally or nationally (potentially globally) accepted product; within the community synergies and scale are developed in lieu of a race-to-the-bottom competition structure.

LITACA II will conduct feasibility assessments on the scaling up OVOP initiatives. It will promote community-based OVOP initiatives with the aim of reaching the cross-border and international markets, and provide training, guidance and equipment for introducing OVOP to targeted districts. An OVOP Association and Centre to support OVOP business development will also be established, providing support on packaging, branding, designing, logistics, business matching, regional / international market linkages, and websites.

Finally, best practices on local governance and rural development will be shared and promoted through South-South and triangular cooperation (SSC-TrC).

Border communities access for cross border trade, dialogue and partnerships, to include opportunities for vulnerable and marginalized rural women improved (Output 3)

Activities Result 3.1. Promote and support local businesses in cross-border areas with a particular focus on engagement of local women

Despite differences in the political situation and socio-economic context of each target country, both Afghanistan and Tajikistan face similar development challenges. Supporting trade in cross-border areas and promoting cross-border economic cooperation will promote stability and raise living standards on both sides of the border. The LITACA II project will employ a participatory approach to exploring cross-border potential by consulting local communities, government entities, enterprises and consumer groups on both sides of the border. Assessments of potential products and businesses will also be conducted, with attention paid to businesses where women can directly contribute. Rural women will be supported to initiate joint business activities and income generation activities, and enabled to share experiences of entrepreneurship with other women in target districts. In Tajikistan, LITACA II will also support community mobilization to monitor and improve access to essential social services for women, including child care. Monitoring of policies and laws that affect rural women will be discussed at consultations at national and district level, so that gender-specific needs can be integrated into future policy actions.

Activity Result 3.2. In both countries Support cross-border economic cooperation and interaction

LITACA II supports in-depth research on existing and potential cross-border cooperation between Tajikistan and Afghanistan. Business development workshops will be conducted in cross-border areas of both countries with the participation of entrepreneurs, business support organizations and trade policy makers. ICT will be employed to promote information sharing, with an entrepreneur database and website. Manuals on conducting business between the two countries will be developed and distributed.
At the regional level, policy dialog opportunities between state and private representatives will help to facilitate easier business arrangements. Cross-border trade, markets and events will be promoted through a public-awareness campaign, which will also document and promote women's experience and economic empowerment. Women will be funded to attend global forums promoting women's economic empowerment. These advocacy aspects of LITACA II will be reflected in practical steps to make it easier for women to own and run businesses and increase their economic empowerment.

LITACA II comprises a campaign to enable women and girls to legally register land, business and property. Technical assistance to local and state institutions, such as land registry will help to make this a reality. The community will be mobilized at all levels to change the perception, stereotypes and norms that discriminate against women and prevent them from achieving economic empowerment.

The activities outline above will be supported by rigorous monitoring both before and after the project, to track change and results, and to establish the effect of interventions on income of men and women on both sides of the Tajik-Afghan border.

**Resources Required to Achieve the Expected Results**

The following estimated resources will be required to deliver the outputs.

**People**
- Government National Technical Assistance deployed specifically to the project
- Local Institutions (Community Development Councils, Cluster Community Development Councils)
- UNDP Regional Office in Bangkok, Istanbul and UNDP Bureau of Policy and Planning New York
- Project Management Unit in Kabul and Dushanbe (Project Manager, Chief Technical Adviser, Reporting Officer, Communication and Output Managers)

**Operations expenses**
- Equipment to deliver assistance (vehicles, office equipment and supplies)
- Offices will be located in relevant Government provincial offices
- National and international travel and missions
- Fuel, maintenance, utilities
- Entrepreneur tool kit packages
- Consultancies and contractual services

**Partnerships**
- This is an opportune time for the GoIRA and Government of Tajikistan in collaboration with UNDP to support the livelihoods of Afghan and Tajik men and women, and to put the national strategies, SDGs and Agenda
- A partnership between UNDP, the Government of Afghanistan and Tajikistan will extend the reach of each institution, giving access to a wider range of potential opportunities to address the issues related to regularizing migration, strengthening local economies, and providing
• IDPs, returnees, and un-skilled and semi-skilled youth with domestic and international labour opportunities. Such partnerships will be instrumental for GoIRA to leverage more resources for this

Main National Partners

The Ministry of Rural Rehabilitation and Development (MRRD) was established to develop and implement programs promoting responsible social and financial growth in rural areas, primarily in the non-farm sector. It has employees in all 34 Provinces of Afghanistan, and delivers a wide range of programs funded both by the Ministry itself and the International Community. MRRD aims to reduce poverty amongst the approximately 80% of Afghans who live in rural areas by implementing a made-in-Afghanistan “Pro-Poor” growth strategy which calls upon the government and civil society to address the macro economic constraints, the small size of the formal private sector, and the realities of rural poverty to implement realistic poverty reduction and development strategies. These strategies are developed within the broader context of the interim Afghan National Development Strategy, the roadmap the Government of the Islamic Republic of Afghanistan is following as it works towards achieving the SDGs and Afghan Compact goals.

The Citizens’ Charter is a government effort that links rural and urban communities, districts, provinces, municipalities and the central level. It is the first inter-ministerial, multi-sectoral NPP, where Ministries are collaborating on a single programme, with presidential oversight. The programme was designed collaboratively with the Ministry of Agriculture, Irrigation and Livestock (MAIL), Ministry of Education (MoE), Ministry of Public Health (MoPH), Ministry of Rural Rehabilitation and Development (MRRD), the Independent Directorate of Local Governance (IDLG) and coordinated by the Ministry of Finance (MoF). Consultations have been held with civil society organizations and NGOs, particularly those who have implemented community driven development projects in the past, to learn from best practices and make relevant recommendations for the Charter. The opinions and views of CDC representatives were also considered for the design of the programme, as per the CDC Declaration from the Autumn 2014 CDC Jirga. The Citizens’ Charter Afghanistan Project (2017-2020) aims to improve the delivery of core infrastructure and social services to participating communities through strengthened Community Development Councils (CDCs). These services are part of a minimum service standards package that the Government is committed to delivering to the citizens of Afghanistan.11

In terms of activities, while the Citizens Charter and LITACA Phase II are two separate interventions, they will both by implemented by the MRRD that will ensure that they are related and closely coordinated, each contributing to a specific aspect of the challenges faced by cross-border communities. Under the leadership of MRRD, the Citizens’ Charter and LITACA Phase II will develop a coordinated approach to community partnerships to help ensure best utilization of scarce resources. To this end, LITACA Phase II will avoid duplication and share the same approaches to community development to support and complement the work of the Charter in a cost-effective way. This will include support the equal involvement of men and women and youth, build the capacity of communities and local authorities to implement development plans and mobilize local resources to rehabilitate and maintain infrastructure.

The Ministry of Agriculture, Irrigation and Livestock (MAIL). MAIL supports poverty reduction, licit crops and national security through natural resource management, increasing agricultural production and productivity, improved physical infrastructure and market development. MAIL programmes are in line with the Afghanistan Rural Development Sector Strategy and cover: (i) Natural Resource Management; (ii) Agriculture Production and Productivity; (iii) Economic Regeneration; (iv) Programme Support and Change Management. MAIL beneficiaries are farmers, local business and all rural citizens. Consensus is...

formed while working through Community Development Councils, Cluster CDCs, and District Development Assemblies, as well as local producer organisations.

**The Ministry of Commerce and Industry (MOCI).** The MOICI encourages and support encourage growth through the development of appropriate policies and regulations, and the facilitation of private sector production and trade. The Ministry has six main objectives: (i) improve the enabling and regulatory environment for business and Afghanistan’s DBI2 Ranking; (ii) improve international competitiveness and trade; (iii) industrialize Afghanistan through increased exports and import substitution; (iv) ensure the private sector operates fairly and equitably; (v) ensure pro-poor growth; (vi) promote the market economy and increase understanding of how it operates.

**International Non-Governmental Organizations (NGOs),**

**The Agha Khan Development Network (AKDN)**

Together with its sister agencies within AKDN, the Aga Khan Foundation (AKF) works extensively across borders between Afghanistan and Tajikistan. Since 1996, AKF interventions have contributed to the provision of sustainable solutions to long-term problems of poverty, hunger, illiteracy, and ill health. On both sides of the border, AKF works with rural communities in mountainous, remote and resource poor areas to improve quality of life through its programming in natural resource management, market development, human and institutional development, education, and health.12

LITACA Phase II will coordinate activities closely with the Multi-Input Area Development—Global Development Alliance (MIAD-GDA), a partnership between USAID and the AKDN to improve the quality of life in Afghanistan's Badakhshan Province by strengthening health, education, livelihoods, and governance.13

**Media, Civil Society and Private Sector**

LITACA Phase II will involve the local media and organise regular networking events among communities and between provinces both in Afghanistan and Tajikistan and publish success stories in cooperation with the LITACA project team in Tajikistan. LITACA Phase II will also engage with media to communicate changes and facilitate information and understanding of the project, especially at the initial and final stages among beneficiaries, local authorities, development organisations, donors and people living in the cross-border areas.

In the specific context of Afghanistan, characterized by conflict and difficulties to reach insecure areas, LITACA Phase II will involve the media along with community-based organisations and civil society when feasible to help the project to conduct assessment of the baseline situation and collect data. LITACA will encourage the use of media such as television, radio and mobile phone with SMS facilities to explain processes, provide marketing information and make use of technologies that can reach the excluded such women and youth.

LITACA Phase II will also consider reaching communities and beneficiaries across the border through radio campaigns, dramas, question and answer sessions, and television shows in the local language. Participation and consultation with the local private sector and potential investors in the planning process

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12 As of June 2015, the AKDN ha implemented cross-border interventions in Shughnan, Ishkashim, Wakhan, Nusai, Maimai, Shekai, and Kufab districts of Afghanistan and Shughnan, Ishkashim, Rushan, Shughnan, Vanj, and Darwaz of Tajikistan.

will help LITACA Phase II reflect their needs and priorities and promote partnerships with local authorities to fund and implement select LICA Phase II interventions.

**Donor Agencies, International Organizations and UN**

- JICA’s PEACE, HYMEP, LEAF, PMS projects
- The Aga Khan Development Network
- UN HABITAT
- World Food Programme
- GIZ’s Regional Capacity Development Fund
- USAID’s Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP North)
- ACTED
- European Union EU Border Management in Northern Afghanistan (BOMNAF) and JICA funded Border Management Project (BMP) in Tajikistan
- Aid for Trade in Tajikistan
- GoIRA’s the Independent Administrative Reform and Civil Service Commission of Afghanistan (IARCSC)
- Trade Associations
- Entrepreneurs Associations
- Private Service Providers

**Partners in Tajikistan**

**National Partners**

Ministry of Economic Development and Trade of the Republic of Tajikistan (MEDT) is the leading state authority on economic development policy and is the main partner of the project. At the national level, the Ministry will assist in the design and monitoring of the necessary legislation and regulations at the central level, as well as the effective implementation of the project. MEDT has its structural divisions in the regional, city and district levels. The Ministry will be a key member of the Steering Committee, conducting monitoring of project implementation and achievement of specified goals and objectives. It will also connect with numerous other national level agencies.

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14 PEACE (Project for the Promotion and Enhancement of the Afghan Capacity for Effective Development) is a JICA-Ministry of Higher Education collaboration project which aims to enhance the development of Afghanistan through providing scholarship to young civil servants and university faculty members. The Capacity Enhancement on Hydro-meteorological Information Management (HYMEP) project gathers and utilizes hydrological and meteorological information nationwide to support more effective water resource management in Afghanistan. The Expansion and Improvement of Literacy Education in Afghanistan’ (LEAF) project provides technical support to the Ministry of Education to build its capacity to monitor, evaluate, and improve its literacy programs. LEAF has provided 10,000 people with access to literacy education and helped to strengthen the capacity of the Literacy Department in managing data and teaching materials on literacy and training supervisors for literacy classes. Peace Japan Medical Service (PMS) — is an irrigation project in eastern Afghanistan, where a PMS clinic is located, that was based in part on the Japanese nationally designated historical sight Yamada Weir and Triple Waterwheel in Asakura city, Fukuoka prefecture. From: [https://www.jica.go.jp](https://www.jica.go.jp). For JICA Project’s in Afghanistan see Annex II.

15 The EU Border Management in Northern Afghanistan was initiated in 2007 as part of EU Kabul’s regional cooperation programme and as a capacity building and training project. The specific objective is to Support Cross-border Security and Cooperation through improving the capacity of Integrated Border Management in northern Afghanistan ([http://eu-bomnaf.org/about/](http://eu-bomnaf.org/about/)). Similar project has been supported by Government of Japan, through JICA in Tajikistan (targeting mainly Gorno-Badakhshan Autonomous Oblast).

16 The Aid for Trade Phase II project funded by Finland as part of the Wider Europe Initiative supports inclusive growth in the Central Asian region through the promotion of trade and competitiveness to support these countries’ efforts to reduce poverty and improve peoples’ lives. [http://www.tj.undp.org/content/tajikistan/en/home/operations/projects/poverty_reduction/aid_for_trade_II.html](http://www.tj.undp.org/content/tajikistan/en/home/operations/projects/poverty_reduction/aid_for_trade_II.html)
Government of Khatlon and District Administrations: State Administration Office of Khatlon Province (based in Kurgan-Tube city) and 8 targeted cross-border districts (Shaartuz, Qubodiyon, Jayhun, Dusti, Panj, Shamsiddin Shohin, Hamadoni, Farkhor), as well as Jamoats in target districts are the project beneficiaries and will be greatly involved in project implementation.\(^\text{18}\)

Local administrations are the structural bodies at the local level for the implementation of state policy in the rural areas targeted by the project. The main role of the local administration is to, for example, support the sustainable socio-economic status of the areas of implementation, to improve the welfare of the people, and to develop economic infrastructure. UNDP has established a fruitful collaboration with these local authorities. During LITACA project (2014-2017) a range of mechanisms and instruments for local development were introduced including: District development programmes, based on wide participation of representatives of all sectors and improvement of monitoring and evaluation systems for local development processes; Public-private dialogue to enhance feedback mechanism for improvement of quality of social services; Capacity building of government bodies at local level; Improvement of professional skills development through rehabilitation of infrastructure and introduction and new training programmes, particularly vocational trainings.

Local administrations will assist in the effective implementation and monitoring of LITACA Phase II. Particularly, local administrations will be actively involved in the selection of education and health facilities, which are planned to be renovated within the framework of the project.

International Non-Governmental Organizations (NGOs), Media, Civil Society, Private Sector

During Phase II of the project, it is expected that collaboration with several donor agencies, international organizations (e.g., Asian Development Bank, World Bank, Swiss Development and Cooperation, GIZ, IOM, OSCE, etc.) and INGOs (e.g., AKF/MSDSP, Oxfam GB, etc.) active in LITACA’s focus areas will be further maintained. Cooperation with Civil Society Organizations will be further enhanced. The forum for this cooperation is the LITACA Technical Working Group [see Coordination]. Technical specialists from these organisations will be invited to the Technical Group meetings to contribute experience and skills, in coordination and consultation with other partners represented in the Group. The Technical group meets quarterly under the leadership of the Project Managers in both countries.

Close cooperation to ensure strengthening cross-border cooperation between communities of both countries will be established through the Council for Cross-border Cooperation between Khatlon and Takhar/Kunduz Provinces. Further, religious leaders and representatives of neighborhood (Mahalla) committees will be involved in the project implementation. These organizations will particularly contribute to the effective implementation of the project in the field and awareness raising of local people about the project implementation.

The media will be informed about project implementation by issuing press/media releases. Media will be invited to participate at the LITACA Press Tours to visit project sites to ensure independent media coverage of development challenges in rural areas and how these challenges are addressed by the project in cooperation with development partners. Interested networks of Civil Society Organizations, Universities and Academia and Private Sector representatives will also be engaged in public hearings on design, monitoring and implementation of DDPs, LITACA Phase II project activities, research and analysis works on local development challenges and proactive/feasible ways to address them.

\(^{18}\) The Jamoats of Tajikistan are the third-level administrative divisions, similar to communes or municipalities.
## Risks and Assumptions

<table>
<thead>
<tr>
<th>Outputs and Activity results</th>
<th>Important Assumptions, Risks and Prior Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 1</strong>: Border communities' access to rural infrastructure and public services improved</td>
<td><strong>Risks</strong>&lt;br&gt;The ongoing conflict in Afghanistan may spill over into targeted border areas which lead to border closures</td>
</tr>
<tr>
<td></td>
<td><strong>Assumptions</strong>&lt;br&gt;Local government and community leaders engagement will lead to the local ownership of the project and contribute to an environment considered stable enough for project delivery</td>
</tr>
<tr>
<td><strong>Activity Result 1.1</strong></td>
<td><strong>Risks</strong>&lt;br&gt;The ongoing conflict throughout Afghanistan may limit access to some locations for periods of time during the project</td>
</tr>
<tr>
<td></td>
<td><strong>Assumptions</strong>&lt;br&gt;Efforts to address Gender imbalances through the provision of opportunities to women may be viewed by a vocal minority as in opposition to local traditions and customs (applicable to AFG)</td>
</tr>
<tr>
<td></td>
<td>Some local power holders may attempt to steer business development interventions to benefit particular businesses over others</td>
</tr>
<tr>
<td></td>
<td><strong>Assumptions</strong>&lt;br&gt;Selected locations will remain accessible for the duration of the project</td>
</tr>
<tr>
<td></td>
<td>Capacity Assessment will provide an accurate overall picture despite a challenging and protracted conflict environment, and will successfully identify entry points and capacity support needs</td>
</tr>
<tr>
<td></td>
<td>Respective ministerial entities on both sides of the border will operate, manage and maintain the provided Community-based rural infrastructures</td>
</tr>
<tr>
<td></td>
<td>Strong interest of women from vulnerable/excluded groups for participation in policy formulation to voice their needs and priorities is in place as a result of capacity development interventions</td>
</tr>
<tr>
<td></td>
<td>Strong interest and opportunities for South-South cooperation in the area of WEE are generated</td>
</tr>
<tr>
<td><strong>Output 2</strong>: Employment opportunities for women and men in bordering provinces of Tajikistan and Afghanistan increased</td>
<td><strong>Risks</strong>&lt;br&gt;The ongoing conflict throughout Afghanistan may limit access to some locations for periods of time during the project</td>
</tr>
<tr>
<td><strong>Activity Results 2.1</strong></td>
<td><strong>Risks</strong>&lt;br&gt;Efforts to address Gender imbalances through the provision of opportunities to women may be viewed by a vocal minority as in opposition to local traditions and customs (applicable to AFG)</td>
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<tr>
<td></td>
<td><strong>Assumptions</strong>&lt;br&gt;Selected locations will remain accessible for the duration of the project</td>
</tr>
<tr>
<td></td>
<td>Targeted individuals in both sides of the border whom receive private sector-based training programs will have opportunities and be able to enter the local and/or cross-border labour markets</td>
</tr>
<tr>
<td></td>
<td>Supported entrepreneurs, SMEs and producer groups will contribute to increased employment opportunities for both women and men in the local and/or cross markets</td>
</tr>
<tr>
<td><strong>Activity Results 2.2</strong></td>
<td><strong>Risks</strong>&lt;br&gt;The ongoing conflict throughout Afghanistan may limit access to some locations for periods of time during the project</td>
</tr>
<tr>
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<td></td>
<td>Supported entrepreneurs, SMEs and producer groups will contribute to increased employment opportunities for both women and men in the local and/or cross markets</td>
</tr>
</tbody>
</table>

### Activity Result 1.1

**1.1. Local governance institutions capacity to manage local development and planning processes enhanced**

### Activity Result 1.2

Community-based rural infrastructures (health, education, transportation, irrigation and agricultural facilities) are built, rehabilitated, and/or strengthened

### Activity Result 2.1

Labour skillsets of m/f youth, unemployed, marginalized groups and returning migrants in selected bordering areas strengthened

### Activity Result 2.2

Ability of agro- and non-agro-based enterprises in selected border areas to generate new employment opportunities through OVOP concept are strengthened
<table>
<thead>
<tr>
<th>Outputs and Activity results</th>
<th>Important Assumptions, Risks and Prior Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour and entrepreneurial skills training initiatives will be able to operate safely in selected areas, including to ensure the participation of women.</td>
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</tr>
<tr>
<td>Private sector sees the benefit of engagement with LITACA II</td>
<td>Private sector sees the benefit of engagement with LITACA II</td>
</tr>
<tr>
<td>Entrepreneur Support Package will provide incentive to increase employment opportunities and contribute to the local and/or cross-border markets</td>
<td>Entrepreneur Support Package will provide incentive to increase employment opportunities and contribute to the local and/or cross-border markets</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Output 3: Access for cross-border trade, dialogue and partnerships amongst targeted communities, including vulnerable and marginalized rural women improved</th>
<th>Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross border instability may continue to the detriment of the regional economy</td>
<td>Cross border instability may continue to the detriment of the regional economy</td>
</tr>
<tr>
<td>The ongoing conflict throughout Afghanistan may limit access to some locations for periods of time during the project</td>
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<tr>
<td>Efforts to address Gender imbalances through the provision of opportunities to women may be viewed by a vocal minority as in opposition to local traditions and customs (applicable to AFG)</td>
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</tr>
<tr>
<td>Lessons learnt from LITACA I, the deteriorating security in cross border areas is a challenge to trade relations and the establishment of cross-border markets</td>
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</tr>
<tr>
<td>Assumptions: Selected locations will remain accessible for the duration of the project</td>
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</tr>
<tr>
<td>Visa's will continue to be easily obtained by cross-border traders and citizens</td>
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</tr>
</tbody>
</table>

**Line Ministries**  
Line Ministries will play an important role. Actions will be identified based on policy analysis and research as well as their experience on the issue with project support. Primary ministries and institutes which will be LITACA II partners are:

- MRRD
- MAIL
- MoCI
- CCDC
- MEDT
- Government of Khatlon and District Administrations

**International Non-Governmental Organizations (NGOs), Media, Civil Society, Private Sector**

During Phase II of the project, it is expected that collaboration with several donor agencies, international organizations (e.g., Asian Development Bank, World Bank, Swiss Development and Cooperation, GIZ, IOM, OSCE, etc.) and INGOs (e.g., AKF/MSDSP, Oxfam GB, etc.) active in LITACA’s focus areas will be further maintained. Cooperation with Civil Society Organizations will be further enhanced. The forum for this cooperation is the LITACA Technical Working Group [see Coordination]. Technical specialists from these organisations will be invited to the Technical Group meetings to contribute experience and skills, in coordination and consultation with other partners represented in the Group. The Technical group meets quarterly under the leadership of the Project Managers in both countries.

**South-South and Triangular Cooperation (SSC/TrC)**

UNDP will ensure that all economic empowerment related projects include a component on South-South and triangular cooperation. It is expected that this will allow rural men and women to be active/direct actors, rather than beneficiaries of the knowledge and skills generated by others. Inter alia, this could lead to expansion of value added chains and improvement of cross-border trade.
**Sustainability and Scaling Up**

UNDP experience in Afghanistan and Tajikistan has shown that close engagement with local government and the communities will enhance the national and local ownership of the project. Involvement of the stakeholders is a key to success and sustainability of project results.

An important focus would be sustainability, with at least partial cost recovery through fees as a way of meeting recurrent costs and providing for eventual rehabilitation, operations, maintenance and replacement. A further benefit of supporting local business and trade is that it provides for sustainability of impact after completion of the proposed support.

Capacity building of local communities and government institutions will also help demonstrate effective and efficient planning and management of financial and human resources. This can help support further decentralization and the delegation of more local spending authority. Using a community area-based approach will empower communities and local authorities to own assistance and be development actors themselves. Against this background communities will be more willing to maintain projects for which they have contributed assets, cash, labour or land.

UNDP will also assess the capacity of the communities, local authorities and stakeholders to support enterprises development and continue service provision initiated under LITACA Phase II as well as under LITACA (2014-2017). Further to this assessment, capacity building packages (training, equipment, etc.) will be developed and implemented to address capacity gaps and ensure long-term sustainability.

- **Governance:** When devising meaningful governance capacity-building programs in future, UNDP will link the training to trainee’s routine, existing management processes, or follow up activities. UNDP will also assess the potential for impact and sustainable use of capacity-building programmes in the presence of unresolved crucial questions on subnational government legitimacy, their electoral accountability to the constituency and their authorities.

- **Infrastructure:** The sustainability of the infrastructure reveals a high level of ownership of the improved infrastructure and services among local authorities and service providers. UNDP will ensure that:
  - Interventions districts architectural and construction departments should remain involved, along with LITACA related staff in monitoring the construction.
  - Immediately after construction, schools and medical facilities assets will be transferred to the balance sheets of relevant authorities that assume responsibility for covering their operational costs. This practice should be institutionalized in future interventions.
  - Future interventions will avoid supporting discrete, unsystematic and ad hoc initiatives. Instead, they should support locally based mechanisms for sustained performance of basic government functions in the context of absent legitimate local governance structures and service provision systems accountable to them.
  - Local-level “service delivery” and support services operations and maintenance.
  - An assessment of the services’ needs especially from a gender perspective.
  - Infrastructural investments will be screened based on considerations that include a combination of infrastructure/services, economic and social aspects for maximizing development results and impact.
  - Service delivery is linked with security and stability in future project theory of change (“improved services/infrastructure – increased trust between citizens and government – better security” and/or “improved services/infrastructure – better social standards and economic opportunities – more resilient society”).
Income generation and employment: UNDP will invest in strengthening women’s abilities to function as an economic / income-oriented group, rather than as separate individuals equipped with skills and assets.\(^9\)

One Village – One Product: Sustainable development of OVOP require support beyond LITACA.

- UNDP will study the feasibility of the OVOP business plans to ensure that ambitions matching the commitment.
- UNDP will consider the involvement of international experience in branding of OVOP if OVOP is intended for export.
- UNDP will also explore the links of the OVOP initiatives to the cross-border economic cooperation should be further explored.
- To ensure sustainability and impact of OVOP, UNDP will support good investment plans.\(^20\)

Cross border component:

- UNDP will advocate with UN for expanding and extending the cross-border economic cooperation and cross-border trade potential.
- UNDP will also cultivate demand for Business Support Centers (BSC) services at the grass roots level in the targeted districts, and mobilise local advisory support for cross-border economic cooperation. This will help enhance organizational capacities and consulting services business plans, linking them with small grants/ dekhkan farms and associations with the idea of “moving them from beneficiaries to clients”.
- UNDP will support the advancement of agricultural technologies. Agro (e.g. packaging centers, sorting and storage sites, cold storage, etc.) and non-agro (e.g. sewing workshops for handicrafts promotion) business infrastructure for generating new employment opportunities, enhancement of business environment, increase the efficiency of production of goods and services, cross-border economic cooperation and trade.
- UNDP will ensure coordination with other relevant projects to ensure LITACA’s most effective and efficient contributions to cross-border issues.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

The Project in Afghanistan will be implemented by MRRD and UNDP under National Implementation Modality (NIM) and in Tajikistan it will be implemented by UNDP under Direct Implementation Modality (DIM).

UNDP Country Office in Afghanistan and Tajikistan have in the past years taken various management decisions to maximize its ability to achieve results in a cost-effective manner. The current management team has consolidated individual project capacity in human resources, finance/budget, and procurement into a strengthened Country Offices operations team, thus reducing duplication among projects and enhancing Country Offices oversight of project activity. Finally, UNDP has limited the geographic scope of its project activities, to maximize concentration of project activity and facilitate deeper and longer-lasting impact.

\(^9\) These interventions will also consider whether supporting livestock initiative is appropriate in the context of rural Tajikistan in the absence of business, packaging and marketing knowledge and skills.

\(^{20}\) In the case of fruit and vegetables, these investments are related to pests and diseases management (in the absence of which a large share of harvest is being lost), irrigation, developing of gardening and horticulture skills (grafting, tree link, control of weeds, usage of fertilizers, farming technics), as well as storages and nurseries facilities. For example, in the case of weaving, although an old tradition craft in the communities, this implies a need to ensure enough wool (that is often in shortage due to the increased occurrence of droughts in the last decade which may lead to reduced animal husbandry, and low wool production of the currently farmed sheep), availability of machineries, as well as stable access to market, that may not be easy to secure in the context of existing competition in the weaving industry.
There will be a Project Board as a management and coordination mechanism including project donors, beneficiaries and the three UN implementing agencies as well as other members in an observer capacity, such as development partners and other stakeholders.

**Local Technical Working Group:** In addition to the Project Board, a monthly Technical Working Group at the provincial level will be convened by the project Provincial Coordinator in coordination, consultation with project manager. The local Technical Working Group in Afghanistan will comprise local representatives such as; DAIL, DRRD, CDCs. In Tajikistan, the local Technical Working Group will comprise of state authority at provincial level (Khatlon Hukumat), UNDP Communities Programme, LITACA Project staff. Other community representatives which have a contributory role, and a stake in, the implementation and monitoring of the assistance.

Chaired by the Project Manager, the Technical group will meet periodically according to need to provide advisory support on the design of the assistance and the project implementation. Recommendations of the Technical group shall be reported to the Project Board, which will in turn report on responses made to recommendations.

There will be a Project Board as a management and coordination mechanism including project donors and beneficiaries as well as other members in an observer capacity, such as development partners and other stakeholders.
V. RESULTS FRAMEWORK

Results Framework: Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

UNDP Afghanistan CPD Outcome 3: Economic growth is accelerated to reduce vulnerabilities and poverty, strengthen the resilience of the licit economy and reduce the illicit economy in its multiple dimensions.

UNDP Tajikistan Outcome 2: People in Tajikistan benefit from equitable and sustainable economic growth through decent and productive employment, stable energy supply, improved access to specialized knowledge, innovation, and more favourable business environment especially for entrepreneurs and farmers.

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

**UNDP CPD AFG Outcome Indicator 1.1.** Poverty headcount
Baseline (2011/12): 36.3% (29.1% urban, 36.9% rural) | Target: 2% reduction in the overall poverty rate

**UNDP CPD TJK Outcome Indicator 2.3.** Poverty headcount baseline (2013): 35.6% | Target: Reduction by 20% by 2020

**UNDP Afghanistan CPD Output 6.1.** Improved economic livelihoods, especially for vulnerable populations and women

**UNDP Tajikistan CPD Output 2.1.** National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment and livelihood intensive.

**UNDP AFG CPD Output Indicator 6.1.** Number of households economically benefitting from sustainable livelihood interventions disaggregated by income group and sex of heads of household
Baseline: 285,714 households - Target: 121,732 households

**UNDP TJK CPD 2.1.1.** Number of additional full-time equivalent jobs created, sex-and age disaggregated, 2.1.2. Number of additional people benefiting from strengthened livelihoods, sex-disaggregate

Applicable Output(s) from the UNDP Strategic Plan:

Project title and Atlas Project Number: Livelihood Improvement in Tajik-Afghan Cross-border Areas II (LITACA II)

<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS</th>
<th>OUTPUT INDICATORS</th>
<th>DATA SOURCE</th>
<th>BASELINE</th>
<th>TARGETS (by frequency of data collection)</th>
<th>DATA COLLECTION METHODS &amp; RISKS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Value</td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
</tbody>
</table>

21 UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.
### 1.1 Capacity of the local governance representatives at district level to effectively, accountably and transparently plan, implement, monitor, operate and maintain local development initiatives inclusive of marginalized groups and women's involvement Likert Scale: Very low, Low, Moderate, High, Very High) (Keep Disaggregated data)

<table>
<thead>
<tr>
<th>Method</th>
<th>Country</th>
<th>2017</th>
<th>AFG</th>
<th>TJK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception, Survey, and identification of objects</td>
<td>AFG: 180</td>
<td>TJK: 80</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On-site inspection</td>
<td>AFG: 30</td>
<td>TJK: -</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Risks:** The ongoing conflict throughout Afghanistan may limit access to some locations for periods of time during the project.

### 1.2 # local infrastructure which is built, rehabilitated, and/or strengthened

<table>
<thead>
<tr>
<th>Method</th>
<th>Country</th>
<th>2017</th>
<th>AFG</th>
<th>TJK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception, Survey, and identification of objects</td>
<td>AFG: 22</td>
<td>TJK: 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On-site inspection</td>
<td>AFG: 3</td>
<td>TJK: 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On-site inspection</td>
<td>AFG: 25</td>
<td>TJK: 7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Risks:** The ongoing conflict throughout Afghanistan may limit access to some locations for periods of time during the project.

### 1.3 # households benefitting from infrastructure which is built, rehabilitated, and/or strengthened

<table>
<thead>
<tr>
<th>Method</th>
<th>Country</th>
<th>2017</th>
<th>AFG</th>
<th>TJK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception, Survey, and identification of objects</td>
<td>AFG: 26,156 HH</td>
<td>TJK: 2,142 HH</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On-site inspection</td>
<td>AFG: 3,567 HH</td>
<td>TJK: 857 HH</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project reports</td>
<td>AFG: 29,723 HH</td>
<td>TJK: 3,000 HH</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Risks:** The ongoing conflict throughout Afghanistan may limit access to some locations for periods of time during the project.
## Output 2: Employment opportunities for women and men in bordering provinces of Tajikistan and Afghanistan increased

| 2.1 # of paid labour days created by infrastructure projects | LITACA 1 | AFG: 37,059 labour days created  
TJK: 71,550 skilled labour days created | 2017 | Inception, Survey, and identification of objects  
AFG: 29,230 Labour days  
TJK: 6,750 Labour days | AFG: 3,986 Labour days  
TJK: 2,700 Labour days | AFG: 33,216 Labour days  
TJK: 9,450 Labour days | Contracted labour receipts  
In-kind labour contributions sign-in sheet  
ITB / RFQ  
Contracts, HR Plans, including timetable | 2.2 Degree of satisfaction/utilization by men and women in targeted communities regarding the access to rural infrastructure and public services (Likert Scale: Very low, Low, Moderate, High, Very High) (Keep Disaggregated data) | Nil | 2017 | Opinion survey results and analysis  
AFG: 1  
TJK: 1 | AFG: 1  
TJK: 1 | 2.3. # of LITACA2 training program graduates, that are locally employed / earn additional income within twelve months (M/F age groups, by districts) (detailed disaggregated data in order to be able to measure inclusiveness) | LITACA 1 | AFG: 67 people of LITACA 1 training program graduates employed (15 female and 52 male)  
TJK: 185 (including 55 women) people training on business planning  
500 unemployed people (including 50% women) received vocational training | 2017 | Inception, Survey, and identification of objects  
AFG: 335 people (%78 Male and %22 Female) per district,  
%10 new graduates,  
%30 youth and %60 other groups,  
by district  
TJK: 400 people (%50 Male and %50 Female) per district,  
%10 new graduates,  
%30 youth and %60 other groups,  
by district | Project reports and on-site observation of graduation |
| 2.4. # of m/f employed in new local jobs or earn additional income created by LITACA2 supported agro- and non-agro-based SMEs, large employers, entrepreneurs, producer groups, lead farmers and OVOPs | LITACA 1 | AFG: 914 local job created by LITACA1 supported agro- and non-agro-based SMEs, large employers, entrepreneurs, producer groups, lead farmers and OVOPs in Yang-e-Qala district (500 male and 414 female)  
TJK: 2,693 jobs created (1,466 females under small grants initiatives  
11,682 jobs created (5,853 females) under infrastructure component | 2017 | Inception, Survey, and identification of objects | AFG: 4,570 jobs  
(914 per district – 500 male and 414 female)  
TJK: 6,000 jobs  
(750 per district – 375 male and 375 female) | Project progress reports and independent monitoring reports from contracted entity  
Project reports and on-site inspections |
|---|---|---|---|---|---|
| 2.5. # of proposals approved for CBOs/associations self-identifying strategic inputs and their existing capacity gaps | AFG: NIL  
TJK: 14 completed grants that covered in total 2,693 (1,466 females) beneficiaries directly and 61,703 indirectly | 2017 | AFG: 10  
TJK: 15 | AFG: 0  
TJK: 0 | AFG: 20 Proposals approved  
TJK:30 Proposals approved |
| 2.6 Amount of OVOP sales, income / profit generated per year | AFG: $ 4,787.00 ( from Aug to Oct 2017)  
TJK: Total sales are TJS 489,800 (TJS148K in 2015, TJS112K in 2016 and TJS229.8K in 2017) Income equals to TJS 158,600 (TJS46K in 2015, TJS34K in 2016, and TJS78.6K in 2017). | 2017 | AFG: Sales USD 30,000  
TJK: Sales 270,000 TJS (around US$30K) | AFG: Sales USD 30,000  
TJK: Sales 270,000 TJS (around US$30K) | AFG: Sales USD 30,000  
TJK: Sales 270,000 TJS (around US$30K)  
TJK: Sales 810,000 TJS (around US$ 90 K) |
<table>
<thead>
<tr>
<th>Output 3</th>
<th>3.1 # number of small and medium trade businesses owned by men and women operating in the cross border markets (gender disaggregated data)</th>
<th>LITACA 1</th>
<th>AFG: Nil</th>
<th>TJK: Nil</th>
<th>2017</th>
<th>AFG: 10</th>
<th>TJK: 10</th>
<th>AFG: 20</th>
<th>TJK: 10</th>
<th>AFG: 40</th>
<th>TJK: 40</th>
<th>Project report and review awareness campaign material</th>
<th>On-site inspection (bi-annual)</th>
</tr>
</thead>
<tbody>
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</tr>
<tr>
<td></td>
<td>3.2 # of households (including conflict affected HHs) covered by public awareness campaigns on cross-border markets and events</td>
<td>LITACA 1</td>
<td>AFG: Nil</td>
<td>TJK: Nil</td>
<td></td>
<td>AFG: 2,250</td>
<td>TJK: 1,200</td>
<td>AFG: 2,250</td>
<td>TJK: 1,200</td>
<td>AFG: 4,500</td>
<td>TJK: 2,400</td>
<td>HH</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>3.3 # of female-led businesses and women community groups with enhanced business and production capacity</td>
<td>LITACA 1</td>
<td>AFG: 18</td>
<td>TJK: 10</td>
<td></td>
<td>AFG: 5</td>
<td>TJK: 5</td>
<td>AFG: 10</td>
<td>TJK: 10</td>
<td>AFG: 5</td>
<td>TJK: 5</td>
<td>AFG: 20</td>
<td>TJK: 20</td>
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<tr>
<td></td>
<td>3.4. # of sales contracts resulting from cross border business events</td>
<td>LITACA 1</td>
<td>TJK and AFG: 16 contracts</td>
<td>2017</td>
<td>Inception and identification of the objects</td>
<td>10</td>
<td>10</td>
<td>20</td>
<td>Project reports on awareness campaigns</td>
<td></td>
<td></td>
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</tbody>
</table>
VI. MONITORING AND EVALUATION

UNDP Afghanistan, Tajikistan, MRRD and MEDT will be responsible for monitoring and evaluation (M&E) of the LITACA II project evaluation division will be responsible for project output monitoring in line with the M&E policies and procedures. The M&E system will be governed by the following principles:

- **Accountability**: ability of UNDP to be answerable to donors and to the beneficiaries through availability of specific, timely and relevant data;
- **Evidence-base**: base on readily available information to support in the development of more appropriate and improved programmes in future;
- **Learning**: use of simplified and frequent reporting to support reflection, learning and sharing of good practices and solutions.
- **Transparency**: sharing of information with all of UNDP’s stakeholders, including strategies, plans, budgets and reports to promote openness.

The LITACA II project management team will produce the following deliverables which are:

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

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

- **Mid-Term Evaluation**: will be carried out in the 6th quarter of the programme implementation and will be independent and external. The evaluation will engage all programme stakeholders and will assess the extent to which progress is being made towards the outputs and their alignment with outcomes. The evaluation may propose mid-course corrective measures and may reassess the objectives and revise implementation strategy.

- **Terminal Review**: at the conclusion of the programme UNDP will commission a full external evaluation assessing the accomplishment of objectives and providing feedback for future livelihood interventions in Afghanistan and Tajikistan.

### Monitoring Plan

<table>
<thead>
<tr>
<th>Monitoring Activity</th>
<th>Purpose</th>
<th>Frequency</th>
<th>Expected Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Track results progress</td>
<td>Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.</td>
<td>Quarterly, or in the frequency required for each indicator.</td>
<td>Slower than expected progress will be addressed by project management.</td>
</tr>
<tr>
<td>Monitor and Manage Risk</td>
<td>Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP’s Social and Environmental Standards. Audits will be conducted in accordance with UNDP’s audit policy to manage financial risk.</td>
<td>Quarterly</td>
<td>Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.</td>
</tr>
<tr>
<td>Learn</td>
<td>Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.</td>
<td>At least annually</td>
<td>Relevant lessons are captured by the project team and used to inform management decisions.</td>
</tr>
<tr>
<td>Annual Project Quality Assurance</td>
<td>The quality of the project will be assessed against UNDP’s quality standards to identify areas of strength and weakness will be reviewed by project.</td>
<td>Annually</td>
<td>Areas of strength and weakness will be reviewed by project.</td>
</tr>
<tr>
<td><strong>Review and Make Course Corrections</strong></td>
<td>Internal review of data and evidence from all monitoring actions to inform decision making.</td>
<td>At least annually</td>
<td>Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.</td>
</tr>
<tr>
<td><strong>Project Report</strong></td>
<td>A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</td>
<td>Semi-annually, and at the end of the project (final report)</td>
<td></td>
</tr>
<tr>
<td><strong>Project Review (Project Board)</strong></td>
<td>The project’s governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project’s final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</td>
<td>Semi-annually</td>
<td>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</td>
</tr>
</tbody>
</table>
## VII. Evaluation Plan<sup>22</sup>

<table>
<thead>
<tr>
<th>Evaluation Title</th>
<th>Partners (if joint)</th>
<th>Related Strategic Plan Output</th>
<th>UNDAF/CPD Outcome</th>
<th>Planned Completion Date</th>
<th>Key Evaluation Stakeholders</th>
<th>Cost and Source of Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Review</td>
<td>UNDP Afghanistan and UNDP Tajikistan</td>
<td>Outcome 3 CPD Afghanistan and Outcome 2 CPD Tajikistan</td>
<td></td>
<td>July 2019</td>
<td>MRRD (Afghanistan) and MEDT (Tajikistan)</td>
<td></td>
</tr>
<tr>
<td>Final independent external evaluation</td>
<td>UNDP Afghanistan and UNDP Tajikistan</td>
<td>Outcome 3 CPD Afghanistan and Outcome 2 CPD Tajikistan</td>
<td></td>
<td>Dec 2020</td>
<td>MRRD (Afghanistan) and MEDT (Tajikistan)</td>
<td></td>
</tr>
</tbody>
</table>

<sup>22</sup> Optional, if needed
All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS</th>
<th>PLANNED ACTIVITIES</th>
<th>Country</th>
<th>Planned Budget by Year</th>
<th>RESPONSIBLE PARTY</th>
<th>PLANNED BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Y1</td>
<td>Y2</td>
<td>Y3</td>
</tr>
<tr>
<td>Output 1:</td>
<td>1. Local governance institutions capacity to manage local development and planning</td>
<td>AFG</td>
<td>60,000</td>
<td>29,000</td>
<td>29,000</td>
</tr>
<tr>
<td></td>
<td>processes enhanced</td>
<td>TJK</td>
<td>47,000</td>
<td>42,000</td>
<td>18,000</td>
</tr>
<tr>
<td></td>
<td>1.2 Community-based rural infrastructures (health, education, transportation,</td>
<td>AFG</td>
<td>68,000</td>
<td>2,392,368</td>
<td>440,102</td>
</tr>
<tr>
<td></td>
<td>irrigation and agricultural facilities) are built, rehabilitated, and/or</td>
<td>TJK</td>
<td>176,500</td>
<td>456,500</td>
<td>292,500</td>
</tr>
<tr>
<td></td>
<td>strengthened</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.3 Operation cost</td>
<td>AFG</td>
<td>229,480</td>
<td>216,113</td>
<td>189,789</td>
</tr>
<tr>
<td></td>
<td></td>
<td>TJK</td>
<td>283,200</td>
<td>283,200</td>
<td>283,200</td>
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<tr>
<td></td>
<td>Sub-Total for Output 1- AFG (JICA):</td>
<td></td>
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<td></td>
<td>Sub-Total for Output 1- TJK:</td>
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<tr>
<td></td>
<td>Sub-Total for Output 1- AFG (UNDP core):</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 2:</td>
<td>2.1 Labour skillsets of m/f youth, unemployed, marginalized groups and returning</td>
<td>AFG</td>
<td>13,000</td>
<td>13,000</td>
<td>13,000</td>
</tr>
<tr>
<td></td>
<td>migrants in selected bordering areas strengthened</td>
<td>TJK</td>
<td>18,000</td>
<td>18,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>2.2 Ability of agro- and non-agro-based enterprises in selected border areas</td>
<td>AFG</td>
<td>132,600</td>
<td>138,600</td>
<td>43,600</td>
</tr>
<tr>
<td></td>
<td>to generate new employment opportunities are strengthened</td>
<td>TJK</td>
<td>360,000</td>
<td>290,000</td>
<td>75,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>AFG</td>
<td>220,563</td>
<td>221,773</td>
<td>221,772</td>
</tr>
<tr>
<td></td>
<td></td>
<td>TJK</td>
<td>96,000</td>
<td>96,000</td>
<td>96,000</td>
</tr>
<tr>
<td></td>
<td>Sub-Total for Output 2-AFG:</td>
<td></td>
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<td></td>
<td>Sub-Total for Output 2-TJK:</td>
<td></td>
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<tr>
<td></td>
<td>Sub-Total for Output 1- AFG (UNDP core):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 3:</td>
<td>3.1 Promote and support local businesses in cross-border areas</td>
<td>AFG</td>
<td>8,000</td>
<td>23,000</td>
<td>23,000</td>
</tr>
<tr>
<td>Access</td>
<td></td>
<td>TJK</td>
<td></td>
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</tbody>
</table>
for cross-border trade, dialogue and partnerships amongst targeted communities, including vulnerable and marginalized rural women improved

<table>
<thead>
<tr>
<th>3.2 Support cross-border economic cooperation and interaction</th>
<th>TJK</th>
<th>0</th>
<th>0</th>
<th>0</th>
<th>UNDP Tajikistan</th>
<th>Donor JICA</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFG</td>
<td>34,500</td>
<td>34,500</td>
<td>34,501</td>
<td>MRRD</td>
<td>Donor JICA</td>
<td>103,501</td>
<td></td>
</tr>
<tr>
<td>TJK</td>
<td>90,000</td>
<td>80,000</td>
<td>85,000</td>
<td>UNDP Tajikistan</td>
<td>Donor JICA</td>
<td>255,000</td>
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<thead>
<tr>
<th>3.3 Monitoring and Evaluation</th>
<th>TJK</th>
<th>0</th>
<th>0</th>
<th>0</th>
<th>UNDP Tajikistan</th>
<th>Donor JICA</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFG</td>
<td>26,000</td>
<td>47,000</td>
<td>56,000</td>
<td>MRRD</td>
<td>Donor JICA</td>
<td>129,000</td>
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<tr>
<td>TJK</td>
<td>39,000</td>
<td>35,000</td>
<td>54,000</td>
<td>UNDP Tajikistan</td>
<td>Donor JICA</td>
<td>128,000</td>
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</table>

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<thead>
<tr>
<th>3.4 Operation Cost</th>
<th>TJK</th>
<th>0</th>
<th>0</th>
<th>0</th>
<th>UNDP Tajikistan</th>
<th>Donor JICA</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFG</td>
<td>43,000</td>
<td>43,000</td>
<td>38,000</td>
<td>MRRD</td>
<td>Donor JICA</td>
<td>124,000</td>
<td></td>
</tr>
<tr>
<td>TJK</td>
<td>24,739</td>
<td>24,668</td>
<td>24,668</td>
<td>UNDP Tajikistan</td>
<td>Donor JICA</td>
<td>74,074</td>
<td></td>
</tr>
</tbody>
</table>

Sub-Total for Output 3- AFG (JICA): 410,501
Sub-Total for Output 3- TJK: 457,074
Sub-Total for Output 3- AFG (UNDP Core): 100,000

Total Output 1+2+3 AFG: 6,493,419
Total Output 1+2+3 TJK: 3,388,174

General Management Support AFG: 406,581
General Management Support TJK: 271,054

TOTAL budget AFG (JICA): 5,488,842
TOTAL budget TJK: 3,659,228
Total UNDP Core Afg: 1,411,158
Grand Total: 10,559,228
IX. **Governance and Management Arrangements**

**Project Board**

**Overall responsibilities:** The Project is the group responsible for making by-consensus-management decisions for a project when guidance is required by the Project Managers, including recommendation for UNDP and the Implementing Partner approval of project plans and revisions. In order to ensure UNDP’s ultimate accountability, the Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. The Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved Annual Work Plan, the Project Executive may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Managers and any delegation of its Project Assurance responsibilities.

**Composition and organization:** This group contains three roles, including:

1) **Executive:** UNDP represents the projects ownership.

2) **Donor (also called Senior Supplier):** JICA and UNDP represent the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier’s primary function within the Board to ensure that the program remains in alignment with funding requirements and overall program objectives. UNDP will provide guidance regarding the technical feasibility of the project.
3) **Senior Beneficiary**: MRRD and MEDT represent the interests of those who will ultimately benefit from the project. The Senior Beneficiary’s primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

**The Project Executive**

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and the Donor who is the senior supplier. The Executive’s role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

**Project Executive Specific responsibilities:**

**Defining a project**
- Review and approve the Inception Report

**Initiating a project**
- Agree on Project Manager’s responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Inception Phase;
- Review and appraise detailed Project Plan and Annual Work Plan, including status and progress reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

**Running a project**
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager’s tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Review the official report of project expenses for the period;
- Appraise the Project Annual Review Report, make recommendations for the next Annual Work Plan;
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager’s tolerances are exceeded;
- Assess and decide on project changes through revisions;

**Closing a project**
- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Commission project evaluation (only when required by partnership agreement);
- Notify operational completion of the project to the Outcome Board.

**Specific Responsibilities** (as part of the above responsibilities for the Project Board)
- Ensure that there is a coherent project organization structure and logical set of plans;
- Set tolerances in the Annual Work Plan and other plans as required for the Project Manager;
- Monitor and control the progress of the project at a strategic level;
• Ensure that risks are being tracked and mitigated as effectively as possible;
• Brief UNDP Outcome Board and relevant stakeholders about project progress;
• Organize and chair Project Executive meetings.

The Executive is responsible for overall assurance of the project. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Project Assurance

**Overall responsibility:** Project Assurance is the responsibility of each Project Executive member; however the role can be delegated. The Project Assurance role supports the Project Executive by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore, the Project Executive cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?” The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board;
- Beneficiary needs and expectations are being met or managed;
- Risks are being controlled;
- Adherence to the Project Concept (Business Case);
- Projects fit with the overall UNDP Country Programme;
- The right people are being involved;
- An acceptable solution is being developed;
- The project remains viable;
- The scope of the project is not “creeping upwards” unnoticed;
- Internal and external communications are working;
- Applicable UNDP rules and regulations are being observed;
- Any legislative constraints are being observed;
- Adherence to result management guide monitoring and reporting requirements and standards;
- Quality management procedures are properly followed;
- Project Board’s decisions are followed and revisions are managed in line with the required procedures.

**Specific responsibilities** include:

*Initiating a project*

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded by UNDP to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project;
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out;

*Running a project*

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs are regularly updated;
- Ensure that critical project information is monitored and updated, using an Activity Quality log in particular;
- Ensure that Project Semiannual Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
● Ensure that reports of project expenses are prepared and submitted timely to the Project Board and UNDP Outcome Board;
● Perform oversight activities, such as periodic monitoring visits and “spot checks;”
● Ensure that the UNDP Project Data Quality Dashboard remains “green;”

Closing a project
● Ensure that the project is operationally closed;
● Ensure that all financial transactions are based on final accounting of expenditures;
● Ensure that project accounts are closed and status set accordingly.

Senior Beneficiary

The Senior Beneficiary, i.e. the MRRD and MEDT, are responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

● Ensure the expected output(s) and related activities of the project are well defined;
● Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective;
● Promote and maintain focus on the expected project output(s);
● Prioritize and contribute beneficiaries’ opinions on Project Executive Board decisions on whether to implement recommendations on proposed changes;
● Resolve priority conflicts;

The assurance responsibilities of the Senior Beneficiary are to check that:

● Specification of the Beneficiary’s needs is accurate, complete and unambiguous;
● Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary’s needs and are progressing towards that target;
● Impact of potential changes is evaluated from the beneficiary point of view;
● Risks to the beneficiaries are frequently monitored.

Donor (also called Senior Supplier)

The Donor, JICA and UNDP, represents the interests of the parties which provide funding. This role should ensure that the program remains in alignment with funding requirements and overall program objectives. The Donor role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

● Make sure that progress towards the outputs remains consistent from the donor perspective
● Promote and maintain focus on the expected project output(s) from the point of view of donor management;
● Ensure that the donor resources required for the project are made available;
● Contribute donor opinions on Project Board decisions on whether to implement recommendations on proposed changes;
● Arbitrate on, and ensure resolution of, any donor priority or resource conflicts;

The donor assurance role responsibilities are to:
Advise on the selection of strategy, design and methods to carry out project activities from the donor perspective;
Ensure that any standards defined for the project are met and used to good effect;
Monitor potential changes and their impact on the quality of deliverables from a donor perspective;
Monitor any risks in the implementation aspects of the project from a donor perspective.

X. LEGAL CONTEXT

Tajikistan
This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Tajikistan and UNDP, signed in October 1993. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by Communities Programme of UNDP in Tajikistan in accordance with its financial regulations, rules, practices and procedures of UNDP.

Afghanistan
The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as “the Project Document”.

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

XI. RISK MANAGEMENT

Afghanistan: Government Entity (NIM)

1. Consistent with the Article III of the SBAA (or the Supplemental Provisions to the Project Document), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq_sanctions_list.shtml.

5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

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

7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner’s (and its consultants’, responsible parties’, subcontractors’ and sub-recipients’) premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP’s Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. Choose one of the three following options:

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

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

Option 3: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance
with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

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

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

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

**Tajikistan: Option b. UNDP (DIM)**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]²³ [UNDP funds received pursuant to the Project Document]²⁴ 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/sc/committees/1267/aq_sanctions_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.


4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

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

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²³ To be used where UNDP is the Implementing Partner
²⁴ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
   i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants’, subcontractors’ and sub-recipients’) premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

g. Choose one of the three following options:

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party’s, subcontractor’s or sub-recipient’s obligations under this Project Document.
Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

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

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

h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.
XII. ANNEXES

1. Project Quality Assurance Report

2. Social and Environmental Screening Template [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. (NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).

3. Risk Analysis. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

4. Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

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