



United Nations Development Programme
Country: TAJIKISTAN
Project Document

Project Title Sector Integrity Risk Management

UNDAF Outcome(s): 4. Good governance and economic and social growth are jointly enhanced to reduce poverty, unlock human potential, protect rights, and improve core public functions

Expected CP Outcome(s): 3. National and local levels of government and local self-governing bodies have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner
(Those linked to the project and extracted from the CPAP)

Expected Output(s): Outline the vulnerabilities to integrity within water sector in order to facilitate the development of Risk Mitigation Plans as part of advancing the National Anti- Corruption Strategy and National Development Strategy
(Those that will result from the project and extracted from the CPAP)

Implementing Partner: State Agency on financial control and anti corruption,

Responsible Parties: UNDP and relevant government and civil society institutions

Brief Summary:

In increasing transparency and accountability at the national level, one of the hard won lessons learned is that large national campaigns or cross-country "one-size-fits-all" tools are not sufficient in actually bringing about demonstrative change. By focusing on identification and mitigation of individual vulnerabilities of integrity or opportunities of corruption there is the possibility to affect small but genuine change.

The methodology outlined (Sector Integrity Vulnerability Assessment) in this document is a mechanism for affecting change in specific areas of the economy and society. It builds on the lessons learned in anti-corruption over the last 15 years – namely that anti-corruption/good governance is most effective when it targets small concrete opportunities for malfeasance and not on Grand National efforts.

The assessment works through the identification of vulnerabilities to integrity as identified by various stakeholders representing government institutions, civil society and media. Empowering the individuals who are most knowledge about potential opportunities for corruption – measures to mitigate those opportunities will be more effective. Once those vulnerabilities are identified the follow on is design of mitigation efforts by various counterparts.

Programme Period:	2010-2011	2010 AWP budget:	100,000
Key Result Area (Strategic Plan):	Democratic	Total resources required	200,000
Governance- <i>Strengthening accountable and responsive governing institutions</i>		Total allocated resources:	200,000
Atlas Award ID:	00014915	• Regular	200,000
Start date:	March 2010		
End Date	December 2011		
PAC Meeting Date	11 March 2010		
Management Arrangements	NIM		

Agreed by UNDP:



Mr. Rastislav Urbensky, UNDP Country Director

18/3/2010

on 18.03.10

I. SITUATION ANALYSIS

Corruption is a continued problem in Tajikistan state building and consolidation of democracy despite Governments engagement on the issue. One of the oft-cited reasons for Government's 'lack of traction' on the issue is a failure to know the exact nature of the corrupt transactions and the dynamics involved in systems of corruption.

The development of a stable political framework and of functioning economic structures are dependent on respect for the rule of law, human rights, good governance and the development of transparent, democratic political structures. This Project is intended to ensure protection of human rights and for the creation and development of an independent judiciary, thus making a sustainable contribution to the establishment of structures based on the rule of law and international human rights standards.

Tajikistan over the course of the last 16 years becomes increasingly important player in global geo-politics although often ignored by the western world. The need for increased security and more effective systems of governance have become apparent in this country. 15 years after reaching independence there still is the need for a comprehensive approach for increasing transparency and accountability in order for it to develop into stable and prosperous country. Corruption and public malfeasance are major barriers to foreign direct investment; the development of small and medium enterprises in country; controlling borders; combating terrorism and increasing the level of human development.

Water Sector Analysis

"The poor quality of strategic plans for the restoration and development of the water sector and the lack of a real system of economic incentives for administrative organizations in Tajikistan are limiting opportunities to achieve a comprehensive resolution of the sector's problems and to attract investment. Other negative factors include a shortage of qualified personnel, the lack of an agency responsible for implementing a unified policy in the sector, as well as the failure to resolve problems associated with placing water supply, sanitation and housing and municipal services facilities under the control of local authorities."¹

Tajikistan has plentiful water resources (deriving from Pamir Mountains) but more challenges, especially in terms of water governance. 'With annual production of over 13,000cubic meters of water per capita, Tajikistan is one of the most water wealthy states in the world, yet the country is able to provide just 59% of its population with access to safe drinking water. The country has the worst access to safe drinking water in all of Central Asia, and outbreaks of waterborne disease diseases pose a serious risk to human health. Morbidity due to unsafe drinking water is an acknowledged contributor to poverty in rural areas. Only about 15% of the 4.6 million people, who live in rural areas, are currently served by drinking water. There are 669 publicly owned water supply schemes in Tajikistan, but due to lack of funding and damage sustained during the civil war, most of these are in a state of disrepair. Opportunities to improve water supplies are hampered by institutional barriers and existing taxation rules.

In addition, irrigated farming dominates water consumption by volume (over 90 percent). Agriculture in Tajikistan at present and for the foreseeable future will remain one of the priority areas of the economy. The basis of agricultural production is irrigated farming: about 90 percent of all agricultural production is produced on irrigated land.

¹ See: <http://waterwiki.net/index.php/Tajikistan>

Water is also important for energy production in Tajikistan. The country's hydroelectric production is third in the world after Russia and the United States and there is a great hydropower potential, given it has 55% of all of the water resources in Central Asia. During the winter months, reduced availability of power supplies typically restrict water supply to 2 hours per day and many rural people pay \$3–5 per cubic meter (m³) to have water delivered by truck to their village.

The water sector has faced grave problems during post-soviet independence. Hardships of post-soviet economic transition & civil war (1992-1997) have taken a toll on the water supply infrastructure. Low levels of official budget allocations and difficulties collecting user fees have severely limited domestic financing, which has been insufficient to meet the needs of capital investment. Even if increased funding was made available, it is unlikely water authorities would be able to effectively apportion resources among the sectors many and competing needs. The transition to a market economy and difficulties related to management of reforms put a special mark to development of water supply and sewerage, particularly in rural areas of RT.

Emergence of un-owned objects, inability to maintain and operate water supply and sewerage facilities, low tariffs for services, quality of which does not meet standards, loss of facilities and production capacity, staff issues, loss of common accounting and reporting systems, sharp decrease of state aid, untimely payments and debts of water users, inability to attract investments aggravated already difficult situation in the sector of water supply and sewerage. It is a truly rich water resource country; problems of water access are not due to a lack of availability, but rather a lack of good governance. Water governance needs significant improvements. Many government bodies and institutions deal with the water sector, but none has overriding responsibility or capacity to enforce a unique strategic vision for the sector.

II. STRATEGY

The overall goal of the project is to support the Government of Tajikistan and the international community in attaining the goals of the MDG-based National Development Strategy and National Anti Corruption Strategy. In order for the Tajikistan to prosper and develop as a country, the framework of a modern and effective state needs to be enhanced. Weak state structures create a government that allows private interests to take precedence over the public good. To degree of internal control within the state over its agents is a key factor in the state's ability to protect its citizens from abuses of power by individual government employees.

This project is designed to facilitate better governance in Tajikistan in order to reduce poverty, unlock human potential, protect human rights and enhance the core functions of the state, especially the security institutions in the country. The Project is designed as one of the expected outputs for the UNDP Country Programme Action Plan (CPAP 2010 – 2015) – with enhanced accountability and improved check and balance, as its main outcome – to strengthen public sector transparency, accountability, conduct and participation at the local and national levels.

The Anti-Corruption Strategy will serve as a powerful anchor for the intended assessment. Given that the strategy had yet to be implemented 'in practice'. An assessment of 'corruption risks' in water sector could help to prioritize interventions and to identify what needs to be done in order to achieve some of the stated goals and targets. Moreover the

National Anti-Corruption Strategy has two chapters of particular relevance to the proposed assessment project: 1) chapter 4 on “Participation of civil society in the fight against corruption” and 2) chapter 1 on “Social and economic activities for corruption prevention”.

A. National Ownership

To ensure national ownership the proposed assessment will be initiated, implemented and sustained by national actors involving international expertise at the beginning to develop the assessment methodology. National stakeholders supported by this project will lead the work on the assessment believe in its legitimacy and hold it to be relevant.

The National Anti Corruption Agency will be actively involved, especially staff from its Corruption Prevention Department which has the following functions: “*direct participation in detection of corruption*”, “*removal of causes of corruption*”, “*awareness raising and civic education*”, “*analysis of citizen complaints*”. While the Anti-Corruption Agency will be actively involved in the project implementation, ‘national ownership’ of the assessment will be shared with other key actors in the fight against corruption that already have the capacity to undertake corruption risk assessments.

B. Promoting Multi-Stakeholder Participation

A central feature of country-led processes for assessing and monitoring democratic governance is that local and national stakeholders actively participate in key stages of the assessment process as: 1) sector assessment, 2) tools and measures to be used in assessment; and 3) how the result is to be used.

Regular and active engagement is ensured through the management structure design. At the national level a project board will be set up consisting of representatives of government institutions and civil society, as well as UNDP. To ensure the quality of the imitative and substantive matters, a group of experts from academia, media, and CSO backgrounds will be compounded to provide inputs both for constructing and contextualising the assessment.

The following multi-stakeholder model will be followed up

1) High-level *Advisory Group* (composed of respected representatives from relevant state ministries, parliament and relevant CSOs) established to provide overall guidance and leadership on the initiative, for validating results, and for presenting and disseminating assessment findings;

2) Multi-stakeholder expert ‘*Research Group*’ responsible for methodology development, coordination of data collection activities, and analysis of data collection.

Based on the findings and key recommendations of the OGC mission and series of meetings with potential stakeholders, that could bring valuable contribution to the assessment, have proposed following Group:

An Advisory Group will be comprised of one representative of each one of the following institutions:

- the Anti-Corruption Agency
- State Advisor to the President on Legal Affairs
- the Strategic Research Centre
- newly established Ombudsman
- Ministry of Water and Land Reclamation
- relevant Parliamentary Committees
- relevant civil society organization(s),

A Research Group will be coordinated by the SCO and include measurement experts from academia, State Committee on Statistics (national statistical office), and from Ministry of Water and Land Reclamation.

C. Capacity Development

Following the overarching objective of the Global Programme to strengthen national capacity – including the capacity of the national statistical office (& statistics-producing line ministries), government and civil society – for the production and application of governance-related data in policymaking. Some of the key capacities required in country-led governance assessments include the following: engaging and facilitating multi-stakeholder discussions on assessment & monitoring, coordinating data-producing agencies, designing a country-specific assessment methodology & data collection instruments, data disaggregation, database management of governance data, disseminating and presenting assessment results, using governance evidence in policymaking.

Targeted approach will be used to strengthen government and civil society capacity in collecting governance data to develop the assessment methodology and monitoring tools, to combine multiple research instruments and data sources for a comprehensive assessment, to select pro-poor and gender sensitive methods for collecting governance data, and to apply assessment results in policymaking.

The increasingly common practice of appending a governance module to the national household survey conducted by the Statistical Office will be piloted in those districts where UNDP has already reinforced statistical capacity. This will be an effective way to institutionalize the collection of governance data in the government statistical system. Moreover the Oslo Governance Centre can facilitate training in this area, in collaboration with an international organization (DIAL) having expertise in this area.

As highlighted in the national Anti Corruption Strategy, local capacities for budget monitoring and auditing also need to be strengthened. The proposed integrity assessment methodology could include a diagnostic survey instrument of the like of Public Expenditure Tracking Surveys (PETS)². In the absence of functioning public accounting information system, a survey may be the only way to diagnose problems of service delivery quantitatively. While the World Bank in Tajikistan indicated that PETS have been piloted in Tajikistan, they were not performed with the intention to strengthen government monitoring capacity, and the results were essentially used by the Bank for programming purposes. The potential for such tracking tools to be used by national actors for national monitoring purposes has not been tapped yet in Tajikistan. Valuable experiences in this regard could be examined in Macedonia and Albania and OGC will could to facilitate experience-sharing & peer learning between Tajikistan and practitioners in other countries having institutionalized PETS-like surveys in their national monitoring systems. (Examples of PETS questionnaires in the education & health sectors will be sent with this report.) It is planned to offer all training provided on data collection methods and instruments in a particular sector (such as, for instance, a training based on the WBI guide on tools to diagnose corruption in the water & sanitation sector) to all institutions represented in the Advisory Group, in addition to members of the Research Group. These institutions have

² PETS are surveys tracking flows of funds, outputs and accountability arrangements in a given sector, thus permitting the study of mechanisms responsible for corruption, including leakage of funds and bribery. PETS deal with the natural incentive for an agent to misreport by triangulating responses from different respondents (e.g. school teacher, school accountant, parent, district government accountant, school principal, etc.) PETS essentially aim to answer the question of whether public funds ended up where they were supposed to.

all expressed explicit requests for capacity development assistance in designing governance assessment methodologies and appropriate data collection instruments.

D. Promoting Pro-Poor and Gender Sensitive Governance Assessment

It is planned to make this assessment pro-poor and gender sensitive through the integration of participatory techniques, including surveys and focus groups, which would provide an opportunity for the poor and women to have a voice on issues of concern. Accordingly the identification of corruption risks in water sector will be done by two groups:

- 1) Government practitioners and sector experts to identify corruption risks 'upstream' (in policymaking, regulatory loopholes, etc.) and
- 2) Representatives of beneficiaries, local governments and local service providers to identify corruption risks 'downstream' (i.e. at the point of contact between beneficiaries and suppliers)

Inputs from end service users in designing the assessment methodology & monitoring tool will help identify corruption risks of particular relevance to marginalized groups and women, whose views might not be reflected by service providers. While designing the gender-sensitive corruption risk assessment methodology UNDP's Users' Guide to Measuring Gender Sensitive Basic Service Delivery³ would be carefully reviewed and further used by the project stakeholders when designing the risk assessment methodology.

E. Cooperation with other UNDP Initiatives

UNDP implements several national and regional projects on the effective management of water resources. With 13 years of experience in water management, UNDP is at the forefront of development efforts in the water sector in Tajikistan, providing more than 1 million people access to clean drinking water⁴.

UNDP is currently implementing a joint project with the EU on the regional level - "Promotion of IWRM (Integrated Water Resources Management) and Fostering Transboundary Dialogue in Central Asia" - where Tajikistan is one of the focus countries. This project (with the total budget around 5,4 mln.USD) started in 2009 and will be finalized in 2012. Major activities planned for Tajikistan are as follow: support to IWRM on the national level, development of sectoral strategies and plans in water supply and sanitation, irrigation and small-hydro sectors, implementation of demonstrations projects in water supply and sanitation and irrigation, support to Integrated River Basin Management and transboundary cooperation.

On the regional level the project will be focused on providing a regional dialogue platform for IWRM and capacity building. Therefore SIVA exercise in Tajikistan will be closely coordinated with IWRM project as vulnerability assessment will contribute towards setting transparent and open water supply and sanitation systems and developing relevant financing strategies; at the same time, IWRM project will be providing an input in terms of general water sector/IWRM analysis and relevant technical expertise in water supply and sanitation sector.

F. Sector Integrity Vulnerability Assessment (SIVA)

³ See http://www.undp.org/oslocentre/docs08/users_guide_measuring_gender.pdf

⁴ See : <http://waterwiki.net/index.php/Tajikistan>

The Sector Integrity Vulnerability Assessment (SIVA) identifies where weaknesses exist within specific institutions i.e. (judiciary, border guards) and sectors (natural resources, transport) that allow corruption to occur. It is an expert based assessment that will rely on practitioners who know the institutions/sectors best and who have long-term experience and firsthand knowledge of the area to be examined.

Sector Integrity Vulnerability Assessment serves as a critical component of managing the efficiency and opportunities for corruption in the operation of a sector or institution. Managing integrity in any organisation is an important part of an effective operation. Ensuring that the organisation's personnel operate in the interest of the organisation and not their own private interests is crucial in establishing an effective system of internal control and management. Any individual can be prone to malfeasance or the misuse of nominated power, if the system they work in allows or even encourages it. Hence, the problem of corruption lies squarely in the integrity management system and regulatory environment of operations rather than on the individual's moral compass which can only usually be changed over a long-term. Integrity management involves the establishment of a system that:

- identifies the opportunities for engaging in malfeasance
- develops and implements effective strategies to mitigate those opportunities
- strengthens internal control through the detection, enforcement and prevention of corrupt acts.

'Unbundling' Corruption

Fieldwork on conducting corruption risk assessments across a wide variety of sectors and countries has shown that the opportunities for corruption are not all caused by malfeasance. It is important to recognise that within a transitioning country context many of the vulnerabilities to corruption that exist can also originate from the economic-political situation that the country finds itself in at that particular time. Lack of resources and proper systems in-place due to the specific stage of institutional development or transition for the sector will also present opportunities for misuse of sector resources. Therefore the methodology for assessing corruption risks have evolved to also incorporate these other vulnerabilities in order to present a fairer picture of the realities of operations in a specific country. It doesn't dilute the identification of the level of malfeasance or excuse corruption within the sector/institution but puts it within a clearer framework for mitigation efforts.

Within transitional countries integrity vulnerabilities include:

- misuse of office/power based on insufficient management and control in the current system (inefficiency);
- misuse of office/power by officials based on insufficient budget/means to execute normal operations (insufficiency) and
- misuse of office/power to obtain funds beyond those necessary for normal operations and are for private gain (malfeasance)

These forms of vulnerabilities: inefficiencies and insufficiencies and corrupt practices/malfeasance (bribery; fraud; extortion and collusion) provide a framework for describing the complex range of activities that constitute vulnerabilities within the system that can lead to lapses in integrity. To manage integrity within the water sector, these vulnerabilities to corruption need to be addressed with measures and policies designed by those that will be involved in their enforcement and by those that know the institution best – various stakeholders representing relevant state agencies and civil society.

Conducting Water Sector Integrity Vulnerability Assessment (WSIVA)

Water is life is a common Tajik saying. As noted in the 2008 Transparency International Global Corruption Report: “Transparent, just and effective governance of water is a prerequisite for all human development and for environmental sustainability”. Issues within the system of water management have been a stumbling block to the further economic development of the country and the realisation of the Millennium Development Goals. In order to improve the system of water management within Tajikistan it, is proposed that this conducts corruption risk assessment within the Water Sector. It would focus on water resources management (WRM); water and sanitation as well as water for food areas of the sector. This diagnostic exercise offers the means to outline where the vulnerabilities exist for integrity in the operations of the sector as how to close those gaps.

This sector is well suited for an integrity assessment given UNDP’s lead on the water sector (as outlined in the Joint Country Partnership Strategy). Access to water and sanitation services are amenable to pro-poor and gender sensitive measurements and no other multi-stakeholder assessment initiative have been conducted in Tajikistan in this sector.

SIVA in water sector will be conducted through a series of steps that help to frame the areas of vulnerabilities:

1. An examination of the steps or value addition that occur within the institutions or business processes of the water sector which will serve as a means to divide up the areas of vulnerabilities.
2. An initial overview of the areas of vulnerabilities to integrity within the target institution/water sector.
3. A policy and procedure review for the water sector that will identify gaps in the regulatory framework that provide opportunities for corruption.
4. A series of individual and group expert interviews with practitioners and specialists in the sectors (coming from governmental, non-governmental (including the civil society and private sector) and end service users as well as (international agencies) that will identify where the possibilities for corruption and other bad practices exist within their sector/institution and result in an Integrity Vulnerability Matrix.
5. These identified vulnerabilities will be verified through a broad participatory process (interviews, focus group discussions, surveys) with the governmental regulators/administrators for the sectors as well as other stakeholders and end service users which results in a Sector Integrity Vulnerability Assessment.

The main outputs of the diagnostic will be:

1. Gap analysis of the procedures and regulations in the target institutions.
2. Integrity Vulnerability Matrix based on operations.
3. Sector Integrity Vulnerability Assessment combining the two.
4. Compilation of Indicative Questionnaire or Checklist of the possible risks present which acts as a means to monitor and evaluate progress made in eliminating vulnerabilities.
5. Integrity Vulnerability Mitigation Plan that outlines how integrity vulnerabilities can be mitigated; priority for reform; timeframe for mitigations; resources needed and who is responsible.

Once a list of the opportunities for malfeasance (or gaps in the system) has been compiled, a number of drafting sessions will be conducted to formulate the indicative questionnaire. The checklist will give yes or no questions that indicate if risks for corruption exist in the examined institution. The questionnaire/checklist thus will serve as a benchmarking instrument which allows the measurement of corruption risk levels. It will

be able to do this through the monitoring of changes (reductions or increases) to the prevalence of corruption risks or their mitigation.

After the initial assessment of corruption risks by the selected experts, further consultations will be held with other stakeholders such as end service users groups, civil society groups and international organizations. Additionally, water sector and thematic experts including personnel of related Ministries/institutions will be conferred with throughout the assessment process. All relevant stakeholders involved in the assessment will then be able to take the results of the SIVA and develop an Integrity Vulnerability Mitigation Plan (IVMP) to reduce the opportunities for corruption in their respective agency. These IVMPs will address the current administrative environment as well as any possible future risks. A comprehensive Integrity Vulnerability Mitigation Plan can serve as a public policy for the elimination of corruption risks and inefficiencies. The entire SIVA process will allow a series of assessments to be conducted of the progress made in reducing corruption as well as showing weakness that still need to be addressed.

Given that This type of assessment will require a carefully thought through communication strategy for dissemination of the results and how to involve media, to make full use of the findings and the momentum this creates. This could consist of a national dissemination workshop combined with regional/local workshops with local action plans being developed and much more.

Following are the main ACTIVITIES that this project is indented to achieve:

1. Vulnerabilities to integrity of Water Sector is outlined

- Conduct inception workshop
- Establish Advisory and Research Groups and consult it throughout the assessment process
- Conduct capacity development trainings on methodology development, assessment conducting and establishment of M&E system
- Develop and discuss/agree the assessment methodology with all stakeholders
- Form an expert group for compiling all relevant data and assessment information
- Examine steps that occur within the institutions or business processes of the sector;
- Overview vulnerabilities to corruption within water institution/sector;
- Conduct policy and procedure review for the water sector to identify gaps in the regulatory framework that provide opportunities for corruption;
- Conduct series of individual and group expert interviews with practitioners and specialists in the water sector to identify where the possibilities for corruption exist and the development of the resulting Integrity Matrix;
- Verify the identified opportunities through a participatory process (discussions) with the governmental regulators/administrators for the water sector as well as other stakeholders which results in an Integrity Risk Assessment.

2. Facilitate the Government development of Sector Integrity Vulnerability Mitigation Plan based on SIVA in Water Sector

- Develop detailed Sector Integrity Vulnerability Management Plan (SIVMP) that outlines the steps necessary to mitigate the identified opportunities for corruption will be developed by the relevant authorities from water sector;
- Draft SIVMP will be shared with all relevant stakeholders groups and for consultation and feedback;
- Final SIVMP will be published and launched in cooperation with the Government and Civil Society;

- Endorsed SIVMP to be undertaken by those authorities that will be responsible for implementing the systems corrections that will prevent corruption;
- Advisory Group will disseminate the assessment result in respective government institutions and follow up on policy reforms;
- Dissemination of the SIVMP result through mass media and other toolkits
- Conduction of round table to discuss the outcomes of the SIVMP

Water Governance Facility

The UNDP Water Governance Facility (WGF) at the Stockholm International Water Institute (SIWI) is a unique initiative that supports developing countries in their efforts to strengthen water governance and reduce poverty through policy support and advisory services. The facility works in multiple thematic areas, including: integrated water resources management, trans-boundary water and water supply, sanitation, climate variability, South-South collaboration, experience and best practices exchange, gender, and capacity building.

WGF's work benefits the water governance related work of government agencies, civil society organisations and other stakeholders in developing countries; contributes to UNDP Water Governance Programme implementation; and builds UNDP's capacity to respond to developing countries requests for support. Thus, a strong partnership will be ensured between this project and WGF to benefit from its experience and available training programmes and expertise.

In addition possible tools for diagnosing corruption in the water sector will be reviewed in guide "Improving transparency, integrity and accountability in water supply and sanitation" developed by the World Bank Institute & Transparency International. The guide proposes some 'external diagnostic tools' which seek to collect information from utility's customers and suppliers as well as from civil society and the business community in general. These include ready-made surveys, citizen report cards, and participatory corruption appraisal. The guide also proposes some 'internal diagnostic tools', which are primarily concerned with an organization's own policies, procedures, and incentives that present opportunities for and occurrences of corruption. These tools include a ready-made utility checklist, a vulnerability assessment methodology, performance benchmarking, and PROOF: the Public Record of Operations and Finance (file of the guide will be sent with this report).

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Outcome 3: National and local levels of government and local self-governing bodies have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner

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

Capacity of national and local government to implement development initiatives in an inclusive, participatory and democratic manner.

Applicable MYFF Service Line: SL 2.7: Public Administration Reform and Anti-Corruption;

Applicable Key Result Area (from 2008-11 Strategic Plan): Democratic Governance- *Strengthening accountable and responsive governing institutions*

Partnership Strategy: The project will be implemented by UNDP SEIG Project in cooperation with the national stakeholders (both Governmental Institutions and CSOs). Close partnership will be ensured with UNDP Water Governance Facility and Oslo Governance Centre for provision of technical input

Project title and ID (ATLAS Award ID):00014915 Sector Integrity Risk Management

INTENDED OUTPUTS	OUTPUT TARGETS FOR (2010-2011)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output: Outline the vulnerabilities to integrity within water sector in order to facilitate the development of Risk Mitigation Plans as part of advancing the National Anti-Corruption Strategy and National Development Strategy</p> <p>Baseline No Sector Integrity Vulnerability Assessment conducted in water sector Weak national capacity to undertake integrity vulnerability assessment in water sector</p> <p>Indicators: Vulnerability Assessment Matrix and analysis for water sector available</p>	<p>Targets 2010 - At least 2 trainings on water SIVA conducted to build capacity of relevant government and CSO representatives - SIVA conducted in Water Sector</p> <p>Targets 2011 - At least 1 training organised to build capacity of relevant government and CSO representatives on how to develop monitoring and evaluation system for water SIVA</p>	<p>1. Vulnerabilities to integrity of Water Sector is outlined</p> <ul style="list-style-type: none"> ▪ Conduct inception workshop ▪ Establish Advisory and Research Groups and consult it throughout the assessment process ▪ Conduct capacity development trainings on methodology development, assessment conducting and establishment of M&E system ▪ Develop and discuss/agree the assessment methodology with all stakeholders ▪ Form an expert group for compiling all relevant data and assessment information ▪ Examine steps that occur within the institutions or business processes of the sector; ▪ Overview vulnerabilities to corruption within water institution/sector; ▪ Conduct policy and procedure review for the water sector to identify gaps in the regulatory framework that provide opportunities for corruption; ▪ Conduct series of individual and group expert interviews with practitioners and specialists in the water sector to identify where the possibilities for corruption exist and the 	<p>UNDP, National Anti Corruption Agency, Ministry of Water and Land Reclamation, Strategic Research Institute, Institute of Philosophy, Local SCOs</p>	<p>Indicative Budget: 118,000 <i>International Consultant 10,000</i> <i>National Consultants 37,000</i> <i>Contractual Services (Companies) 20,000</i> <i>Contractual Services (Individuals) 15,000</i> <i>Travel 23,000</i> <i>Supplies 7,000</i> <i>Miscellaneous 6,000</i></p>

		<p>development of the resulting Integrity Matrix;</p> <ul style="list-style-type: none"> ▪ Verify the identified opportunities through a participatory process (discussions) with the governmental regulators/administrators for the water sector as well as other stakeholders which results in an Integrity Risk Assessment. 		
<p>Baseline: Water Sector Integrity Vulnerability Mitigation Plan</p> <p>Indicators: Vulnerability Mitigation Plan</p>	<p>Targets 2011 - Integrity Vulnerability Mitigation Plan developed by responsible Ministry in Water Sector.</p>	<p>2. Facilitate the Government development of Sector Integrity Vulnerability Mitigation Plan based on SIVA in Water Sector</p> <ul style="list-style-type: none"> ▪ Develop detailed Sector Integrity Vulnerability Management Plan (SIVMP) that outlines the steps necessary to mitigate the identified opportunities for corruption will be developed by the relevant authorities from water sector; ▪ Draft SIVMP will be shared with all relevant stakeholders groups and for consultation and feedback; ▪ Final SIVMP will be published and launched in cooperation with the Government and Civil Society Organisations; ▪ Endorsed SIVMP to be undertaken by those authorities that will responsible for implementing the systems corrections that will prevent corruption; ▪ Advisory Group will disseminate the assessment result in respective government institutions and follow up on policy reforms; ▪ Dissemination of the SIVMP result through mass media and other toolkits ▪ Conduction of round table to discuss the outcomes of the SIVMP 	<p>UNDP, National Anti Corruption Agency, Ministry of Water and Land Reclamation, Strategic Research Institute, Institute of Philosophy, Local CSOs</p>	<p>Indicative Budget: 82,000</p> <p><i>International Consultants</i> 10,000</p> <p><i>National Consultants</i> 25,000</p> <p><i>Contractual Services Companies</i> 7,000</p> <p><i>Contractual Services Individuals</i> 10,000</p> <p><i>Supplies</i> 8,000</p> <p><i>Publication</i> 19,000</p> <p><i>Miscellaneous</i> 3,000</p> <p>Total Budget:200,000 for 2010-2011(2years)</p>

IV. ANNUAL WORK PLAN BUDGET SHEET

Year: 2010

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output: Outline the vulnerabilities to integrity within water sector in order to facilitate the development of Risk Mitigation Plans as part of advancing the National Anti-Corruption Strategy and National Development Strategy</p> <p>Baseline: - No Sector Integrity Vulnerability Assessments conducted for water sector</p> <p>Indicators:</p>	<p>1. Vulnerabilities to integrity of Water Sector is outlined</p> <ul style="list-style-type: none"> ▪ Conduct inception workshop ▪ Establish Advisory and Research Groups and consult it throughout the assessment process ▪ Conduct capacity development trainings on methodology development, assessment conducting and establishment of M&E system for it ▪ Develop and discuss/agree the assessment methodology with all stakeholders ▪ Form an expert group for compiling all relevant data and assessment information ▪ Examine steps that occur within the institutions or business processes of the sector; ▪ Overview vulnerabilities to corruption within water institution/sector; ▪ Conduct policy and procedure review for the water sector to identify gaps in the regulatory framework that provide opportunities for corruption; ▪ Conduct series of individual and group expert interviews 					UNDP, National Anti Corruption Agency, Ministry of Water and Land Reclamation, Strategic Research Institute, Institute of Philosophy, Local SCOs	Development Programme/OGC	International Consultant	10.000
		National Consultant	37.000						
		Contractual Services (companies)	15.000						
		Contractual Services (Individuals)	10.000						
		Travel	20,000						
		Supplies	5.000						
		Miscellaneous expenses	3.000						
		Subtotal Activity1:	100.000						

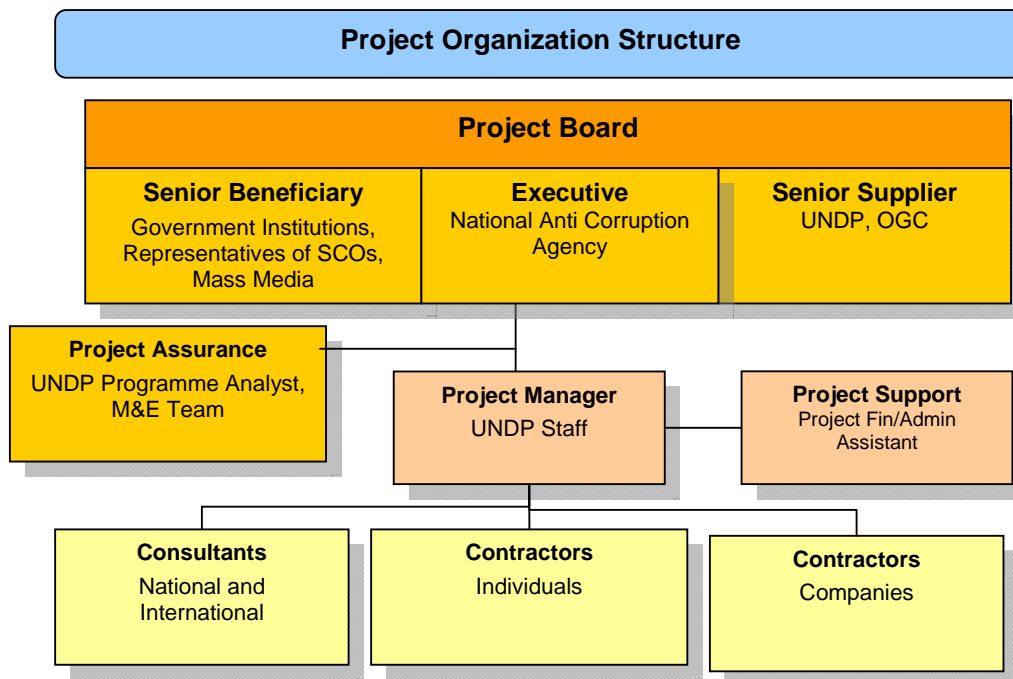
<p>-Vulnerability Assessment Matrix and analysis for water sector available</p> <p><i>Targets 2010:</i></p> <ul style="list-style-type: none"> - At least 2 trainings on water sector integrity vulnerability assessment conducted to build capacity of relevant government and CSO reps - SIVA conducted in Water Sector 	<p>with practitioners and specialists in the water sector to identify where the possibilities for corruption exist and the development of the resulting Integrity Matrix;</p> <ul style="list-style-type: none"> ▪ Verify the identified opportunities through a participatory process (discussions) with the governmental regulators/administrators for the water sector as well as other stakeholders which results in an Integrity Risk Assessment. 								
TOTAL									100,000

V. MANAGEMENT ARRANGEMENTS

This Project is designed as one of the expected outcomes for UNDP Country Project Action Plan (CPAP 2010 – 2015) approved by the Government of Tajikistan.

This Project will be executed through the nationally implemented “State Enhancement for Improved Governance” Project and UNDP will provide specific support services for project implementation through the Country Office Administrative and Finance Units as required.

The project will be regularly reviewed and discussed through the Project Board (PB) of the umbrella project on “State Enhancement for Improved Governance” (SEIG) to ensure effective project management and implementation.



VI. MONITORING FRAMEWORK AND EVALUATION

UNDP will be responsible for monitoring both the substantive implementation of Project activities as outlined in this document as well as budgetary reports. The Project objectives, indicators and targets mentioned in the Project logical framework matrix will serve as the primary reference for the monitoring and evaluation of the Project.

Monitoring is a daily process. Day-to-day management is the responsibility of the Project Manager. Activities have been planned and will be managed for results according to the approved UNDP strategic framework (2010-2015 CPAP). Progress will be measured through a series of annual reviews, both of the individual components and the Project as a whole.

To ensure transparency and accuracy of achievements the country office may use independent outcome evaluations. Activities will be planned and managed for results against the approved framework and UNDAF priority areas, including joint monitoring with other UN agencies and implementing partners. The framework contains the key elements, which ensure national endorsement of expected results. It will be modified as needed, taking into account implementation lessons, periodic assessments and the evolving situation in the country. Any partner contributing to the Project will be encouraged to undertake regular monitoring visits and participate in any evaluation exercise.

Evaluation

To complement and enhance UNDP Project monitoring, it may be determined to conduct joint annual or bi-annual evaluations with representatives of the main stakeholders. Such a team effort will strengthen partnerships and allow for a transparent and fair review of activities

Findings will be used to revise the Project's RRF and preparation of annual work plans, led by the Project Manager. A final, external evaluation will be held in the final four months of the Project. Any donor contributing to the Project will be encouraged to undertake regular monitoring visits and participate in any evaluation exercise. The government, involved in the daily management of the Project to ensure national ownership, will also be encouraged to participate in the Project's evaluation.

Reporting

Monitoring Framework and Evaluation

In accordance with UNDP's Programme and Operations Policies and Procedures (POPP), the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in "Atlas"⁵ 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 III**), 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 Quarterly Progress Reports (QPR) 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.

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

Quality Management for Project Activity Results

OUTPUT: Outline the vulnerabilities to integrity within water sector in order to facilitate the development of Risk Mitigation Plans as part of advancing the National Anti- Corruption Strategy and National Development Strategy		
Activity Result 1 (Atlas Activity ID)	Vulnerabilities to integrity of Water Sector is outlined	Start Date: 01/02/2010 End Date: 31/12/2011
Purpose	Increasing transparency and accountability of the system of Governance in the Water Sector to serve to people and promote develop oriented reforms	
Description	Conduction of the SIVA with further development of SIVMP in Water Sector, organizerion of trainings for capacity development, conduct assessment and develop awareness campaign.	
Quality Criteria	Quality Method	Date of Assessment
Level of TI Annual Corruption Perception Index	Consultations with TI	Annually
Number of assessments conducted and analytical papers	Level of impact and feedback	Annually
Number of published reports, templates, brochures	Level of impact and feedback, survey, interview	Annually
Number of trainings, workshops and other awareness events and trained audience	Level of impact and feedback, survey, interview	Annually

OUTPUT: Outline the vulnerabilities to integrity within water sector in order to facilitate the development of Risk Mitigation Plans as part of advancing the National Anti- Corruption Strategy and National Development Strategy		
Activity Result 2 (Atlas Activity ID)	Effective Project Management	Start Date: 01/02/2010 End Date: 31/12/2011
Purpose	Promote effective implementation of the Project according to stipulated expected outputs for UNDP Country Project Action Plan	
Description	Conduct daily supervision of Project components Conduct meetings of Project Steering Committee to keep track results of the Project Provide training for newly selected Project partners and focal points and ongoing trainings for upgrade skills of partners Lead in organization of intesectional meeting among donor community and international organizations. Organize effective internal M&E team	
Quality Criteria	Quality Method	Date of Assessment
Number of conducted Steering Committee Meetings	Level of impact and feedback	Annually
Number of reports and other analytical papers	Level of impact and feedback	Annually
Number of site visits	Reports and interview	Annually
Number of published books, templates, brochures to promote visibility of the Project	Level of impact and feedback, survey, interview	Annually
Number of trainings for national stakeholders	Level of provided reports (both financial and project)	Quarterly

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

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

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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

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

VIII. ANNEXES

ANNEX I. BUDGET

UNDP Atlas Activity	Responsible Party/ Implementing Partner	Donor Name	ATLAS Budget Description	Amount (USD)		Total (USD)
				Year 1	Year 2	
1. Vulnerabilities to integrity of Water Sector outlined	UNDP, Government of Tajikistan	UNDP, OCG Dev, Programme	International Consultant	10,000		10,000
▪ Conduct inception workshop			National Consultant	37,000		37,000
▪ Establish Advisory and Research Groups and consult it throughout the assessment process			Contractual Services- Companies	15,000	5,000	20,000
▪ ▪ Conduct capacity development trainings on methodology development, assessment conducting and establishment of M&E system			Contractual Services – Individuals	10,000	5,000	15,000
▪ Develop and discuss/agree the assessment methodology with all stakeholders			Travel	20,000	3,000	23,000
▪ Form an expert group for compiling all relevant data and assessment information			Supplies	5,000	2,000	7,000
▪ Examine steps that occur within the institutions or business processes of the sector;			Miscellaneous Expenses	3,000	3,000	6,000
▪ Overview vulnerabilities to corruption within water institution/sector;						
▪ Conduct policy and procedure review for the water sector to identify gaps in the regulatory framework that provide opportunities for corruption;			Sub-total:	\$100,000	\$18,000	\$118,000
▪ Conduct series of individual and group expert interviews with practitioners and specialists in the water sector to identify where the possibilities for corruption exist and the development of the resulting Integrity Matrix;			Total Activity1	\$100,000	\$18,000	\$118,000
2. Facilitate the Government development of Sector Integrity Vulnerability Mitigation Plans based on SIVA Water sector			UNDP, Government of Tajikistan	UNDP, OCG Dev, Programme	International Consultant	
▪ Develop detailed Sector Integrity Vulnerability Management Plan (SIVMP) that outlines the steps necessary to mitigate the identified opportunities for corruption will be developed by the relevant authorities from water sector;	National Consultant				25,000	25,000

UNDP Atlas Activity	Responsible Party/ Implementing Partner	Donor Name	ATLAS Budget Description	Amount (USD)	Amount (USD)	Total (USD)
				Year 1	Year 2	
<ul style="list-style-type: none"> Draft SIVMP will be shared with all relevant stakeholders groups and for consultation and feedback; 			Contractual Services-Companies		7,000	7,000
<ul style="list-style-type: none"> Final SIVMP will be published and launched in cooperation with the Government and Civil Society Organisations; 			Contractual Services - Individuals		10,000	10,000
<ul style="list-style-type: none"> Endorsed SIVMP to be undertaken by those authorities that will responsible for implementing the systems corrections that will prevent corruption; 			Supplies		8,000	8,000
<ul style="list-style-type: none"> Advisory Group will disseminate the assessment result in respective government institutions and follow up on policy reforms; 			Publication		19,000	19,000
<ul style="list-style-type: none"> Dissemination of the SIVMP result through mass media and other toolkits 			Miscellaneous Expenses		3,000	3,000
<ul style="list-style-type: none"> Conduction of round table to discuss the outcomes of the SIVMP 			Sub-total:		\$82,000	\$82,000
			Total Activity2	\$0	\$82,000	\$82,000
Project Grand Total				\$100,000	\$100,000	\$200,000

ANNEX II: RISK LOG

Project Title: TJK 010	Award ID: 14915	Date: January 2010
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Centralised decision making/management governance system	January 2010	Political	<ul style="list-style-type: none"> - Reform process will be slower than ideal. - Lower level personnel may not understand or own project supported reforms. <p>I - 5 P - 5</p>	<ul style="list-style-type: none"> - Project activities will continue to focus on enhancing transparency and accountability of process and decisions guided by the ethics and integrity framework at all levels; - All project components will be underpinned by an anti-corruption strategy; - Ongoing project support for appropriate levels of delegation at local level. - Continuous consultation process ensuring as many lower level staff as possible are included. 	Alisher Karimov	Anahita Niyatbekova		
2	Low status of women within government system.	January 2010	Strategic	<ul style="list-style-type: none"> - Limited engagement of women in project strategies and minimisation of women in meaningful decision-making roles <p>I - 3 P - 3</p>	<ul style="list-style-type: none"> - Direct engagement of Gender Specialist in Project initiatives; - Inclusion of gender equity in management plans 	Alisher Karimov	Anahita Niyatbekova		

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
3	Corrupt interference in the operations of water sector	January 2010	Strategic	<ul style="list-style-type: none"> - Poor public perceptions; - Project objectives are weakened. <p>I – 5 P – 5</p>	<ul style="list-style-type: none"> - Project activities will continue to focus on enhancing transparency and accountability of process and decisions guided by the ethics and integrity framework; - All project components will be underpinned by an anti-corruption strategy 	Alisher Karimov	Anahita Niyatbekova		
4	Low salaries of public servants.	January 2010	Strategic	<ul style="list-style-type: none"> -Decrease of impartiality or commitment to core project supported activities -Underpinning motivator for corrupt behaviour to the detriment of public confidence and project activities. <p>I – 5 P – 5</p>	<ul style="list-style-type: none"> -Identification and provision ongoing support to motivated individuals who demonstrate commitment to work despite low salaries; - Ongoing project monitoring to identify opportunities to include government initiatives in strategic plans and annual plans; - Incentive options in relation to achievement of short-term initiatives. 	Alisher Karimov	Anahita Niyatbekova		
5	Ineffective donor coordination	January 2010	Organizational	<ul style="list-style-type: none"> - Fragmented approach to sectoral support; - Uncoordinated efforts and less effective results 	<ul style="list-style-type: none"> - Regular donor coordination briefings and communication initiatives; - Engagement of key partners and 	Alisher Karimov	Anahita Niyatbekova		

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
				I – 2 P – 2	stakeholders in annual planning;				
6	Fragility of civil society and weak relationships between civil society and state agencies	January 2010	Strategic	- Weakening of the impact and involvement of civil society particularly in anticorruption public awareness I – 4 P – 4	- Project activities facilitate incremental growth of civil society in target areas; - Promote engagement of civil society involvement in strategic planning; - Continue with NGO and civil society partnerships particularly in public awareness activities.	Alisher Karimov	Anahita Niyatbekova		
7	Insufficient capacity of key national partners to effect institutional change at the rate envisaged by Project Document.	January 2010	Political	- Project activities will not be implemented and coordinated in timely manner, which will adversely impact sustainability; - Ownership will be limited. I – 5 P – 5	- Flexible and contextually relevant monitoring and evaluation. - Monitoring and Evaluation framework to advice on activities progress and alignment with the Project framework; - Maintain flexibility of implementation schedules. - Close coordination with national counterparts and partners; - Mentoring and technical assistance.	Alisher Karimov	Anahita Niyatbekova		
8	Lack of coordination / linkages between	January 2010	Organizational	- Delay in decision-making and	- Ongoing communication /	Alisher Karimov	Anahita Niyatbekova		

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	various committees/entities responsible for design, authorization and implementation of initiatives.			implementation of initiatives. I – 3 P – 3	consultation with relevant committees and agencies; - Inclusion of counterparts in design and implementation process to assure support for initiatives; - Assist in dialog between various committees / units.				
9	Weak capacity of Presidential Administration, Agency of State Financial Control and Fight Against Corruption, Ministry of Water and Melioration, and other key state entities to adequately develop and implement initiatives in line with Project timeframes.	January 2010	Strategic	- National counterparts will not be able to implement appropriate Projects. I – 3 P – 3	- Maintenance of collaborative working relationships between national counterparts and Project personnel; - Provision of support in strategic planning; - Support in upgrading facilities and equipment, capacity building of staff skills to meet the standards.	Alisher Karimov	Anahita Niyatbekova		
10	Ineffective engagement in or operation of the Project Board	January 2010	Strategic	- Lack of involvement and engagement will adversely impact on sustainability of project objectives. - Failure to strategically evolve with the long-term outputs.	- Constant stakeholder retreats to build ownership and consensus early in project life-cycle; - Identify key counterparts and stakeholders who are able to make policy decisions and keep constant dialogue	Alisher Karimov	Anahita Niyatbekova		

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
				I – 4 P – 4	progress;				
11	Ineffective Monitoring and Evaluation system	January 2010	Strategic	- Project performance not adequately assessed. - Logical and necessary refinements or enhancements not made to the project. I – 4 P – 4	- Baseline data identified and recorded. - M&E to be linked to the Project outcomes including Project indicators. - M&E expert involved.	Alisher Karimov	Anahita Niyatbekova		

ANNEX III: TENTATIVE WORK PLAN FOR 2010-2011

Activities	Year- 2010												Year- 2011											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Output: Outline the vulnerabilities to integrity within water sector in order to facilitate the development of Risk Mitigation Plans as part of advancing the National Anti- Corruption Strategy and National Development Strategy																								
1.Vulnerabilities to integrity of Water Sector outlined																								
Conduct inception workshop																								
Establish Advisory and Research Groups and consult it throughout the assessment process																								
Conduct capacity development trainings on methodology development, assessment conducting and establishment of M&E system																								
Develop and discuss/agree the assessment methodology with all stakeholders																								
Form an expert group for compiling all relevant data and assessment information																								
Examine steps that occur within the institutions or business processes of the sector;																								
Overview vulnerabilities to corruption within water institution/sector;																								
Conduct policy and procedure review for the water sector to identify gaps in the regulatory framework that provide opportunities for corruption;																								
Conduct series of individual and group expert interviews with practitioners and specialists in the water sector to identify where the possibilities for corruption exist and the development of the resulting Integrity Matrix;																								
2. Facilitate the Government development of Sector Integrity Vulnerability Mitigation Plans based on SIVA Water sector																								
Develop detailed Sector Integrity Vulnerability Management Plan (SIVMP) that outlines the steps necessary to mitigate the identified opportunities for corruption will be developed by the relevant authorities from water sector;																								
Draft SIVMP will be shared with all relevant stakeholders groups and for consultation and feedback;																								
Final SIVMP will be published and launched in cooperation with the Government and Civil Society Organisations;																								
Endorsed SIVMP to be undertaken by those authorities that will responsible for implementing the systems corrections that will prevent corruption;																								

PROJECT IMPLEMENTATION APPROACHES

Throughout implementation of this Project UNDP will maintain following key approaches:

i. Donor coordination:

Lead donors in promoting a common strategy on facilitating better governance in Tajikistan through existing Joint Country Partnership Strategy (JCPS) process including elements drawn from commitments already made by Tajikistan in OECD - organized peer review (21 specific recommendations to address anti-corruption and transparency).

ii. Developing national capacities:

All Project interventions will be built upon national counterparts (governmental and non-governmental). UNDP will ensure that any external expertise brought to the Project (individual or sub-contractors) will assess national capacities and conduct -specific capacity development activities (workshops, trainings) to ensure development of national capacities and national ownership of all the results produced by this Project.

iii. Gender mainstreaming:

Gender mainstreaming in all Project interventions is a corporate commitment of UNDP. This Project will go beyond ensuring equal representation of women and men in Project interventions. It will try to integrate gender perspective into Project activities. In this Project, gender issues will have specific relevance for research. During research gender disaggregated data will be collected on how women and men perceive corruption and if a cost and effects of corruption are different for women and men. The Project will provide the tools on analyzing corruption from gender perspective.

(iv). Balanced representation of governmental and non-governmental players:

UNDP will facilitate balanced representation and participation of governmental and non-governmental actors throughout implementation. Inclusion of government is evident as majority of Project interventions are focused on governmental institutions and aimed at building their capacities to assess and mitigate corruption. To sum-up, both government and civil societies will be equally “implementers” and “beneficiaries” of this Project.