



United Nations Development Programme

Tajikistan



*Empowered lives.
Resilient nations.*

Terminal Evaluation of GEF Project:

Strengthening capacity for an environmental information management and monitoring system in Tajikistan

(GEF No: 5236; UNDP PIMS No: 5198)

August-September 2017

Terminal Evaluation Report

Prepared by:

Paata Janelidze, International Consultant

November 2017

Acknowledgements

The Evaluator wishes to acknowledge with gratitude the time and effort expended by all project participants and stakeholders during the course of terminal evaluation in general and the evaluation missions in particular. This provided valuable insights, candid perspectives, and made the evaluation process more enjoyable. In particular, I wish to thank the Project Manager Mr. Suhrob Raupov, UNDP CO Tajikistan, especially Ms. Nargizakhon Usmanova, Program Analyst and Mr. Khurshed Kholov, Energy and Environment Programme Manager, representatives of the project Partners, especially Mr. Khayrullo Ibodzoda, Chairman of the Committee of Environmental Protection, at the same time being a GEF Focal Point in Tajikistan, as well as representatives of National Center for Biosafety and Biodiversity and other Partners, for their hospitality, discussions on their experiences in implementing this Project as well as on general matters related to the promoting creation of the environmental information management and monitoring system in Tajikistan. I hope that this report will contribute to the implementation of this system in Tajikistan.

Contents

Acknowledgements.....	2
i. Executive Summary	5
Project Summary Table	5
Project Description (brief)	5
Evaluation Ratings Table.....	6
Summary of conclusions, recommendations and lessons.....	7
ii. Acronyms and Abbreviations	8
1. Introduction.....	10
1.1 Purpose of the Evaluation	10
1.2 Scope & Methodology	10
1.3 Structure of the evaluation report.....	12
2. Project Description and Development Context.....	13
2.1 Project Start and Duration	14
2.2 Problems that the project sought to address	14
2.3 Immediate and development objectives of the project	15
2.4 Baseline Indicators established.....	15
2.5 Main stakeholders.....	17
2.6 Expected Results.....	18
3. Findings.....	20
3.1 Project Design / Formulation	20
3.1.1 Analysis of Logical Framework (Project logic /strategy; Indicators).....	22
3.1.2 Assumptions and Risks	22
3.1.3 Lessons from other relevant projects incorporated into project design	24
3.1.4 Planned stakeholder participation	25
3.1.5 Replication approach	25
3.1.6 UNDP comparative advantage.....	26
3.1.7 Linkages between project and other interventions within the sector.....	26
3.1.8 Management arrangements	27
3.2 Project Implementation	28
3.2.1 Adaptive management (changes to the project design and project outputs during implementation)	28
3.2.2 Partnership arrangements (with relevant stakeholders involved in the country/region).....	30
3.2.3 Feedback from M&E activities used for adaptive management.....	31

3.2.4	Project Finance.....	31
3.2.5	Monitoring and evaluation: design at entry and implementation (*).....	32
3.2.6	UNDP and Implementing Partner implementation / execution coordination, and operational issues (*).....	33
3.3	Project Results.....	35
3.3.1	Overall results (attainment of objectives) (*)	38
3.3.2	Relevance (*)	56
3.3.3	Effectiveness & Efficiency (*).....	57
3.3.4	Country ownership.....	57
3.3.5	Mainstreaming	58
3.3.6	Sustainability (*).....	58
3.3.7	Impact	59
4.	Conclusions, Recommendations & Lessons	60
4.1	Corrective actions for the design, implementation, monitoring and evaluation of the project.....	60
4.2	Actions to follow up or reinforce initial benefits from the project	60
4.3	Proposals for future directions underlining main objectives.....	60
4.4	Best and worst practices in addressing issues relating to relevance, performance and success	61
5.	Annexes.....	62
	Annex 1: ToR	62
	Annex 2: TE Mission Itinerary	85
	Annex 3: List of persons interviewed.....	86
	Annex 4: List of documents reviewed.....	87
	Annex 5: Questionnaire used and summary of results	88
	Annex 6: Ratings Scales	89
	Annex 7: Evaluation Consultant Agreement Form	90

i. Executive Summary

Project Summary Table

Project Title:	Strengthening capacity for an environmental information management and monitoring system in Tajikistan	
GEF Project ID:	5236	
UNDP Project ID:	5198	
Country:	Tajikistan	
Region:	Europe and Central Asia	
Focal Areas:	Multi-Focal Areas	
Focal Area Objectives, (OP/SP)	<ul style="list-style-type: none"> - CD2 - Generate, access and use of information; - CD4 – Strengthened capacities for management and implementation on convention guidelines; - CD5 - Capacities enhanced to monitor and evaluate environmental impacts and trends 	
Executing Agency	UNDP Country Office in Tajikistan	
Other project partners	Committee on Environmental Protection under the Government of the Republic of Tajikistan National Biodiversity and Biosafety Center of the Republic of Tajikistan	
	<i>at endorsement (US\$)</i>	<i>at completion (US\$)</i>
GEF financing:	700,200	700,200 ¹
IA/EA own:	250,000	250,000
Government:	500,000	500,000
Other:	0	0
Total Project Cost:	1,450,200 USD	1,450,200 USD
ProDoc Signature (date project began):	03/09/2014	
(Operational) Closing Date:	Proposed: 03/09/2017	Actual: 30/09/2017

Project Description (brief)

The UNDP-supported GEF-financed project “Strengthening capacity for an environmental information management and monitoring system in Tajikistan” (CCCD Project²) aims to introduce a national integrated and coordinated environmental information management and monitoring system (EIMMS) in Tajikistan. This objective is planned to be achieved by targeting and training government staff at the local, regional and national levels on the specific interpretation of Rio Convention provisions.

The development context for this project is also consistent with the UNDP and GEF priorities globally and in Tajikistan as well. In particular, it falls within the:

¹ By end of 2017 most of the GEF resources are utilized with only 1 PO remaining open (with an outstanding amount \$19,717.30). The said PO belongs to the subcontractor for the system for environmental information management and the remaining amount will be disbursed when the warranty period for the system is over (August 2018).

² This project conforms to Programme Framework CD-2, CD-4 and CD-5 of the GEF-5 Cross-Cutting Capacity Development Strategy. Therefore, for this project abbreviation CCCD (Cross-Cutting Capacity Development) is used

- GEF-5 Cross-Cutting Capacity Development Strategy – GEF is funding cross-cutting capacity development projects focused among others on the environmental governance system and mainstreaming global environmental issues into national development programs
- United Nations Development Assistance Framework (UNDAF) for Tajikistan 2010-2015, Outcome #2.3: There is a more sustainable management of the environment and energy and natural resources.
- The objectives of the CCCD Project is also in line with the Country Programme Action Plan (CPAP) between the Government of Tajikistan and UNDP for 2010-2015 (Output 6.1: Government is provided with capacity building support to negotiate, ratify, and implement major international environmental agreements; transnational policy and legal frameworks on sustainable natural resources management and local communities are supported to participate in sustainable livelihoods).

Evaluation Ratings Table

Monitoring and Evaluation	Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
M&E design at Entry		S				
M&E Plan Implementation		S				
Overall Quality of M&E		S				
IA & EA Implementation/Execution	Highly Satisfactory	Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
Quality of UNDP (Implementing Agency) Implementation			MS			
Quality of Executing Agency Execution		S				
Overall Quality of IA & EA Implementation/Execution			MS			
	Highly Satisfactory	Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
Achievement of Objective			MS			
Achievement of Outcomes	Highly Satisfactory	Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
Overall Achievement of Outcomes			MS			
Outcome 1		S				
Outcome 2			MS			
Outcome 3			MS			
	Relevant (R)	Not Relevant (NR)				
Relevance	R					
	Highly Satisfactory	Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
<i>Effectiveness</i>			MS			
<i>Efficiency</i>			MS			
Overall Effectiveness & Efficiency			MS			
	Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)		
Overall Sustainability		ML				
<i>Probability of sustainability due to Financial risks</i>		ML				

<i>Probability of sustainability due to Socio-economic risks</i>	L			
<i>Probability of sustainability due to Institutional framework and governance risks</i>		ML		
<i>Probability of sustainability due to Environmental risks</i>	L			
OVERAL RATING	MS			

Summary of conclusions, recommendations and lessons

Overall, this CCCD Project has had a substantial, sustainable effect on development of EIMMS in Tajikistan. CCCD Project facilitated the implementation of measures aimed at improvement of regulatory framework and institutional arrangements by advocating EIMMS development as well as its actual development.

The CCCD Project has demonstrated efficient, adaptive management in achieving of planned outcomes. The CCCD Project team has addressed and managed identified the differences between the situation during the preparatory and inception phases. It effectively managed identified issues and risks.

CCCD Project actively cooperated with different State agencies and donor-funded projects/programmes with similar objectives.

The project delivered most of planned results, although not all of them on time. Some targets were not achieved within the project implementation period; they will be achieved either just by the closure or even after that.

CCCD Project has prepared Draft Terminal Report; it is recommended to additionally include status of achievements, supportive factors.

It is also recommended to ensure that all contractual works on Design and Development of a Database and Environmental Monitoring System are completed.

CCCD Project may upon request of CEP (if any) develop a road map for sustainable operation of Interagency Working Group on Environmental Monitoring (IAWGEM), which already proved its effectiveness.

Overall, by the support of UNDP and GEF, Tajikistan has demonstrated, what can be achieved in effectively meeting the highest levels of efficient environmental information management and monitoring to meet the Rio conventions reporting obligations. The effectiveness of relatively small amounts of international assistance mobilized by the GEF initially was highly effective in supporting this and shows that even in a low-income country, the institutional capacity can be sustained with this initial stimulation.

Chapter 4 “Conclusions, Recommendations & Lessons” of this report provides a more detailed overview of these findings, lessons, and specific recommendations.

ii. Acronyms and Abbreviations

APR	-	Annual Progress Report
AWP	-	Annual work plan
CCCD	-	Cross-cutting Capacity Development
CBD	-	Convention on Biological Diversity
CDD	-	Convention on Desertification and Drought
CEP	-	Committee on Environmental Protection under the Government of the Republic of Tajikistan
CO	-	Country Office
CPAP	-	Country Programme Action Plan
CSO	-	Civil Society Organization
CTA	-	Chief Technical Adviser
EEP	-	Energy and Environment Programme
EIA	-	Environmental Impact Assessment
EIMDSS	-	Environmental Information Management and Decision Support System
EIMMS	-	Environmental Information Management and Monitoring System
EM	-	Environmental Monitoring
GEF	-	Global Environment Facility
GHG	-	Greenhouse gases
IRH	-	Istanbul Regional Hub
LogFrame	-	Logical Framework
LPAC	-	Local Project Appraisal Committee
M & E	-	Monitoring & Evaluation
MEA	-	Multilateral Environmental Agreement
MSP	-	Medium-sized Project
NBBC	-	National Biodiversity and Biosafety Centre
NBSAP	-	National Biodiversity Strategy and Action Plan
NCSA	-	National Capacity Self-Assessment
NGO	-	Non-Governmental Organization
PA	-	Project Assistant
PEI	-	Poverty-Environment Initiative (UNDP/UNEP project)
PIF	-	Project Identification Form
PIR	-	Project Implementation Review
PM	-	Project Manager
ProDoc	-	Project Document

PSC	-	Project Steering Committee
QPMM	-	Quarterly Progress Monitoring Matrix
RTA	-	Regional Technical Adviser
SEA	-	Strategic Environmental Assessment
SDG	-	Sustainable Development Goal
SEIS	-	Shared Environmental Information Systems
TE	-	Terminal Evaluation
TNA	-	Training Needs Assessment
ToR	-	Terms of Reference
UNCT	-	United Nations Country Team
UNDAF	-	United Nations Development Assistance Framework
UNDP	-	United Nations Development Programme
UNFCCC	-	United Nations Framework Convention on Climate Change

1. Introduction

This Terminal Evaluation (TE) report is prepared in accordance with the contract No. IC/2017/44, signed between the United Nations Development Programme (UNDP), the Global Environment Facility (GEF) Implementing Agency for this project, and the individual contractor for performing the services of International Consultant to conduct TE (herein referred to as the "Consultant"). The report summarizes the findings of the TE for the UNDP-supported GEF-financed medium-size project entitled "Strengthening capacity for an environmental information management and monitoring system in Tajikistan" (herein referred to as the "CCCD Project") implemented by the UNDP with financing support provided by the GEF.

1.1 Purpose of the Evaluation

The GEF implementing agencies and UNDP among them, are required to conduct a TE at project completion for all GEF Medium-sized Projects (MSPs). The purpose of the TE is to assess the efficiency and effectiveness of a project in achieving its intended results. TE also assesses the relevance and sustainability of the outcomes. According to "Project-Level Evaluation. Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects"³ evaluations have the following complementary purposes:

- To promote accountability and transparency, and to assess and disclose the extent of project accomplishments
- To synthesize lessons that can help to improve the selection, design and implementation of future GEF financed UNDP activities
- To provide feedback on issues that are recurrent across the UNDP portfolio and need attention, and on improvements regarding previously identified issues
- To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefit
- To gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with other UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs.

1.2 Scope & Methodology

The Consultant has developed a methodology for the execution of the TE in accordance with the "Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects", according to which the TE among others shall include evaluation of:

- Project strategy (Project design / Formulation, Project planning matrix, use of SMART⁴ indicators and targets, assumptions and risks): To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?
- Project implementation (including Adaptive management): Review of management arrangements, work planning, Monitoring and Evaluation system, reporting and

³<http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>

⁴ Specific, Measurable, Achievable, Relevant and Time-Bound

communications, cost-effectiveness, risk management etc.

- Project results (evaluated against relevance, effectiveness, efficiency, sustainability and impact): Assessment of the extent of the achievement of the expected outcomes and objectives

In order to elaborate detailed mission programme, just after the signing the contract, the Consultant has established close working relations with the Project manager and the Consultant received information and Project-related materials available in electronic format. The Consultant also has developed the approach for the TE, which is based on the clear understanding of the task and ways of addressing it. The main elements of the applied approach were as follows:

- The scope of the TE to cover the entire Project and its components
- The TE be based on the analysis of documents presented in Annex 1 to the ToR for International Consultant as well as the evidenced information from different sources, which will be cross-checked against the consistency; hence the information presented in TE will be credible and reliable
- From the very beginning the close cooperation be established with the Project Team and the UNDP Country Office in Tajikistan and also GEF operational focal point in order to prepare draft inception report and elaborate detailed mission programme
- In order to use the mission period effectively the interviews of the stakeholders be thoroughly prepared. The interviews will help in better understanding the environmental policy priorities, overall environment in which the project was being implemented, status of the stakeholders' involvement, etc.
- The TE report be prepared in full accordance with the guidance provided in the ToR (first of all, Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects) and among others to include:
 - o Review of the project formulation and design as well as the implementation strategy and logical framework: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?
 - o Assessment of the extent of the achievement of the expected outcomes and objectives;
 - o Review of GEF Climate Change Mitigation tracking tool at baseline, mid-term, and at the terminal stages of the project
 - o Project Implementation and Adaptive Management: A review of management arrangements, work planning, Monitoring and Evaluation system, reporting and communications, cost-effectiveness, risk management etc.
 - o Conclusions, recommendations and lessons learned

This TE has been executed in accordance with the guidance provided in the ToR. The developed approach in general worked effectively. The Consultant has met all key stakeholders. A list of organizations to be interviewed during the mission was presented in the Inception report and approved by UNDP CO. The stakeholders answered all the questions of the Consultant as well as provided valuable information from their fields of activities related either to the Project implementation or general policy, institutional frameworks, needs and actual opportunities for creation of effective environmental information management and monitoring system (EIMMS) in Tajikistan.

Based on the above it is the Consultant's opinion that the information obtained during the TE and included in this Report is credible and reliable.

1.3 Structure of the evaluation report

This TE Report is structured according to the TE ToR, which in turn is compliant with “Project-Level Evaluation, Guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects”, UNDP 2012.

The report consists of three main parts and annexes:

Chapter 2 – description of the CCCD Project, problems sought to address, project objectives, baseline indicators, expected results, overview of stakeholders, etc.

Chapter 3 – description of the findings of the TE regarding:

- Project design/formulation
- Project implementation
- Project results
- Sustainability

Chapter 4 – Conclusions, Recommendations and Lessons

Annexes – TE ToR, Evaluation question matrix, List of persons interviewed, List of documents reviewed, etc.

2. Project Description and Development Context

The Project “Strengthening capacity for an environmental information management and monitoring system in Tajikistan” aims to introduce a national integrated and coordinated environmental information management and monitoring system (EIMMS) in Tajikistan. This objective is planned to be achieved by targeting and training government staff at the local, regional and national levels on the specific interpretation of Rio Convention provisions. The short-term objective is to strengthen capacity for environmental monitoring and information management and thereby improve the reporting process to the Rio Conventions as well as ensure sustainable development through better environmental policy.

Tajikistan has a highly developed environmental legal, policy and institutional framework. The Government of Tajikistan is seriously focused on environmental protection. Environmental norms and standards are set for air and water pollution, noise, vibration, magnetic fields and other physical factors, as well as residual traces of chemicals and biologically harmful microbes in food. The 2016 National Development Strategy for the period until 2030 aims to align the national development agenda to the 2030 Agenda for Sustainable Development. The environment-related measures include increasing access to water supply systems, sanitation and hygiene; strengthening incentives on environmental protection for the population and economic entities; and development of a natural hazards risk management system.

The legal and regulatory frameworks among others enforce the rights of any citizen to access to environmental information. At present the current environmental monitoring system in general, is not indicator based. Environmental information is used mostly for reporting to higher levels. It is hardly used as a tool for development and implementation of environmental policy, monitoring and evaluation of environmental performance by public authorities or providing access to information to the public for effective public participation in environmental decision-making processes.

Based on the abovementioned there is a big interest of the Government of Tajikistan in improvement of the environmental information monitoring and management system.

The development context for this project is also consistent with the UNDP and GEF priorities globally and in Tajikistan as well. In particular, it falls within the:

- GEF-5 Cross-Cutting Capacity Development Strategy – GEF is funding cross-cutting capacity development projects focused among others on the environmental governance system and mainstreaming global environmental issues into national development programs
- United Nations Development Assistance Framework (UNDAF) for Tajikistan 2010-2015, Outcome #2.3: There is a more sustainable management of the environment and energy and natural resources. Environmental information monitoring and management system remains priority of UNDAF for 2016-2020, Outcome 6 of which (People in Tajikistan are more resilient to natural and man-made disasters and benefit from improved policy and operational frameworks for environmental protection and sustainable management of natural resources): “UNCT⁵ will support national partners to work on the development of new strategies and services for coordinated environmental management including water resources; land and biodiversity management; strengthening environmental information management and environmental monitoring ...”

⁵ United Nations Country Team (UNCT)

- The objectives of the CCCD Project is also in line with the Country Programme Action Plan (CPAP) between the Government of Tajikistan and UNDP for 2010-2015 (Expected Outcome 6: Sustainable natural resources management, improved environmental protection, and increased access to alternative renewable energy; Output 6.1: Government is provided with capacity building support to negotiate, ratify, and implement major international environmental agreements; transnational policy and legal frameworks on sustainable natural resources management and local communities are supported to participate in sustainable livelihoods).

2.1 Project Start and Duration

The CCCD Project officially started after the signing of the project document (ProDoc) by the Committee on Environmental Protection under the Government of the Republic of Tajikistan and UNDP Tajikistan, on September 3, 2014. The Project Team consisted of a Project Manager supported by the Chief Technical Advisor and Project Administrative and Financial Administrative Assistant. The inception workshop was held on January 28, 2015 with participation of 15 stakeholders. The Inception report was approved by the Project Board - Project Steering Committee (PSC).

The duration of the CCCD Project is 3 years until September 30, 2017.

2.2 Problems that the project sought to address

The National Capacity Self-Assessment (NCSA) of Tajikistan, conducted in 2005, identified two main priorities: (i) need to strengthen environmental learning and stakeholder involvement in order to mobilize all sectors on Rio Convention; and (ii) to strengthen the environmental management information system to facilitate more informed decision-making to meet Rio Convention obligations. The first priority's cross-cutting capacity was the objective of an earlier CCCD project implemented in 2012 while the capacity improvement of the EIMMS is addressed by this CCCD Project.

Tajikistan is gradually strengthening its environmental policy and programming framework. Nevertheless, before the CCCD Project start, there was a lack of accurate and timely information regarding the inventory of emission sources and the release of greenhouse gases, the registration of plant and animal species, and the degree of land degradation.

During the CCCD Project preparatory phase a number of barriers were identified and among them:

- Legal/regulatory/policy barriers – some environmental policy documents were not in compliance with the key principles and requirements of Multilateral Environmental Agreements (MEAs); global environmental priorities were inadequately reflected in the country's national and sectoral policies and strategies; Inadequate mechanisms for enforcing the fulfillment of Tajikistan's obligations under multilateral environmental agreements
- Awareness barriers – Poor awareness of state officials, specialists, and public at large with regard to Tajikistan's obligations under the three Rio Conventions
- Capacity barriers – Weak organizational capacity and lack of effective coordination and management at all levels (rayon, regional, and national level) to support Rio Convention implementation
- Financial barriers - Inadequate financial resources for the national implementation of MEAs; Due to significantly limited financial resources, usage of obsolete and inefficient technologies,

resulting in an increase of GHG emissions and a poor quality of climate change observations and modeling.

The CCCD Project has been designed to address the above-mentioned barriers. In particular, it aimed at: (i) facilitation of new partnerships between policy and decision-makers across environmental focal areas and socio-economic sectors while actively engaging other key non-governmental stakeholders; and (ii) development of technical capacities on how to structure and implement policy interventions that better respond to Rio Convention obligations.

The CCCD Project consists of three components, which address the abovementioned barriers

- Component 1: Strengthened integrated and coordinated environmental information management and decision support system
- Component 2: Strengthened institutional and technical capacities for creating knowledge to mainstream and measure global environmental impacts and trends within sustainable development plans
- Component 3: Broader public awareness and environmental education on the complex linkages between global environmental and sustainable development objectives

2.3 Immediate and development objectives of the project

The long-term goal of the CCCD Project is to strengthen information management and other support systems that contribute to policy development and improved implementation of the three Rio Conventions.

The overall objective of the CCCD Project is to improve institutional and technical capacities to meet and sustain Rio Convention objectives and those of other MEAs. This objective was supposed to achieve the development of indicators for monitoring and measuring global environmental impacts and trends within the framework of interventions to meet sustainable development objectives.

The immediate objectives included strengthening of Tajikistan's capacity to improve the environmental monitoring, including the monitoring, analyses, and reporting on each of the Rio Conventions.

In the absence of the CCCD Project (business-as-usual scenario) creation of the EIMMS would receive limited attention.

2.4 Baseline Indicators established

The indicators and targets for each project outcome for measuring progress and performance were established already in the Project Identification Form (PIF); baseline levels/values of each indicator, means of their verification, associated risks and key assumptions also were identified. Baseline indicators are presented also in the original ProDoc, namely in the Project Results Framework (LogFrame).

The original LogFrame has been revised during the inception phase and included into the Inception report. The original LogFrame included 3 indicators for the Objective, 20 indicators for Outcome 1, 15 indicators for Outcome 2 and 18 indicators for Outcome 3. In the revised LogFrame the number of indicators have been significantly decreased (3 indicators for the Objective, 4 indicators for Outcome 1, 2 indicators for Outcome 2; and 4 indicators for Outcome 3). Revised Outcomes, indicators and their baseline values are presented in Table 1.

Table 1: Revised Outcomes, indicators and baseline

Objective/Outcome		Revised Indicator	Revised Baseline
Original	Revised		
Objective			
To improve institutional and technical capacities to meet and sustain Rio Convention objectives and those of other MEAs	To introduce a national integrated and coordinated EIMMS in Tajikistan	Adequate national budget allocation to environmental monitoring	State budget of \$ 112,000 in 2014 was allocated to environmental monitoring
		Capacity development monitoring scorecard rating	Existence of the following capacity for: <ul style="list-style-type: none"> - Engagement: 3 of 9 - Generate, access and use information and knowledge: 6 of 12 - Policy and legislation development: 4 of 9 - Management and implementation: 3 of 6 - Monitor and evaluate: 2 of 6 (total score: 18/42)
		Quality of environmental monitoring reports and communications to measure implementation progress of the Rio Conventions in Tajikistan	Current reports are produced with limited data, weak analysis and weak trend analysis
Outcome 1			
Strengthened decision-making process to meet global and national environmental reporting systems and development priorities	Strengthened institutional, legal and regulatory frameworks to enable a coordinated multi-agency EIMMS	Adequate legislation and policies for environmental information management and monitoring (EIMM) developed, detailing the institutional set-up, mandates of institutions and coordination and reporting mechanisms	The current legislation contained in the relevant Laws and policies are not comprehensive enough for the implementation of an adequate national environmental monitoring system
		The environmental monitoring institutional set-up and capacities are adequate for monitoring the state of the environment and responding to international obligations of Tajikistan	Various institutions are currently mandated to monitor some environmental elements with no national coordination, duplication of some functions and limited capacities
		The in-service training programme for public servants include course(s) covering EIMMS	The current in-service training programme for public administrators does not include any course on EIMMS
		Number of public servants trained by taking the course(s) on EIMMS	0
Outcome 2			
Technical and institutional capacities are strengthened to mainstream Rio Conventions into the national development plans	Upgraded EIMM standards, norms, indicators, procedures and IT architectures	Adequate environmental indicators approved and monitored	The existing set of environmental indicators is not comprehensive and does not respond to the national and international information requirements
		Adequate national standards, norms, procedures for monitoring these environmental indicators are officially in place	There is no unified set of standards, norms and procedures to collect data, conduct observations and make sampling
Outcome 3			
Awareness of the linkages between Rio	An institutionalized coordinated	Examples of environmental monitoring information being used in national reports and communications	Limited use of environmental monitoring information in national reports and communications

Objective/Outcome		Revised Indicator	Revised Baseline
Original	Revised		
Conventions and sustainable development is raised	multi-agency EIMMS	Up-to-date environmental information readily available to decision makers	Limited availability of environmental monitoring information; often due to documents being “classified” or “restricted”
		Examples of development plans, policies and strategies that include global environmental indicators	Limited integration of environmental indicators and monitoring information into development plans, policies and strategies
		Examples of increased mobilization of government resources to monitor the environment	Limited allocation of government resources to environmental monitoring

2.5 Main stakeholders

The stakeholders have been identified in the ProDoc. During the inception phase of the CCCD Project the roles of key stakeholders were re-considered. Committee on Environmental Protection (CEP) under the Government of the Republic of Tajikistan was identified as a key project partner on implementation. CEP also was involved in the Project Steering Committee (PSC). The list of other stakeholders and their roles in the CCCD Project included:

- State Administration for Hydrometeorology under the CEP - consultations with national climate change stakeholders
- National Biodiversity and Biosafety Centre (NBBC) under the CEP - coordination of the biodiversity conservation exercise; consultations national biodiversity stakeholders
- State Agency on Forestry and Hunting under the Government of the Republic of Tajikistan - Data provider for LULUCF⁶ category
- Ministry of Economic Development and Trade - involved in PSC
- Ministry of Agriculture - involved in PSC
- Ministry of Education and Science - involved in PSC
- Ministry of Energy and Water Resources - involved in PSC
- Ministry of Finance
- State Agency on Statistics under the President of the Republic of Tajikistan - Major data provider for all sectors relevant to environmental protection, involved in PSC
- State Committee on Land Resource Management and Geodesy - involved in PSC
- Academic Institutes / Universities, Academy of Sciences
- Civil Society Organizations

The list of beneficiaries includes:

- CEP
- NBBC
- Agency on Statistics
- Ministry of Agriculture
- Ministry of Finance

⁶ LULUCF - Land use, Land Use Changes and Forestry

- Ministry of Economic Development and Trade
- Ministry of Education and Science
- State Committee on Land Resource Management and Geodesy
- State Agency for Forestry and Hunting
- Agency for Protected Areas
- State Administration for Hydrometeorology
- State Committee on Investment and State Property Management
- Institute of Civil Servants
- Civil Society Organizations

2.6 Expected Results

In the ProDoc are specified expected results of the CCCD Project. In particular, after the implementation of three components of the CCCD Project three Outcomes were expected to be achieved along with a number of outputs. The following outcomes were planned in the original ProDoc⁷:

Outcome1: Strengthened decision-making process to meet global and national environmental reporting systems and development priorities

Output 1.1: Institutional analysis and convening of Inter-Ministerial Task Force

Output 1.2: Cost-effective structuring of EIMDSS⁸

Output 1.3: Strengthened policy and regulatory instruments for the implementation of an EIMDSS

Output 1.4: Improved operations of an integrated and coordinated EIMDSS

Outcome 2: Technical and institutional capacities are strengthened to mainstream Rio Conventions into the national development plans

Output 2.1: Strengthen institutional mechanisms of the EIMDSS

Output 2.2: Training to monitor, analyze and plan integrated global environmental and sustainable development policy interventions

Output 2.3: Mainstreaming global environmental indicators into select sectoral development plans

Output 2.4: Pilot implementation of the EIMDSS through a select sectoral plan

Outcome 3: Awareness of the linkages between Rio Conventions and sustainable development is raised

Output 3.1: Public awareness and environmental education campaign

Output 3.2: Public awareness dialogues and workshops

Output 3.3: Educational curriculum and material

Output 3.4: Resource mobilization strategy to catalyze and sustain implementation of the EIMDSS

⁷ Outcomes and Outputs are taken from ProDoc, Annex 1: Logical Framework

⁸ EIMDSS - Environmental Information Management and Decision Support System

During the inception phase the CCCD Project Team undertook a review of the project strategy as well as planned outcomes and outputs and Project Results Framework (logical framework, or LogFrame) and revised them in accordance with the updated baseline. For the revision GEF “Theory of Change” approach was applied, which among others (i) makes a distinction between desired and actual outcomes, and (ii) requests stakeholders to model their desired outcomes. As a result, the Outcomes and Outputs were slightly revised in the following way:

Outcome1: Strengthened institutional, legal and regulatory frameworks to enable a coordinated multi-agency environmental information management and monitoring system

Output 1.1: The integrated and coordinated environmental information management and monitoring system is supported by adequate Policies, Laws and Regulations

Output 1.2: Relevant institutions involved in the integrated and coordinated environmental information management and monitoring system have the capacity to fulfil their mandate

Output 1.3: Staff involved in the integrated and coordinated environmental information management and monitoring system have the capacity to fulfill their duties

Outcome 2: Upgraded environmental information management and monitoring standards, norms, indicators, procedures and IT architectures

Output 2.1: An effective set of environmental monitoring indicators endorsed by the government

Output 2.2: Adequate standards, norms, procedures and architectures are used to monitor the environment

Outcome 3: An institutionalized coordinated multi-agency environmental information management and monitoring system

Output 3.1: Updated environmental monitoring information used in several national reports

Output 3.2: Global environmental indicators mainstreamed into select development plans, policies and strategies

Output 3.3: Environmental monitoring information readily updated and accessible by the public

Output 3.4: Resources to sustain the national integrated and coordinated environmental information management and monitoring system are mobilized

3. Findings

(As requested by the ToR, in addition to a descriptive assessment, all criteria marked with (*) must be rated)

3.1 Project Design / Formulation

As recommended by the Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects the findings of this chapter are based on the analysis, whether or not:

- The CCCD Project objectives and components were clear, practicable and feasible within its time frame
- The capacities of the Executing Agency and its counterparts were properly considered when the project was designed
- Lessons from other relevant projects (if any) were properly incorporated in the project design
- The partnership arrangements were properly identified and roles and responsibilities negotiated prior to project approval
- Counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements were in place at project entry
- The project assumptions and risks were well-articulated in the ProDoc

An additional important point in terms of project formulation is to consider whether the planned outcomes were "SMART" (S - Specific: Outcomes must use change language, describing a specific future condition; M - Measurable: Results, whether quantitative or qualitative, must have measurable indicators, making it possible to assess whether they were achieved or not; A - Achievable: Results must be within the capacity of the partners to achieve; R - Relevant: Results must make a contribution to selected priorities of the national development framework; T - Time-bound: Results are never open-ended. There should be an expected date of accomplishment).

Project objectives

The CCCD Project is focused on introducing of national EIMMS in Tajikistan, which would be integrated throughout the related government departments, that is well coordinated and cooperates, and that is using international monitoring standards for the selection of monitoring indicators, the data collection processes, the processing and reporting of this information covering all three Rio Conventions. This in turn, will improve institutional and technical capacities to meet and sustain objectives of Rio Convention and other MEAs. This goal was supposed to be achieved through: (i) structuring of a consultative and decision-making process that effectively integrates global environmental objectives into existing national environmental information management and decision support system on the basis of improved stakeholder and inter-agency coordination as well as policy and regulatory frameworks; (ii) strengthening the technical capacities of key stakeholder, technical staff, and decision-makers that directly and indirectly affect obligations under the Rio Conventions; and (iii) ensuring the institutional sustainability of project outcomes.

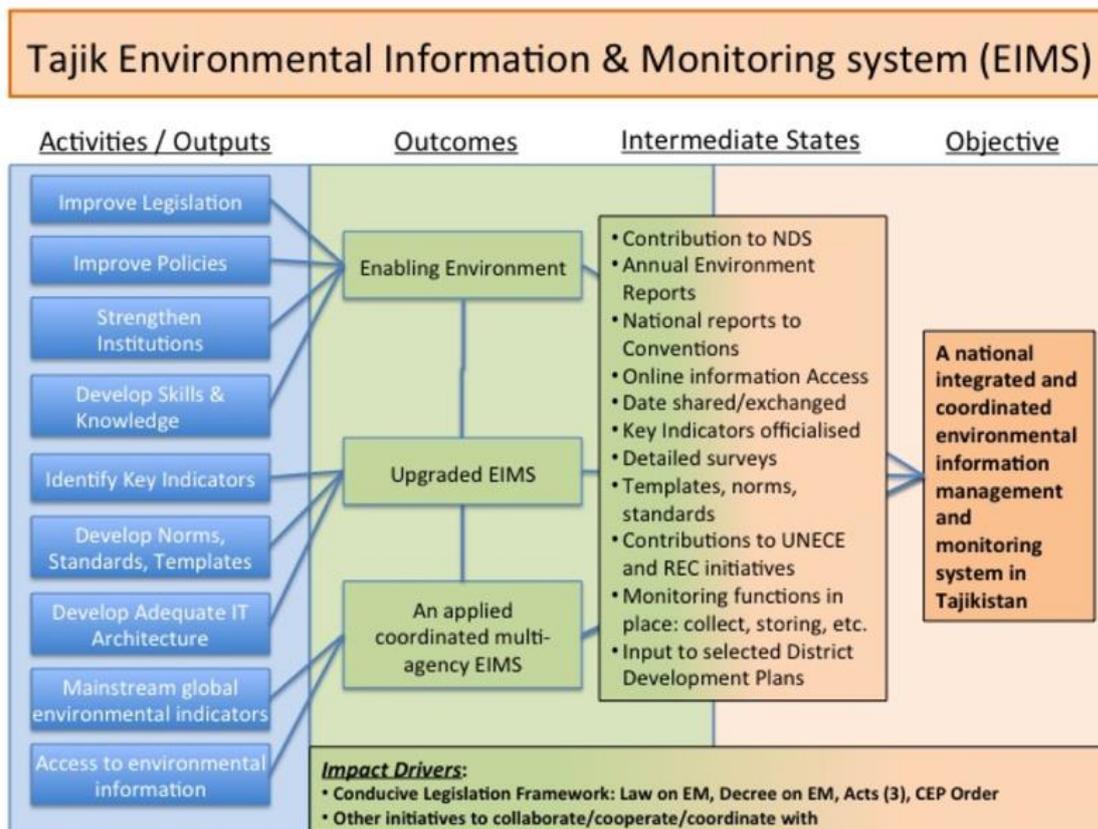
The CCCD Project thus has been designed to:

- Increase: (a) awareness and understanding of EIMMS among the decision-makers; and (b) corresponding institutional and technical capacities to maintain this system including through the establishment of the Inter-Ministerial Task Force

- Identify: (a) national standards of environmental data and information; (b) regulation necessary for improving coordination and communication at the national level; and (c) priority channels of environmental information exchange

The CCCD Project was formulated to respond to the challenges identified in the National Capacity Self-Assessment (NCSA) endorsed by the government of Tajikistan in 2005 (Resolution No. 202 of June 6, 2005). NCSA identified five priority directions in the environmental sector to address capacity issues limiting the implementation of the Rio Conventions and among them “Coordination of activities based on monitoring and information exchange”.

The CCCD Project was developed in accordance with the GEF procedures. At first, Project Information Form (PIF) was prepared (approved by the GEF in April 2013). Then under the Project Preparation Grant (PPG) the project document (ProDoc) was prepared (approved by GEF in May 2014), in which expected results were slightly changed. Through this process the logic and consistency of the design was improved. Nevertheless, it was lacking specifics in terms of tangible outputs and corresponding targets. Therefore, it is logical that they were revised and approved by the PSC after the completion



of the inception phase.

Figure 1: Organigram of proposed Environmental Information Management and Monitoring System

Source: CCCD Project. Inception Report

The main difference in formulation of outcomes and activities to be implemented for their achievement, in the ProDoc and Inception report is that the revised design was based on clear understanding of the environment, in which the CCCD Project should be implemented, and also of realistic consideration of “Intermediate States” and “Impact Drivers”.

3.1.1 Analysis of Logical Framework (Project logic /strategy; Indicators)

The Logical Framework (LogFrame) is a key basis for planning of detailed activities under the implementation framework that was defined in the ProDoc. The LogFrame shall in principle serve to monitor and evaluate the overall project achievements – based on defined targets and indicators to measure these targets.

The original LogFrame, at the certain level, is lacking specifics and clarity. For instance:

- Outputs of the original Outcome 1 (in the ProDoc) foresee that the decision-making process, policy and regulatory instruments would be strengthened without indicating what in particular and how will be strengthened. This is provided in the revised LogFrame (presented in Inception report)
- Activities under the Outcome 2 are again, aimed at strengthening capacity to mainstream Rio Conventions into the national development plans. Identified monitoring Indicators for Outputs are mostly organized workshops and trainings. The revised Outputs are more specific. In addition, original Output 2.4 (Pilot implementation of the EIMDSS) was merged with the Outcome 3 in the revised LogFrame. Moreover, instead of pilot Environmental Monitoring System development of an institutionalized coordinated multi-agency EIMMS and Design and Development of a corresponding Database was planned and implemented (Completion of installation of equipment and full start-up of the system with an official opening ceremony with participation of high-level government of Tajikistan officials is planned for October 2017)
- In the original ProDoc Output 2.4 considered Pilot implementation of the EIMDSS⁹ through a select sectoral plan but the corresponding indicator (Technical interpretation of EIMDSS drafted) was not adequate because only drafting of technical interpretation is not enough for comprehensive piloting, which should also include at least its practical application (usage). The revised LogFrame doesn't provide explicitly whether the pilot EIMMS should be established. It only states that "Adequate standards, norms, procedures and architectures are used to monitor the environment" (Output 2.2) without details (indicators, End-of-Project targets) how this architecture (probably prototype EIMMS) will be designed, built and used

Another issue is not realistic timeframe for achievement of the Outcomes and Outputs. For instance, "Year-end survey of decision-makers' and planners' awareness should be completed by month 36, i.e. considering the duration of the CCCD Project (3 years), by its end. The purpose of such survey is unclear. If the purpose is to identify capacity needs, it should be completed at the earlier stages; if the purpose is to assess the effectiveness of the CCCD Project in raising of awareness, then the target should be not a survey but demonstration (through a survey) of improvement of the situation.

The need in revision of LogFrame was raised during the inception phase, and necessary changes proposed. Number of indicators were sharply reduced in the revised LogFrame (see Chapter 2.4 above). The further analysis of the revised LogFrame is presented in Chapter 3.2.1 of this report.

3.1.2 Assumptions and Risks

Assumptions and risks are outlined in the original LogFrame.

Key assumptions

- Institutions and workings groups are open to proposed coordination agreements and there is no active institutional resistance

⁹ Environmental Information Management and Decision Support System

- Enabling policy and legislation in place to support the signing of any MEA
- Strategy and Roadmap developed by the project is politically, technically and financially feasible
- Best practices and lessons learned from other countries are appropriately used

The above assumptions are logical and robust.

Risks

In the ProDoc two main were identified. They were related to:

- **Poor coordination and shortage of technical capacity.** Because of the lack of information management, there was no tracking by the Government of the previous national reports (except of information, submitted annually to the Government)
- **Regular changes in government staff**, that was depleting institutional memory

Then during the inception phase risks have been analyzed and updated and new risks added.

Table 2: CCCD Project risks

CCCD Project Risks			
Type	Description	Identified (Source or date)	Comment
	Poor coordination and shortage of technical capacity	ProDoc	Type of risk not identified; Risk not rated
	Regular changes in government staff, depleting institutional memory	ProDoc	Type of risk not identified; Risk not rated
Strategic	Lack of government commitment to increase the allocation of resources to EIMM	Inception report	Risk not rated
Political	Resistance to improve environmental monitoring from politically entrenched sectors that has traditionally governed Tajikistan	Inception report	Risk not rated
Strategic	The objective of the project might be too ambitious and the support from the project resources and the government resources may not be adequate to initiate the changes required by the project strategy	Inception report	Risk not rated
Political	The government does not fulfil its international obligations; including those from the 3 Rio Conventions	Inception report	Risk not rated
Political	New legislation and/or policies proposed by the project is not adopted by the Government and/or the Parliament	Inception report	Risk not rated
Strategic	Despite proposing to improve the institutional set up for a better coordinated multi-agency information management and monitoring system, no institutional changes occur	Inception report	Risk not rated
Operational	The institutional changes might not be followed by appropriate level of resources (HR and \$\$) to implement the changes	Inception report	Risk not rated
Operational	The in-service training system for public servants might not be interested in integrating into its catalogue the training curricula developed with the support of the project	Inception report	Risk not rated

CCCD Project Risks			
Type	Description	Identified (Source or date)	Comment
Operational	Policy- and decision-makers are reluctant to participate in training supported by the project	Inception report	Risk not rated
Operational	New standards, norms and procedures are identified but might not be adopted by the Government	Inception report	Risk not rated
Operational	New indicators are adopted but they require additional resources to be monitored; which might not be available	Inception report	Risk not rated
Operational	Lack of relevant expertise in local market may result in delay of required outputs and distortion of targeted deadlines	Inception report	Risk not rated
Strategic	Planners, policy-makers and decision-makers are resistant to adopt new attitudes towards the global environment	Inception report	Risk not rated
Strategic	Insufficient commitment at both national and provincial/district levels to integrate environmental information in development and sectoral strategies, programmes and plans	Inception report	Risk not rated
Political	Government barriers to make environmental information public	Inception report	Risk not rated
Political	Resistance from Senior Government Officers and Parliament to allocate more resources to EIMM	Inception report	Risk not rated
Financial	Government financing commitments do not materialize due to diversion of funding and allocation of staff elsewhere	Project start. (ATLAS)	Type of risk not identified; Risk not rated
Operational	Implementation of the EIMMS is delayed and country is not in compliance with Rio Conventions reporting obligations	January 2016 (ATLAS)	Type of risk not identified; Risk not rated

As it is seen from the table, not all potential risks were identified in the ProDoc and they were not rated (high/medium/low; critical/non-critical). On the other hand, too many risks, including very hypothetical ones, were identified in the Inception report.

Risks were monitored and communicated at the Inception Workshop, PSC meetings and updated in Atlas as per standard UNDP procedures.

Based on the abovementioned is the Consultant's opinion that not all the potential risks have been identified in the CCCD Project design.

3.1.3 Lessons from other relevant projects incorporated into project design

The CCCD Project was initiated to address the priority cross-cutting capacity development needs of the country to meet and sustain obligations under the three Rio Conventions, which were identified by the National Capacity Self-Assessment (NCSA) completed in 2005. Naturally, the lessons learned from the NCSA project, were considered in the design of this CCCD Project.

Lessons learned regarding strengthening coordination between various stakeholder groups were considered from previous UNDP projects and among them:

- Technical Assistance on Capacity Assessment and Awareness Raising on climate change in Tajikistan

- Climate Risk Management in Tajikistan
- Enabling Activities for the Preparation of Tajikistan's National Communications (initial, second, third) to the UNFCCC

Certain lessons learned were considered from the UNDP/UNEP Poverty-Environment Initiative (PEI), phase II of which started before the CCCD Project. In Tajikistan, PEI seeks to facilitate the elaboration and adoption of comprehensive strategies and strengthening institutions at the national and local levels so that they are able to better address existing poverty and environmental issues.

ProDoc also refers to relevant projects with the similar objectives and/or approach financed by WB, ADB, GIZ, etc.

3.1.4 Planned stakeholder participation

Strengthening stakeholder involvement along with strengthening environmental learning was considered in the NCSA as a priority tool to mobilize all sectors on Rio Convention themes.

CCCD Project was developed through the consultations with stakeholders. Key stakeholders, first of all CEP, were actively involved beginning starting from the preparation of the project concept, then the Project Identification Form (PIF) and formulation of the ProDoc. The draft ProDoc was presented and discussed at a validation workshop on February 18, 2014.

Planning of the stakeholder participation has started from the early stages of the CCCD Project development. The planning was based on a clear understanding of the features of Tajikistan regarding the environment, namely with regard to the Rio Conventions. CEP and other key agencies could influence development and enforcement of the environment policy, related to the EIMM. Active participation of non-state stakeholders also was planned in the CCCD Project design. They were supposed to participate as experts in the analyses and policy formulation process, as well as through the public dialogues that will be convened for NGOs, CSOs, business communities, and academia.

According to ProDoc key stakeholders should be involved as early as possible and throughout project execution as partners for development, and among them as the Project Board members, project outputs' reviewers, etc. Memoranda of Agreement should be signed to collaborate and share data and information among key stakeholder institutions.

Finally, expected roles of key stakeholders were clearly defined in the ProDoc.

Based on the abovementioned text it is the Consultant's opinion that stakeholder participation has been planned adequately.

3.1.5 Replication approach

The replicability belongs to the key GEF operational principles and thus it was incorporated in the CCCD Project design.

The CCCD Project has been designed to serve as catalyst of a long-term approach to Rio Convention implementation by creating a set of institutional arrangements and technical capacities to implement a highly integrated management system for collecting data and information, as well as for the development of a decision support system.

The proposed approach for replicability, which is an integral part of the overall implementation approach, includes the following main elements:

- The resource mobilization strategy - a key feature of the project's replicability and sustainability
- Proper project implementation arrangements, which will involve numerous stakeholder representatives - will lead to the strengthening of the replication of the CCCD Project activities
- Awareness raising of the project throughout Tajikistan – will facilitate to the strengthening of the replication
- Developing the institutional and technical capacities through pilot and demonstration activities - the replicability of the project will be significantly enhanced (shorter learning process)

3.1.6 UNDP comparative advantage

In general UNDP comparative advantage lies in its holistic, cross-sector approach to human development. It has a vital programmatic role in contributing to achieve the Sustainable Development Goals (SDGs) and other international goals, based on country-level experience, lessons learned, consultations with partners, and established inter-governmental agreements.

UNDP has implemented a number of projects including in Tajikistan under the GEF financing aimed at implementing Rio conventions.

UNDP Turkmenistan has the adequate administrative capacity for implementation of this CCCD Project.

3.1.7 Linkages between project and other interventions within the sector

As mentioned above, the CCCD Project design considers lessons learned and challenges identified by the National Capacity Self-Assessment (NCSA). CCCD Project design also included cooperation with similar activities of other donor programmes/projects.

Close cooperation was planned with the UNDP/UNEP Poverty-Environment Initiative (PEI), phase II, which was aimed at better addressing existing poverty and environmental issues.

UNDP Tajikistan was implementing two projects "Technical Assistance on Capacity Assessment and Awareness Raising on climate change in Tajikistan" and "Sustaining agricultural biodiversity in the face of climate change in Tajikistan", cooperation with which was considered as useful.

Programmes/projects of WB, ADB, GIZ also were referred to in the ProDoc.

To ensure synergies and avoid duplication with those interventions, it was planned in the ProDoc that at the beginning of CCCD project implementation, the Project Manager would review similar ongoing programmes/projects and develop a coordination plan.

At the same time the ProDoc didn't consider cooperation in the frame of the UNECE Environmental Monitoring and Assessment Programme, which provides assistance in working with environmental data and information to ensure their timely flow and adequate assessment. In this way, the Programme helps enable informed decision-making processes, both nationally and internationally, in the environmental sector. At the Seventh Environment for Europe Ministerial Conference held in Astana, 2011 (i.e. even before the development of PIF of this CCCD Project) UNECE decided to develop a Shared Environmental Information Systems (SEIS) across the pan-European region (including

Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russian Federation, Tajikistan, Turkmenistan, Ukraine and Uzbekistan), i.e. objectives and plans of the UNECE's activities were in line of CCCD Project's ones.

3.1.8 Management arrangements

The CCCD Project was designed for implementation under the Direct Implementation (DIM) modality. Under this modality UNDP might identify a Responsible Party to act on behalf of the UNDP based on a written agreement or contract to provide services. The Responsible Party might manage the use of these services to carry out project activities and produce outputs. Committee on Environmental Protection (CET) and National Biodiversity and Biosafety Center (NBBC) were identified as Responsible Parties in the ProDoc.

The management arrangements were specified in a following way:

- National Project Director (NPD) – to be appointed by the Government of Tajikistan and responsible for ensuring effective communication between partners as well as monitoring of progress towards expected results
- Project Board - to provide strategic directions and management guidance to project implementation. The Project Board should play a critical role in project monitoring and evaluations.

Two meetings of the Project Board – Project Steering Committee (PSC) were organized in total. At PSC meetings the achievements to date were discussed, assessed and agreed; and also guidance for the future implementation provided

- Full-time Project Manager (PM) - should be recruited for 75 weeks for project management activities and would hold a separate contract as the Public Administration Expert.

According to the ProDoc the Project Team should consist of:

- Project Manager - Until December 2015 the project has been managed (part-time) by Mr. Mirzohaydar Isoev, UNDP CO Energy and Environment Programme (EEP) Cluster Coordinator. In 2016 Mr. Isoev moved to another UNDP job outside Tajikistan and in February 2016, Mr. Suhrob Raupov was appointed as a part-time (50%) Project Manager
- Administrative/Financial Assistant
- Project team was supported by the short-term International Chief Technical Advisor – to provide advice and guidance on implementation of all project components
- National Consultants (7 in total):
 - ✓ National Consultant on the Convention on Biological Diversity (CBD)
 - ✓ National Consultant on the Convention on Desertification and Drought (CDD)
 - ✓ National Consultant on the Framework Convention on Climate Change (UNFCCC)
 - ✓ Information Technology Specialist (National)
 - ✓ Environmental Sociologist (National)
 - ✓ Public Administration Expert (National) – PM should act as a Public Administration Expert (see above)
 - ✓ Policy/Legal Expert

The management arrangements are presented on Figure 2.

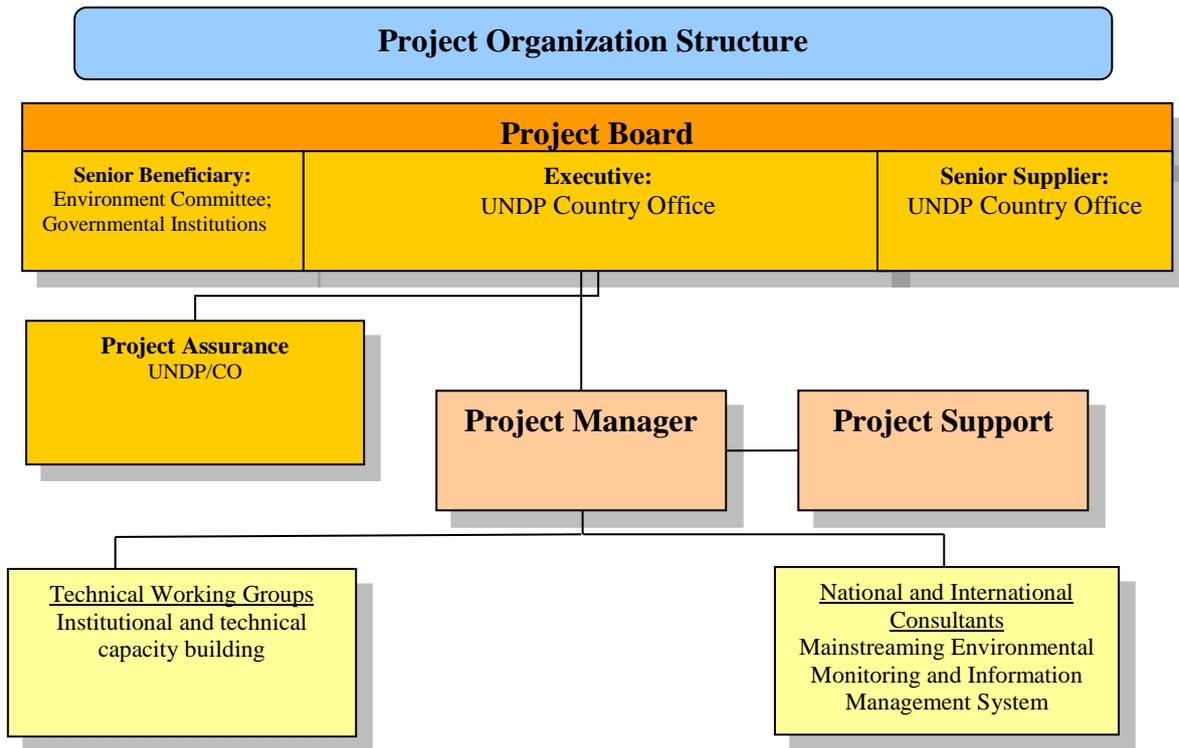


Figure 2: Project Management Organigram. Source: ProDoc

These management arrangements in general, with some exceptions, worked well during the CCCD Project implementation.

3.2 Project Implementation

As recommended by the Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects, TE findings in this chapter are based on assessment of implementation approach, whether or not: (i) The logical framework is used during implementation as a management and M&E tool; (ii) Effective partnerships arrangements are established for implementation of the project with relevant stakeholders involved; (iii) Lessons from other relevant projects are incorporated into project implementation; and (iv) Feedback from M&E activities used for adaptive management.

The implementation approach of the CCCD Project is based on proactive encouragement of key stakeholders in the development of project activities and outcomes. The approach applied during the actual implementation is logical, considers effective cooperation with the key stakeholders including through the formal agreements, lives a room for flexibility to easier apply adaptive management, and allows providing immediate assistance in adaption of best international practices of the EIMM to the local conditions.

3.2.1 Adaptive management (changes to the project design and project outputs during implementation)

Throughout the implementation of the CCCD Project, the project management team has demonstrated the ability to anticipate challenges through risk monitoring system and respond to

challenges and opportunities in a flexible, positive and optimizing manner. The best examples of adaptive management include:

1. **Simplification of LogFrame.** During the Inception in the LogFrame was reviewed and simplification of performance indicators recommended. At the inception workshop the revision of LogFrame has been proposed by the CCCD Project Team and agreed by the PSC. The revised indicators and targets better (more specifically) reflect project outputs and the revised LogFrame generally provides a clear summary of targets to be achieved within the different project components with some exceptions:

- In the ProDoc Activity 1.1.2 considered recommendation on best practices for collecting and managing environmental data, information and knowledge. This is very critical issue because according to ProDoc (Annex 1: LogFrame) baseline for the indicator “Institutional analysis of challenges and best practices for managing environmental information and data” was: “There is little data or information sharing between government agencies and ministries. There is an expectation that this information should be paid for even for other government agencies”. In other words, there were constraints in data flow chains, which should be addressed. In the revised LogFrame the baseline (“Various institutions are currently mandated to monitor some environmental elements with no national coordination, duplication of some functions and limited capacities”) the problem is less pointed. In particular, it is not mentioned that some state organizations responsible for environmental monitoring (e.g. for hydro-meteorological observations), expect to get paid for their data. During the TE mission the Consultant has got information from different stakeholders that this is still an issue and the CCCD Project has got the necessary information and data for the testing of the pilot EIMMS only thanks to the personal relations and capabilities of the NBBC management.
- Output 2.2 considers usage of adequate standards, norms, procedures and architectures for environmental monitoring while in the corresponding indicator the architecture is missing
- The scope of revised Output 3.1 and corresponding indicator (“Examples of environmental monitoring information being used in national reports and communications”) could be extended by adding reports of other donor-funded programs, e.g. PEI, which was already under the implementation during the inception phase of the CCCD Project.

2. **Improved implementation strategy.** The CCCD Project was mostly implemented through planned competitive based procurement of services and goods and also Standard Letter of Agreements¹⁰ (LoAs) with NBBC. According to LoAs (3 LoAs in total were signed in 2015, 2016 and 2017) NBBC became responsible of most of the activities under the CCCD Project (except procurement of goods and those services, which required international tendering). NBBC was allowed for sub-contracting.

According to the LoA a Team should be composed of:

- Project Coordinator – Group Leader
- Expert on Biological Diversity
- Expert on Desertification and Drought
- Expert on Climate Change
- Expert on Development of IT architecture and database
- Expert on review of the legislation

¹⁰ Standard LOA is used when a Government ministry/institution or an International Governmental Organization (IGO) cooperates with UNDP to carry out activities as a Responsible Party when UNDP serves as an implementing partner. As mentioned in Chapter 3.1.8, NBBC was identified as a Responsible Party

- Expert on Public Relations

Due to the deep engagement of NBBC in the implementation, there was no need to hire additional experts by the CCCD Project. Management costs also were reduced; both Project Managers were working part-time (50%).

The results achieved by the CCCD Project clearly confirmed the appropriateness of this decision. During the interviews the Consultant was told by practically all the stakeholders that without NBBC efforts the CCCD Project would not be as successful as it is.

3. **More ambitious targets.** As mentioned above, in the revised LogFrame is not provided, how the pilot EIMMS would be designed, built and used. Nevertheless, the CCCD Project management has planned and almost completed works on Design and Development of a Database and Environmental Monitoring System. Completion of installation of equipment and full start-up of followed by an official opening ceremony with participation of high-level government of Tajikistan officials, is scheduled for October, 2017.
4. **Close cooperation with other similar programmes/projects.** The CCCD Project has established close cooperation with UNDP/UNEP project PEI and Programme for Finland's Water Sector Support to Kyrgyzstan and Tajikistan, FinWaterWEI II. Those projects will use the servers purchased by the CCCD Project for placing their modules of environmental data. This shows not only synergies between the donor programmes but also creates a solid basis for future integration of all environmental monitoring data into one EIMMS and the UNDP plaid a leading/coordinating role in this cooperation.

3.2.2 Partnership arrangements (with relevant stakeholders involved in the country/region)

Partnership arrangements were properly identified, and roles and responsibilities negotiated prior to the CCCD Project approval. The Inception Workshop was attended by the representatives of 15 stakeholders. The CCCD Project has arranged the two types of partnerships with the stakeholders. With the Responsible Partners, CEP and NBBC closest partnership was established including through LoAs (with NBBC). Fruitful cooperation was established with other key stakeholders either directly or partially through the Responsible Partners.

All key stakeholders were represented into the Interagency Working Group on Environmental Monitoring (IAWGEM) that facilitated better inter-agency communication, coordination and collaboration, with regard to development of EIMMS.

Established cooperation arrangements worked effectively during the implementation. If in the beginning the stakeholders were not always actively involved (e.g. During the Inception workshop stakeholders were assigned to review the ProDoc and submit their comments but none was received), at the later stages they were actively engaged in both: (i) planning and reviewing of the results as PSC members; and (ii) facilitation implementation of planned activities by participation in discussions, providing requested information and data, participating in trainings, etc.).

General means for establishment of the effective partnership included usage of capacities of CET and NBBC to secure support from key government agencies, support from the Senior UNDP management via formal letters and participation in high-level meetings, etc.

3.2.3 Feedback from M&E activities used for adaptive management

The CCCD Project regularly used feedback from M&E to appropriately and adequately address any new challenges (issues) and thereby ensure the achievement of established targets. The M&E plan includes the LogFrame and Inception Report and thus changes in the LogFrame after the Inception phase were used as a basis for adaptive management.

The changes in the LogFrame are already discussed in the Chapter 3.2.1 above. Feedbacks from M&E activities created a basis for application of the adaptive management towards establishing more ambitious targets and fruitful cooperation with PEI and FinWaterWEI II projects, which also were discussed in Chapter 3.2.1.

Feedbacks from M&E activities were used for signing new LoA with the NNBC (LoA was planned neither in original nor revised LogFrames).

3.2.4 Project Finance

For the evaluation of CCCD Project finance the key financial aspects of the actual costs and leveraged and financing have been assessed. Differences between planned and actual expenditures also were assessed and explained. Findings of the financial audits also were considered. The following has been observed:

- The ProDoc included strong financial controls. In particular, the UNDP/CO was authorized, in consultation with the UNDP/GEF Regional Coordinator and members of the Project Board, to suspend disbursement, if project performance benchmarks were not met as per delivery rates, and qualitative assessments of achievements of outputs.
- In the ProDoc the CCCD Project resources were USD 1,450,200, including a GEF grant (USD 700,200), UNDP co-financing (USD 250,000) and parallel financing from the Government of Turkmenistan (USD 500,000). The planned and actual co-financing are presented in Table 3.

Table 3: Planned and Actual Co-financing (in USD)

Co-financing (type/source)	UNDP own financing		Government		Partner Agency		Total	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	250,000	250,000					250,000	250,000
Loans/Concessions								
- In-kind support			500,000	500,000	N/A	N/A	500,000	500,000
- Other								
Totals	250,000	250,000	500,000	500,000			750,000	750,000

- Financial oversight of the project is provided by UNDP under the DIM modality. Combined Delivery Reports (CDRs) appear to have been prepared thoroughly, on a timely basis, and in a manner consistent with regulations on financial reporting. The annual disbursements amounted to¹¹:

¹¹ The figures combine both GEF and TRAC resources.

- ✓ USD 15,654 in 2014
 - ✓ USD 151,265 in 2015
 - ✓ USD 187,020 in 2016 (This figure does not include the open commitments)
 - ✓ **Total (as of 31 December 2016): USD 353,939**
 - ✓ **Planned budget for 2017: USD 427,358**
- By end of December 2017 most of the GEF resources are utilized with only 1 PO remaining open (with an outstanding amount \$19,717.30). The said PO belongs to the subcontractor for the system for environmental information management and the remaining amount will be disbursed when the warranty period for the system is over (August 2018).
 - The project was not included in the CO audit plan in 2017. It is to be audited within the CO audit plan for 2018.

3.2.5 Monitoring and evaluation: design at entry and implementation (*)

M&E Design at Entry

The ProDoc among other includes description of the budgeted Monitoring and Evaluation (M&E) plan, in which methodology, roles and responsibilities are clearly described. In particular, there were identified responsible parties for M&E activities, allocated indicative budget, and specified time frame for each M&E activity. According to the plan, M&E should be conducted in accordance with established UNDP and GEF procedures. The indicative M&E budget was USD 44,000 or 6.3% of the total GEF grant.

Standard M&E tools included LogFrame (contains performance and impact indicators as well as means of verification), Inception Report, Mid-Term Review, Terminal Evaluation, Project Terminal Report as well as standard UNDP and GEF project progress reports – Annual Project Reviews (APR) and Project Implementation Reviews (PIR) In addition, Periodic monitoring of implementation progress was undertaken by the UNDP/CO through the provision of quarterly reports from the Project Manager. It must be noted, that MTR and PIRs were planned in the ProDoc, even they are not mandatory for GEF-financed Medium-size projects.

Based on the above mentioned the M&E design at project start up is rated as satisfactory (S).

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	✓				

Implementation of M&E

The CCCD Project is subject to regular review of the UNDP CO and has been supervised practically on a weekly basis by the Energy and Environment Unit, and then on a regular basis by the Senior Management

Project implementation has been reviewed by the CCCD Project Steering Committee (PSC). AWP's have been regularly developed and submitted for approval to the PSC. The PSC plays a critical role in M&E by quality assurance of the activities and outputs. It ensures that required resources are committed and negotiates solutions to any problems with external parties. The members of the PSC, who were interviewed during the TE mission, stated that they felt sufficiently informed about progress and activities of CCCD Project.

Inception Workshop was held on January 28, 2015 with 15 stakeholders and co-chaired by Ms. Nargizakhon Usmanova, Programme Analyst at UNDP CO and Mr. Khayrullo Ibodzoda, GEF Political and Operational Focal Point, Chairperson of the CEP.

CCCD Project has developed Management Note 1 and Management Note 2 (prepared by the CTA), which represents annual progress reports for 2014-2015 and 2015-2016); Draft Terminal Report has been also developed.

Quality of M&E is satisfactory; lessons learned from the previous years were successfully applied; risks were monitored.

It must be noted that formally, the actual implementation of M&E was not in full compliance with the M&E plan, because MTR and financial audits were not conducted and PIRs not prepared. However, for the above was not required and even could not be included into the ProDoc. In particular:

- MTR has not been conducted. The reason was that, as outlined in the GEF Monitoring and Evaluation Policy (attached, see page iv for reference), MTRs are not mandatory for GEF-financed MSPs, but should be undertaken, at the discretion of the Project Board, when the project is not performing well and could therefore benefit from an independent review. As CCCD is a MSP, and the project was already substantially adjusted to the current national context during its inception phase, there was no need to introduce additional adjustments, and the MTR was not undertaken, although it was planned in the initial project document.
- CCCD Project was not a subject to external financial audit or PIRs because the project falls under the category below \$1 million. This was communicated by the Istanbul Regional Hub (IRH)

Based on the abovementioned, **implementation of M&E plan is rated as Satisfactory (S).**

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	✓				

Overall monitoring and evaluation: design at entry and implementation is rated as Satisfactory (S).

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	✓				

3.2.6 UNDP and Implementing Partner implementation / execution coordination, and operational issues (*)

UNDP (Implementing Agency) implementation

The key aspects of the UNDP implementation are as follows:

- UNDP was continuously looking at whether the CCCD Project is being implemented based on the Results Based Management with appropriate focus on established targets
- UNDP has developed Quarterly Progress Monitoring Matrix (QPMMs) for 2015 and 2016
- The UNDP was always timely and adequate assisting Responsible Partners
- The UNDP support to the project team also was always adequate and timely:
 - ✓ The management structure of the CCCD Project has been changed when and as appropriate (Part-time Project Manager instead of full-time after the signing of LoA with the NBBC)
 - ✓ Adequate engagement of the NBBC, CTA and other contractors in the implementation

- ✓ Providing necessary guidance for and approval of AWP and their revisions
- ✓ Encouraging application of the adaptive management

UNDP successfully implemented risk mitigation measures. In particular, the UNDP CO through the CEP ensured that the institutional risks were minimized (all relevant parties participated in the IAWGEM and provided necessary information and data for EIMMS). Nevertheless, the implementation was delayed especially at the early stages in 2015-2016 and the pilot EIMMS was not operational by the TE mission.

CCCD Project is in high priority list of the CO, which is applying necessary procedures to ensure that the project implementation is operationally effective.

At the same time, reporting could be better. CCCD Project has prepared only two Management Notes (prepared by the CTSA), Draft Final Report and quarterly reports (not on a regular basis).

Based on the abovementioned the **UNDP implementation is rated as Moderately Satisfactory (MS)**

Rating for UNDP implementation:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		✓			

Implementing Partner implementation

According the original ProDoc Executing Entity/Implementing Partner is UNDP Country Office in Tajikistan (p.1) and UNDP acts as implementing partner (p.38). However, according to the Inception report, the Implementing Partner is the Committee on Environmental Protection (CEP) under the Government of the Republic of Tajikistan (p.8). Therefore, in in the below paragraphs the CEP implementation is evaluated.

The CEP played very active role in the CCCD Project implementation from the early stages. The Inception Workshop was co-chaired by the Chairperson of the CEP. It, for a permanent contact, appointed the National Project Focal Point, who was supporting CCCD Project objectives at high decision-making levels, and also ensuring that the required government support is available. The CEP supported to all planned activities not only by developing of work plans and supervising their implementation but the CEP, as a responsible party for environmental management, was directly supporting the achievement of the CCCD Project outcomes. In particular:

- Inter-ministerial Task Force on environmental monitoring was established under the CEP
- CEP issued three legal and regulatory Acts:
 - ✓ On procedures for establishment a combined state environmental monitoring system
 - ✓ On development of a roster of state facilities for environmental monitoring
 - ✓ On mandating CEP for environmental monitoring, including the management of the abovementioned roster
- CEP approved environmental monitoring and assessment indicators
- CEP supported organization of trainings within the CEP and CEP local offices
- CEP was trying to allocate additional staffing and corresponding funds for EIMMS not only from the state budget but also from the other sources

Based on the abovementioned the **CEP implementation is rated as Satisfactory (S)**

Rating for CEP implementation:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)

	✓				
--	---	--	--	--	--

Overall UNDP and Implementing Partner implementation is rated as Moderately Satisfactory (MS).

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		✓			

3.3 Project Results

In this chapter CCCD Project results including direct project outputs, short- to medium-term outcomes, and longer-term impact replication effects and other local effects are evaluated. For better understanding of the logic of evaluation the detailed milestones (actions), are presented in Table 4.

Table 4: Key actions implemented

Date (month, year)	Action
Jan. 2015	An inception workshop held on January 28, 2015. The inception phase was finalized with an inception report (April 2015) that was approved by the PSC. The main change made during the inception phase was the revision of the project strategy
Dec. 2015	PSC meeting conducted at UNDP Tajikistan CO premises
Jan.- Feb. 2016	Recruitment of a new project manager following departure of the previous one
Feb. 2017	PSC meeting conducted at UNDP Tajikistan CO premises
August 2017	Terminal evaluation of the project
Outcome 1: Strengthened institutional, legal and regulatory frameworks to enable a coordinated multi-agency environmental information management and monitoring system	
Oct. 2014	<p>LOA signed between UNDP and NBBC, which included the following deliverables:</p> <ul style="list-style-type: none"> - Assessment within relevant institutions on their awareness and understanding of EIMM as well as Rio Convention benefits and provisions. Baseline survey of decision-makers and planners' awareness carried out with at least 100 participants and completed - Institutional analysis of the challenges and best practices for managing environmental data and information completed - Key technical data and information needs required by national partners to support their role in meeting national and global environmental obligations identified - The structure of environmental information monitoring database and the Decree of the Government of the Republic of Tajikistan - Establishment of three MEA Technical Committees on UNFCCC, UNCBD and UNCCD - Establishment of the Inter-Ministerial Task Force that will facilitate better inter-agency communication, coordination and collaboration with regard to the development of an environmental information management and decision support system - 2 (two) articles on the relevancy of the Rio Conventions to Tajikistan's national socio-economic development written and published in popular media with high circulation - Equipment procured for establishment of first stage of developing a system of environmental information monitoring and installed in all four regions of the country - A series of basic trainings for regional and district level personnel of the Committee for Environmental Protection on the use of the network and information exchange <p>The main result of this Letter of Agreement with NBBC was the facilitation of the process on development and endorsement of a Decree by the Government of the Republic of Tajikistan that was passed on December 31, 2014 (No. 791) on the "Regulations to Set up a Unified State</p>

Date (month, year)	Action
	<i>Environmental Monitoring System of the Republic of Tajikistan and to Maintain the State Register of Environmental Monitoring Facilities of the Republic of Tajikistan</i>
August 2015	<p>2nd LOA signed between UNDP and NBBC, which included the following deliverables:</p> <ul style="list-style-type: none"> - An analysis of Tajikistan’s environmental legislation and compliance is conducted and recommendations to enable a coordinated multi-agency EIMM system developed and discussed among key stakeholders - Plan of activities on implementation of the Decree of the Government, Orders of the Committee on Environmental Protection “to set up a unified state environmental monitoring system of the republic of Tajikistan and to maintain the state register of environmental monitoring facilities of the republic of Tajikistan” for strengthening legal analytical framework for an integrated and coordinated EIMMS - Effectively functioning Inter-Ministerial Task Force on establishment of environmental monitoring system - A Training Needs Analysis (TNA) detailing the training needs to be supported by the project - Gaps in responding to Tajikistan’s national and international reporting obligations before Rio Convention, including gaps in the set of environmental indicators identified and considered by the Committee on Environmental Protection for further actions - Approved initial set of environmental indicators - Existing data gathering, exchange, observations and sampling standards used for EIMM - Developed and agreed electronic form(s) on EIMM - Procured and delivered two set of additional equipment for Environmental Monitoring Centers in Kulob and Republican Subordination Districts - IT structure, including data base options to store data on environmental information developed - Capacity building trainings for regional staff on the use of IT package to store data on environmental information provided - Selected pilot regions and districts for implementation of demonstration projects on EIMM - Inputs into National Development Strategy, particularly, on environmental information management, indicators and monitoring system <p>Publication of materials on reporting obligations within the Rio Conventions</p>
Nov. 2015	<p>NGO Globus was recruited on a competitive basis to complete the following deliverables:</p> <ul style="list-style-type: none"> - An Assessment Report on actual mandates, roles and responsibilities of governmental agencies and civil society institutions on EIMMS in the Republic of Tajikistan; including the proposal on staffing of environmental monitoring centers of CEP - Identification of institutional capacity gaps hampering the implementation of an integrated and coordinated EIMM - An Analysis of the inter-ministerial cooperation between key ministries and departments (timeliness / coverage of environmental information as set in the Rio and the Aarhus Conventions), including the Inter-Ministerial Task Force - A proposal to revise the existing institutional framework to be aligned with the legislation and policies in place – and to be improved under output 1.1 of the project - guiding EIMM - Develop a roadmap to implement these institutional revisions to be submitted to CEP - Based on the results of the mission to Tajikistan, development of a draft roadmap for mainstreaming global environmental indicators into select (sectoral) development plans - Guidance on, and review of all technical inputs provided by national consultants, including analyses of stakeholders and feasibility study on establishment of environment Information Management and Decision Support System (EIMDSS), policy and regulatory instruments for the implementation of a EIMDSS

Date (month, year)	Action
	<ul style="list-style-type: none"> - Development, together with the Project Manager, and in collaboration with all project counterparts, of a draft structure for EIMDSS, including institutional arrangements and capacity building plan - Mission report including review of progress against project annual work plan and recommendations on key milestones for the remaining period of year 1 - Constant home based on-line support and technical guidance to the project manager, based on ad-hoc queries that may arise throughout project implementation, including advice on terms of references and outline of key reports by national consultants and contractors
Outcome 2: Upgraded environmental information management and monitoring standards, norms, indicators, procedures and IT architectures.	
May 2016	<p>3rd LOA signed between UNDP and NBBC, which included the following deliverables:</p> <ul style="list-style-type: none"> - Developed plan of activities on implementation of the Government Decree "On the order of organization of the state system of environmental monitoring of the Republic of Tajikistan and the order of conduction of the State registry of environmental monitoring objects of the Republic of Tajikistan" to strengthen the legal analytical framework of a coordinated management and monitoring of environmental information - Effective functioning inter-ministerial commission on environmental monitoring information system. Minutes of meetings of this inter-ministerial commission are validated and provided - The analysis and training needs assessment (TNA) detailing the needs for training in the framework of the project and a training plan for 2016-2017 documented in a report including a training plan to be implemented in 2016-2017 and initial training modules with relevant materials - An approved initial set of environmental indicators latest by end of September 2016 (the set of 42 indicators was approved by the Head of the Committee for Environmental Projection of the Republic of Tajikistan as 6 October 2016) - The analysis and evaluation of existing standards used for EIMM. Design of appropriate forms to collect information related to the new set of environmental indicators - Development of TOR for the design and development of a database and an environmental monitoring system to collect, store, and report environmental monitoring information - Development of a deployment plan for the new system to six environmental monitoring regional centers
Jun. 2016	<p>Two representatives of CCDP Project, Mr. Suhrob Raupov, Project Manager and Mr. Dilovarsho Dustov, Team Leader, National Centre on Biosafety and Biodiversity at the Committee for Environmental projection of Tajikistan, participated at the 18th session of the Working Group on Environmental Monitoring and Assessment (28/06/2016 - 29/06/2016) and the 11th session of the Joint Task Force on Environmental Statistics and Indicators (30/06/2016 - 01/07/2016) in Geneva, Switzerland. As a result of the mission, an agreement was reached for further collaboration with UNECE to use the SEIS political mandate to produce tangible results within the project to present during the mid-term review of the Batumi commitments in 2018/2019 as well as at the next Environment for Europe Ministerial Conference in 2021. Also, jointly, with the National Centre on Biosafety and Biodiversity at the Committee for Environmental projection of Tajikistan, to work out Terms of Reference for an EIMMS in Tajikistan.</p>
Sep. 2017	<p>Three representatives of CCDP Project, Mr. Khurshed Kholov, UNDP EEP Manager, Ms. Nargizakhon Usmanova, UNDP CO Program analyst and Mr. Rakhmatullo Khairulloev, Secretary of the constantly operating inter-agency Commission, in order to form an</p>

Date (month, year)	Action
	<p>information system of ecological monitoring of the Republic of Tajikistan, participated at the CCCD Sub-Regional Workshop for Central Asian, Balkan and Caucuses countries, which was held in Almaty, Kazakhstan, from 14-16 September 2016. The Objectives of the workshop included:</p> <ul style="list-style-type: none"> - Enabling experience sharing and technical discussions between countries - Discussion the CCCD projects' implementation, with suggestions for improvement
Dec. 2016	<p>ToR for Design and Development of a Database and Environmental Monitoring System was finalized and advertised with RFP modality in October 2016. As a result of the bidding procedures, an international company, LLC Softline IT, Ukraine, was contracted to perform the works required. The contract is due in mid-2018. Implementation is fully under way as of August 2017. The representatives of the contractor have undertaken a number of mission to Tajikistan to ensure smooth implementation of the system. Furthermore, as per the contractual obligations, LLC Softline IT produced a list of hardware required for effective operation of the environmental monitoring system, which was purchased by means of separate RFQ procedures (specifically the list of additional hardware included servers, storage, network equipment, generators, etc.)</p>
Outcome 3: An institutionalized coordinated multi-agency environmental information management and monitoring system	
March 2017	<p>Bidding procedures for additional hardware required for the environmental information management system initiated and completed. As a result, international companies were contracted to supply the complete set of equipment in order for the E-reporting system to function efficiently</p>
Jun. 2017	<p>4th LOA signed between UNDP and NBBC, which included the following deliverables:</p> <ul style="list-style-type: none"> - Development of regulations for the national and regional environmental centers as well as the specialized requirements for the workers of the centers - Developed and disseminated publications on 1) capacity assessment, 2) gap analysis and 3) obligations of the Republic of Tajikistan on ecological information management - Effective validation and introduction of the system of e-Reporting with participation of key stakeholders - Training modules and support materials on environmental monitoring system developed - Trainings within the CEP and CEP local offices ensures the raised capacity of the workers involved in e-Reporting system - E-Reporting system on environmental monitoring is installed and effectively works
Oct. 2017	<p>Complete installation of equipment and full start-up of the environmental information management system with an official opening ceremony with participation of high-level government of Tajikistan officials</p>

3.3.1 Overall results (attainment of objectives) (*)

In this Chapter, the achievements of expected results are evaluated in terms of attainment of overall objective as well as identified outcomes and outputs. For this the performance by components is analyzed by looking at: (i) general progress towards the established baseline level of the indicators; (ii) actual values of indicators by the end of the CCCD Project vs. designed ones; (iii) evidences of relevance, effectiveness and efficiency of the results as well as how these evidences were documented.

Overall results of the CCCD Project are rated as Moderately Satisfactory (MS)

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		✓			

The summary of evaluation of attainment of Objective and Outcomes of the CCCD Project are presented in Table 5.

Table 5: Matrix for rating the Achievement of Outcomes

Objective/ Outcome	Performance Indicator	Baseline	End of CCCD Project Target	End of CCCD Project (September 2017) Status	TE Comments	Rating
To introduce a national integrated and coordinated environmental information management and monitoring system in Tajikistan	Adequate national budget allocation to environmental monitoring	A government budget of \$ 112,000 in 2014 was allocated to environmental monitoring	A government budget of \$ 200,000 in 2017 is allocated to environmental monitoring	Currently, the government spends more than \$200,000 for environmental monitoring	The target achieved. Interviewed key stakeholders confirmed that this target has been achieved. However, this information cannot be verified officially	MS
	Capacity development monitoring scorecard rating	Capacity for: - Engagement: 3 out of maximum 9 (3/9) - Generate, access and use information and knowledge: (6/12) - Policy and legislation development: 4/9 - Management and implementation: 3/6 - Monitor and evaluate: 2/6 Total: 18/42	Capacity for: - Engagement: 5 out of maximum 9 (5/9) - Generate, access and use information and knowledge: (9/12) - Policy and legislation development: 7/9 - Management and implementation: 5/6 - Monitor and evaluate: 5/6 Total: 31/42	Details on the status are provided in item "Additional information on ratings" of this Chapter	The target was achieved (32/42 vs. 31/42)	
	Quality of environmental monitoring reports and communications to measure implementation progress of the Rio Conventions in Tajikistan	- Current reports are produced with limited data, weak analysis and weak trend analysis - Existing reports do not respond to national and international requirements	Reports present adequate disaggregated data at regional and local levels, are informative and present environmental trends over time	- Disaggregated data were available for pilot EIMMS; - 5 Regional environmental information centers have been established	The target was partially achieved because: (i) the regional environmental information centers are not operational yet; (ii) still exists a risk (status – low) that monitoring data would be available free of charge	
Outcome 1: Strengthened institutional, legal and	Adequate legislation and policies for environmental	The current legislation contained in the relevant Laws	The body of Laws includes a comprehensive framework for a	CCCD Project conducted analysis of the existing Legal framework with	CCCD Project has implemented activities in the right direction by facilitating adoption of	S

Objective/ Outcome	Performance Indicator	Baseline	End of CCCD Project Target	End of CCCD Project (September 2017) Status	TE Comments	Rating
regulatory frameworks to enable a coordinated multi-agency environmental information management and monitoring system	information management and monitoring developed, detailing the institutional set-up, mandates of institutions and coordination and reporting mechanisms	and policies are not comprehensive enough for the implementation of an adequate national environmental monitoring system	national environmental information management and monitoring system responding to national and international information requirements	regard EIMMS and developed recommendations for its improvement. Decree No. 791 of the Government on Regulations to Set up a Unified State EMS and to Maintain the State Register of EM Facilities was adopted	Decree No. 791 and providing recommendations for its implementation/enforcement. Target was achieved with some limitations (details are provided in the below body text)	
	The environmental monitoring institutional set-up and capacities are adequate for monitoring the state of the environment and responding to international obligations of Tajikistan	Various institutions are currently mandated to monitor some environmental elements with no national coordination, duplication of some functions and limited capacities	The institutional framework is simplified, the relevant organizations have clear mandates reflected in their statutes and the relevant institutions are well coordinated and capacitated for an adequate national EIMMS	According to the Decree No. 791 EM is coordinated at the national level by CEP through a National State EM Center and at the local level through Local State EM Centers. Inter-ministerial Task Force on environmental monitoring was established under the CEP	Target was achieved	
	The in-service training programme for public servants include course(s) covering EIMMS	The current in-service training programme for public administrators does not include any course on EIMMS	The catalogue of in-service training programme include course(s) on EIMS	A training plan was developed by the CCCD Project through the LoA with NBBC, including 6 training modules covering all aspects of development and use of EIMMS	Target was achieved	
	Number of public servants trained by taking the course(s) on EIMMS	None	200 public servants including trainees from the regions and districts are trained in EIMMS using the new training programme	The following trainings were organized: - On the use of equipment in five regional centers and CEP (24 participants) - 4 trainings on collection, storage and exchange of environmental information (40 participants in each)	Target was achieved	
Outcome 2: Upgraded environmental information management and monitoring standards, norms,	Adequate environmental indicators approved and monitored	The existing set of environmental indicators is not comprehensive and does not respond to the national and	A set of environmental indicators is in place and responds to national and international environmental	During the Inception phase analysis of the existing Legal framework was conducted and gaps identified. NBBC through the LoA prepared recommendations for coordination EIMMS development. As a result,	CCCD Project has implemented activities in the right direction by facilitating adoption of Decree No. 791 and providing recommendations for its implementation/enforcement	MS

Objective/ Outcome	Performance Indicator	Baseline	End of CCCD Project Target	End of CCCD Project (September 2017) Status	TE Comments	Rating
indicators, procedures and IT architectures		international information requirements	information requirements	a Decree No. 791 of the Government of Tajikistan on Regulations to Set up EIMMS and to Maintain the State Register of EM Facilities was adopted. A Plan of activities on implementation of this Decree also was developed.	ent. Since the relevant Laws weren't correspondingly amended, the target was achieved with limitations	
	Adequate national standards, norms, procedures for monitoring these environ- mental indica- tors are officially in place	There is no unified set of standards, norms and procedures to collect data, conduct observations and make sampling	Adequate official standards, norms and procedures are in place and used by the relevant institutions	Analysis and evaluation of existing standards used for EIMM was conducted Forms of EIM and database were developed by the contractor, LLC Softline IT (Ukraine) Deployment of the system, conduct the necessary tests and trainings are planned but not implemented yet UNDP/ENEP project PEI and Programme for Finland's Water Sector Support to Kyrgyzstan and Tajikistan, FinWater will use servers purchased by the CCCD Project for placing their data modules	Adequate official standards, norms and procedures are in place but not used yet by the relevant institutions. Therefore, target is achieved with limitations.	
Outcome 3: An institutionalized coordinated multi-agency environmental information management and monitoring system	Examples of environmental monitoring information being used in national reports and communications	Limited use of environmental monitoring information in national reports and communications	Environmental monitoring information used in several reports and communications related to national development	Even the prototype EIMMS and database is already developed, it is not deployed yet and thus used by the interested parties	It must be noted that the project gained momentum only at the end of its imple- mentation period and the TE took place when the pi- lot EIMMS has just been introduced. Therefore, target is not achieved by the TE mission; it will be achieved later, but before the closure of the CCCD Project	MS
	Up-to-date environmental information readily available to decision makers	Limited availability of environmental monitoring information; often due to documents being	Environmental monitoring info- rmation readily available to decision-makers and the public at large through government communications	Same as above, EIMMS and database is already developed, it is not deployed yet and thus used by the interested parties	Target will be achieved before the closure of the CCCD Project	

Objective/ Outcome	Performance Indicator	Baseline	End of CCCD Project Target	End of CCCD Project (September 2017) Status	TE Comments	Rating
		“classified” or “restricted”.	and public websites			
	Examples of development plans, policies and strategies that include global environmental indicators	Limited integration of environmental indicators and monitoring information into development plans, policies and strategies	Examples of development plans, policies and strategies that include global environ- mental indi- cators and monitoring information	List of environmental in- dicators was approved in October 2016. After the approval no policies and strategies were develop- ed except National Deve- lopment Strategy of the Republic of Tajikistan for the Period to 2030 (NDC). The NDC doesn't explicitly include global environmental indicators and monitoring information	The pilot EIMMS needs to be fully test-run and fina- lized. Then final EIMMS (not pilot) will be deployed with 100% of its functiona- lity exploited. Then, kit wou- ld be examples of policies that included global envi- ronmental indicators. The- refore, there is a poor achi- evement of target obser- ved – the target likely will be achieved but beyond the CCCD Project duration	
	Examples of increased mobilization of government resources to monitor the environment	Limited allocation of government resources to environmental monitoring	Examples of greater allocation of government resources to environmental information management and monitoring	The same as for Objective, Target 1: Currently, the government spends more than \$200,000 for environmental monitoring	Target was achieved	

Color coding:

Green: completed, indicator shows successful achievement

Yellow: indicator shows expected completion by the end of the project

Red: indicator shows poor achievement – unlikely to be completed by project closure

Additional information on ratings

Objective: To introduce a national integrated and coordinated environmental information management and monitoring system in Tajikistan

Target 1: A government budget of \$ 200,000 in 2017 is allocated to environmental monitoring

State budget funds allocated to environmental protection in general and to environmental monitoring in particular, are quite limited in Tajikistan. The budget of CEP consists of the State budget and Special funds (Environmental Funds). Annual total budget during 2014-2015 was approximately 21 million Somoni or about USD 3.25 million and in principle, USD 200,000 (about 6.5%) could be spent on environmental monitoring. According to information got through the interviews, currently, the government spends more than USD 200,000 for environmental monitoring. However, this information cannot be verified officially because the environmental monitoring is budgeted not only by CEP but other State agencies as well.

Target 2: Capacity development monitoring scorecard rating

A Capacity Development Monitoring and Evaluation Scorecard was developed in 2007 by UNDP/UNEP/GEF. It was developed within the context of the GEF Strategic Approach to Enhance Capacity Building and the new GEF Results-based Management Framework. This framework includes five capacity results needed in a particular area for an effective functional/operational managerial system. These five capacities are:

- Capacities for engagement
- Capacities to generate, access and use information and knowledge
- Capacities for policy and legislation development
- Capacities for management and implementation
- Capacities to monitor and evaluate

A first assessment using the Capacity Development Monitoring and Evaluation Scorecard was conducted in February 2014 during the formulation of CCCD Project. The results of assessment were considered as a baseline in the revised LogFrame.

The details of assessment of achievement of Target 2 are presented in Table 5.

Table 5: Capacity Development Monitoring Scorecard

Capacity Result / Indicator		Staged Indicators	Rating	Score	Comments
CR 1: Capacities for engagement					
Indicator 1 – Degree of legitimacy/man date of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined		0		CEP is responsible for environmental management. Political commitment to the environment has been increased since the CCCD Project start. Not only academic institutions and environmental NGOs are driving forces to reach positive changes in environmental policy and management (baseline) but NBBC participated in preparation of numerous legal documents, which were approved during the CCCD Project duration
	Institutional responsibilities for environmental management are identified		1		
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders		2		
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders		3	3	
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place		0		The 2016 National Development Strategy for the period until 2030 aims to align the national development agenda to the 2030 Agenda for Sustainable Development. The environment-related measures include increasing access to water supply systems, sanitation and hygiene; strengthening incentives on environmental protection for the population and economic entities; and development of a natural hazards risk management system
	Some co-management mechanisms are in place and operational		1		
	Some co-management mechanisms are formally established through agreements, MOUs, etc.		2	2	
	Comprehensive co-management mechanisms are formally established and are operational/functional		3		
Indicator 3 – Existence of cooperation with stakeholder	Identification of stakeholders and their participation/involvement in decision-making is poor		0		Inter-Ministerial Task Force was established but it is still not maximally effective
	Stakeholders are identified but their participation in decision-making is limited		1		
	Stakeholders are identified and regular consultations mechanisms are established		2	2	
	Stakeholders are identified and they actively contribute to established participative decision-making processes		3		
CR 2: Capacities to generate, access and use information and knowledge					
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)		0		During the CCCD Project implementation environmental awareness of stakeholders was increased, including due to the CCCDP Project activities. Nevertheless, not all stakeholders are actively participating in the implementation
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)		1		
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate		2	2	
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions		3		

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0		Tangible progress was observed in making environmental information available to stakeholders compared with the pre-project situation
	The environmental information needs are identified but the information management infrastructure is inadequate	1		
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2	2	
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3		
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0		
	Environmental education programmes are partially developed and partially delivered	1		
	Environmental education programmes are fully developed but partially delivered	2	2	
	Comprehensive environmental education programmes exist and are being delivered	3		
Indicator 7 – Extent of the linkage between environmental research/science and policy development	No linkage exists between environmental policy development and science/research strategies and programmes	0		No significant changes occurred from the baseline level
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1		
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2	2	
	Relevant research results are available for environmental policy development	3		
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0		
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1	1	
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2		
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3		
CR 3: Capacities for strategy, policy and legislation development				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments
Indicator 9 – Extend of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0		There is an overarching policy that links the Rio Conventions within the framework of national sustainable development
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1		
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2		
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3	3	
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0		Key achievements: - Government Decree #791, dated December 31, 2014 “On the procedure of organization of the state system of environmental monitoring of the Republic of Tajikistan and the Order of the State register of environmental monitoring facilities of the Republic of Tajikistan” - CEP Chairman Order #4, dated January 20, 2015 “On establishment of Interagency Working Group on establishment of an environmental monitoring system of the Republic of Tajikistan” - CEP Chairman Order from October 6, 2016 “On approval of environmental monitoring and assessment indicators”
	Some relevant environmental policies and laws exist but few are implemented and enforced	1		
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2	2	
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3		
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0		The progress has been observed mainly due to the CCCD Project while getting information and data for the pilot EIMMS
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1		
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2	2	
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3		
CR 4: Capacities for management and implementation				
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for their programmes and projects and the requirements have not been assessed	0		CEP is considering additional staffing for EIMMS but along with budgetary funds other source of financing are also needed
	The resource requirements are known but are not being addressed	1		

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2	2	
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3		
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0		CCCD Project purchased hardware, developed software (for EIMMS), training in practical usage of software will be provided (contractor for Design and Development of a Database and Environmental Monitoring System will conduct a training before the official closure of CCCD Project
	The required skills and technologies needs are identified as well as their sources	1		
	The required skills and technologies are obtained but their access depend on foreign sources	2		
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3	3	
CR 5: Capacities to monitor and evaluate				
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0		
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1		
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2	2	
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3		
Indicator 15 – Adequacy of the project/programme monitoring and evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0		Adequate evaluation plan and evaluation results are partially used (there is a lack of evaluation reports)
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1		
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2	2	
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3		
Total Score:			32/42	

As it is shown in Table 5 this target was exceeded: total score is 32 instead of planned 31.

Target 3: Quality of environmental monitoring reports and communications to measure implementation progress of the Rio Conventions in Tajikistan

Under the Rio Conventions Tajikistan is preparing National Communications and Biennial Updated Reports to the UN Framework Convention on Climate Change and National Strategy and Action Plan to the Convention on Biodiversity.

Works on First Biennial Update Report and Fourth National Communication under the UNFCCC are not actually started yet. Therefore, it is not possible to assess whether their quality is improved compared with the Third National Communication on Climate Change, which was submitted in 2014.

As for the National Strategy and Action Plan for Biodiversity Conservation (NBSAP) up to 2020, which was submitted in 2016, it seems that the situation hasn't been improved compared with the baseline level: Existing reports do not respond to national and international requirements. Indeed, according to the NBSAP "Due to the lack of an adequate monitoring system, the existing data is disparate and in most cases difficult to analyze. At present, there is no single, integrated and coordinated system for monitoring biodiversity consistent with international standards and encompassing both reference natural areas (reserves) and different classes of ecosystems, outside the Specially Protected Natural Territories, there is no modern database formed on its basis".

Based on the abovementioned the achievement of the Objective is rated as Moderately Satisfactory (MS).

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		✓			

Outcome 1: Strengthened institutional, legal and regulatory frameworks to enable a coordinated multi-agency environmental information management and monitoring system

Target 1: The body of Laws includes a comprehensive framework for a national environmental information management and monitoring system responding to national and international information requirements

First, it should be mentioned that at present a trend of the integrating of environmental considerations into sectoral legislation is observed in Tajikistan, although such integration is still at the initial stage. It can be observed at the level of laws and is almost absent at the level of subsidiary legislation¹². The same could be concluded regarding the inclusion of the EIMMS into the existing Laws. One of the main reasons for that is the low status of the Committee on Environmental Protection (being a Committee but not a Ministry).

¹² UNECE. Tajikistan. Third Environmental Performance Review. 2017

Another observation stated in the Third Environmental Performance review for Tajikistan, is that “there are neither defined strategic priorities on environmental law enforcement nor targets on using different compliance assurance instruments to address those priorities at the national and subnational levels”.

The CCCD has planned and implemented number of activities to adequately address the challenges in inclusion of EIMMS framework into the relevant Laws and other Legal Acts.

During the Inception phase CCCD Project conducted analysis of the existing Legal framework and identified gaps. It also updated the analysis, presented in ProDoc, of current donor-funded initiatives related to environmental monitoring. Based on that the NBBC was requested (through the LoA signed between the UNDP and NBBC) to prepare recommendations to enable a coordinated multi-agency EIMMS development. As a result, a Decree No. 791 of the Government of the Republic of Tajikistan dated December 31, 2014, on “Regulations to Set up a Unified State Environmental Monitoring System of the Republic of Tajikistan and to Maintain the State Register of Environmental Monitoring Facilities of the Republic of Tajikistan” was adopted. The Decree No. 791 sets the main objectives of a unified state environmental monitoring system of the Republic of Tajikistan as follows:

- Organize and conduct regular (qualitative and quantitative) observations of the environmental monitoring facilities;
- Create a data bank about the status of the monitoring facilities;
- Assess the performance status and functional sustainability of natural resources and ecological systems;
- Identify the ratio and parity of the environment to human health;
- Analyze and predict changes in the status of the monitoring facilities;
- Develop programs and measures aimed at mitigating the consequences of adverse effects on the environment;
- Inform the public authorities, individuals and legal entities about the status of the environment;
- Establish the procedure, format and timing of information resources in the unified state environmental monitoring system and sequence of its use;
- Enter the findings on environmental monitoring into a single system of state statistics and special state authorized body for statistics.

The CCCD Project also developed a Plan of activities on implementation of the Decree of the Government, Orders of the Committee on Environmental Protection “to set up a unified state environmental monitoring system of the republic of Tajikistan and to maintain the state register of environmental monitoring facilities of the republic of Tajikistan” for strengthening legal analytical framework for an integrated and coordinated EIMMS.

During its work aimed at achieving this target the CCCD Project was cooperating with UNDP/UNEP PEI project. In particular, these two projects were jointly supporting meetings / campaigns to introduce changes in the environmental assessment legislation (SEA and EIA¹³) and environmental assessment.

¹³ SEA – Strategic Environmental Assessment; EIA – Environmental Impact Assessment

CCCD Project has developed the following reports:

- Existing policies, strategies and action plans on management of environmental data and information in Tajikistan
- Recommendations on improvement of legislation for effective policies of environmental monitoring
- Need assessment, gap analysis and obligations of the Republic of Tajikistan on management of environmental data and information

Based on the above mentioned it is the Consultant's opinion that CCCD Project has implemented activities in the right direction by facilitating adoption of Decree No. 791 and providing recommendations for its implementation/enforcement. Since the relevant Laws weren't correspondingly amended, the target was achieved with limitations.

Target 2: The institutional framework is simplified; the relevant organizations have clear mandates reflected in their statutes and the relevant institutions are well coordinated and capacitated for an adequate national environmental information management and monitoring system

According to the Decree No. 791 environmental monitoring is coordinated at the national level by CEP through a "National State Environmental Monitoring Center" at the regional level through "Local State Environmental Monitoring Centers" and at the local level by public bodies (ministries, departments and agencies), local government agencies, users of natural resources, organizations, enterprises, public organizations, citizens and other entities of economic activity through "Local State Environmental Monitoring Centers". The national and regional state environmental monitoring Centers are recognized as non-commercial entities of the CEP. The CEP has clear plan on budgeting of the above Centers.

CEP issued three legal and regulatory Acts:

- On procedures for establishment a combined state environmental monitoring system
- On development of a roster of state facilities for environmental monitoring
- On mandating CEP for environmental monitoring, including the management of the abovementioned roster. Based on this Act the CEP issued an Order No. 04 (January 20, 2015), which among others requested creation of a permanent Interagency Working Group on Environmental Monitoring (IAWGEM) chaired by the Chairman of the CEP (Deputy-Chairman of CEP was assigned for the control over the implementation of this order). Main responsibilities of the Interagency Commission were also determined. In particular:
 - ✓ To coordinate and regulate activities related to EIMMS including activities seeking to improve the environment observation, laboratory testing instrumentation and control system, standardized computer systems, data flow chains, and improve communication with other information systems of the Republic of Tajikistan
 - ✓ To review and propose recommendations to improve legal documents related to the establishment and implementation of EIMMS

- ✓ To prepare and approve forms for analysis and evaluation of results from EM
- ✓ To identify the main indicators for monitoring, analysis and assessment of the environment

Despite the EM Centers are not operational yet it is the Consultant's opinion that this target is achieved but with limitations.

Target 3: The catalogue of in-service training programme include course(s) on environmental information management and monitoring system

Before the CCCD Project in-service training programme for public administrators didn't include any course on EIMMS. A training plan was developed by the CCCD Project through the LoA with NBBC, based on capacity needs assessment conducted by the NGO Globus, which was selected on the competitive basis. The assessment among others included:

- Assessment of actual mandates, roles and responsibilities of governmental agencies and civil society institutions on environmental information management and monitoring system in the Republic of Tajikistan; including the proposal submitted to the government to increase the staff for CEP-environmental monitoring centers
- Identification of institutional capacity gaps hampering the implementation of an integrated and coordinated environmental information management and monitoring
- Analysis of the inter-ministerial cooperation between key ministries and departments (timeliness / coverage of environmental information as set in the Rio and the Aarhus Conventions), including the Inter-Ministerial Task Force
- Proposal to revise the existing institutional framework to be aligned with the legislation and policies in place – and to be improved
- Develop a roadmap to implement these institutional revisions to be submitted to CEP

Training course included six training modules:

- Module No. 1: Policy of the Republic of Tajikistan in the field of organization and conduct of environmental monitoring and information resources in Tajikistan
- Module No. 2: Main duties and responsibilities of the state authorized body for organizing and conducting a unified state system of environmental monitoring"
- Module No. 3: Determination of Environmental Indicators
- Module No. 4: Definition of the objects of EM
- Module No. 5: The order, form and terms of submission of information resources to the Unified State System of Environmental Monitoring and the procedure for its use
- Module No. 6: Participation of public associations and citizens in the organization and implementation of EM

Target is achieved.

Target 4: 200 public servants including trainees from the regions and districts are trained in environmental information and monitoring systems using the new training programme

The CCCD Project has organized the following trainings and workshops/seminars:

- Trainings courses on the use of equipment in five regional centers and headquarters of CEP where the equipment sets have been installed (24 participants)
- Training on collection, storage and exchange of environmental information at Kulob (40 participants)
- Training on collection, storage and exchange of environmental information at Qurghonteppa (40 participants)
- Training on collection, storage and exchange of environmental information at Rasht (40 participants)
- Training on collection, storage and exchange of environmental information at Khujand (40 participants)
- Meeting with project partners on gap analysis and best practices on management of environmental data and information (50 participants)
- Meeting with project partners on identification of priorities on establishment of monitoring system (50 participants)
- Round table with participation of representatives from ministries and state agencies on discussion of initial environmental indicators (30 participants)

Target is achieved.

Based on the abovementioned the achievement of the Outcome 1 is rated as Satisfactory (S).

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	✓				

Outcome 2: Upgraded environmental information management and monitoring standards, norms, indicators, procedures and IT architectures

Target 1: A set of environmental indicators is in place and responds to national and international environmental information requirements

As mentioned above Order No. 04 of the CEP from January 20, 2015 among others requested identification of the main environmental indicators.

In cooperation with UNECE initial set of environmental indicators was identified for 7 areas. The set of 42 indicators was approved by the Head of CET on 6 October 2016. These indicators are:

A. Air pollution and ozone depletion

A1 Emissions of pollutants into the air

A2 Emissions of pollutants into the atmosphere from stationary sources

A3 Emissions of harmful substances into the atmosphere from all sources

A4 Number of pollutants from stationary sources

A5 Emissions of harmful substances into the atmosphere from stationary sources

A6 Emissions of harmful substances into the atmosphere from stationary sources without treatment

A7 Number of pollutants received by the treatment plant

A8 Number of trapped and neutralized pollutants

A9 Use of harmful substances

A10 Emissions of harmful substances into the atmosphere from stationary and mobile sources

A11 Emissions from mobile sources by ingredients

B. Climate Change

B12 Greenhouse gas (GHG) emissions

B13 GHG emissions based on GHG inventory

B14 GHG emissions by gases

B15 Nitrogen oxides' emissions per capita and per unit area

B16 GHG emissions per capita

C. Water

C17 Contaminated wastewater

C18 Nutrients in coastal waters

C19 quality of drinking water

C20 Population connected to wastewater treatment

C21 Sewage treatment plant (capacity of wastewater treatment plants and the efficiency of their purification)

C22 Surface water resources of drinking water quality on river basins

C23 Availability of water supply facilities in cities and regions

D. Biodiversity

D24 Forests and other wooded land

D25 Trends in abundance and distribution of selected species

D26 Species endangered and protected species of animals and birds

D27 Flora

D28 Fauna

D29 reserves, national park

E. Land

E30 Land agricultural area (administrative boundaries)

E31 Land

E32 Withdrawal of lands from circulation

E33 organic fertilizers

E34 mineral fertilizers

E35 organic fertilizers per 1 ha of crops (agricultural enterprises)

F. Transport

F36 Passenger

F37 Passengers by transport types

F38 Cargo turnover by mode of transport

F39 Total mileage of road motor vehicles, by type of fuel used (without public transport)

G. Waste

G40 Hazardous Waste Management

G41 Waste by sources

G42 Transportation Waste (accommodation)

The last meeting of the Interagency Working Group on Environmental Monitoring (October 2016) resulted in the adoption of the environmental indicators, which should serve as the basis of the monitoring system, and followed by the endorsement of a Draft Plan of Activities, validated (October 2016) by the Head of the Committee for Environmental protection, to implement the Decree No. 791.

Target is achieved.

Target 2: Adequate official standards, norms and procedures are in place and used by the relevant institutions

Activities aimed at achievement of this target among others included:

- Analysis and evaluation of existing standards used for EIMM
- Design of appropriate forms to collect information related to the new set of environmental indicators
- Design and development of a database and an environmental monitoring system to collect, store, and report environmental monitoring information. Request for Proposal for Design and Development of a Database and Environmental Monitoring System was prepared in October 2016. As a result of the bidding procedures, LLC Softline IT (Ukraine), was contracted to provide these services. The contract is due in mid-2018. Implementation is fully under way as of August 2017. The representatives of the contractor have undertaken a number of missions to Tajikistan to ensure smooth implementation of the system. Furthermore, as per the contractual obligations, LLC Softline IT produced a list of hardware required for effective operation of the environmental monitoring system, which was purchased (the list of additional hardware included servers, storage, network equipment, generators, etc.)
- Development of a deployment plan for the new system to six environmental monitoring regional centers

The contractor, Softline IT has prepared three reports, in which the progress in developing of EIMMS and corresponding data base is described. The results achieved, presented in the reports, are verifiable. Th results achieved by the contractor are presented in corresponding reports.

- Report 1: Understanding of the implementation of EIMMS, in which detailed work plan was presented including the following stages:
 - ✓ Analysis of IT infrastructure and development of a vision for implementation. *Preliminary analysis of the requirements for EIMMS was developed to form a vision for the project. Based on the results of the analysis of the IT infrastructure,*

recommendations were prepared on hardware specifications to be additionally purchased and deployed

- ✓ Detailed analysis of requirements to EIMMS. *Document describing the detailed requirements was developed and agreed. This document corresponds to the accepted standards and meets current practices of building IT systems*
 - ✓ System development in accordance with agreed requirements. *Finalized*
 - ✓ Providing IT infrastructure including internet access and VPN channel between all points of the system deployment
 - ✓ Deployment of the system, conduct the necessary tests and transfer the project documentation, including the source codes.
 - ✓ Transfer of knowledge through training sessions
 - ✓ Providing system support
- Report 2: Specification of requirements of software Database and EMS in the Republic of Tajikistan, which among others includes:
- ✓ Logical architecture for:
 - Environmental monitoring systems
 - Database of indicators for monitoring and environmental assessment - a public website with access from the Internet
 - ✓ User roles (System Configurator, System Operator)
 - ✓ Description of the monitoring system functionality is based on UnityBaseNext (<http://unitybasenext.com/>)
 - ✓ Description of the functionality of the indicator database - The public website will be accessible to all users from the Internet without authorization (login and password). The data on the website will be available in a Read-only mode
- Report 3: Interface of EMS operator

All above mentioned activities are completed except system deployment and trainings.

It must be noted that CCCD Project has established close cooperation with UNDP/ENEP project PEI and Programme for Finland’s Water Sector Support to Kyrgyzstan and Tajikistan, FinWater. It was agreed that those projects will use servers purchased by the CCCD Project for placing their data modules. This is a very good synergy between the donor activities in Tajikistan. It must be also noted that one of the main beneficiaries of the operationalization of EIMMS will be State Agency on statistics under the President of the Republic of Tajikistan, which is interested in including comprehensive environmental monitoring data into the national statistics.

Based on the abovementioned it can be concluded that adequate official standards, norms and procedures are in place but not used yet by the relevant institutions. Therefore, target is achieved with limitations.

Based on the abovementioned the achievement of the Outcome 2 is rated as Satisfactory (S).

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	✓				

Outcome 3: An institutionalized coordinated multi-agency environmental information management and monitoring system

Target 1: Environmental monitoring information used in several reports and communications related to national development

Target 2: Environmental monitoring information readily available to decision-makers and the public at large through government communications and public websites

Target 3: Examples of development plans, policies and strategies that include global environmental indicators and monitoring information

Target 4: Examples of greater allocation of government resources to environmental information management and monitoring

Only target 4 is achieved. It is Consultant’s opinion that three other targets also will be achieved either before the closure of CCCD Project (Targets 1-2) or beyond is implementation period (Target 3).

Based on the abovementioned the achievement of the Outcome 3 is rated as Moderately Satisfactory (MS).

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		✓			

3.3.2 Relevance (*)

There are several monitoring systems currently functioning in Tajikistan:

- Environmental state monitoring
- Land use monitoring
- Agricultural monitoring
- Water resources monitoring
- Fauna and flora monitoring, including forest resources
- Impacts of environmental factors on health monitoring
- Impacts of economic entities on environment (conducted in-house in a variety of industries)

However, these systems are not integrated into a single system, and there is a lack of interagency collaboration, which prevents effective analysis, evaluation and operation. Therefore, the problem addressed by the CCCD Project is highly relevant. During the TE mission the Consultant obtained evidence that achieved results are also relevant to the priorities of both, the Government of Tajikistan and UNDP.

Based on the abovementioned the Relevance is rated as Relevant (R).

Relevant (R)	Not Relevant (NR)
✓	

3.3.3 Effectiveness & Efficiency (*)

Effectiveness

There is a tangible progress achieved in establishing of EIMMS in Tajikistan. This process involved engagement of all stakeholders either directly (CEP, NBBC) or through the Interagency Working Group on Environmental Monitoring (IAWGEM). The architecture design of EIMMS and environmental database is based on the best international practices; International CTA and international contractor were engaged in their development; similar donor projects/programmes will use technical capacities created by the CCCD Project. At the same time, not all targets were achieved within the project implementation period, some of them will be achieved either just by the closure or even after that.

Based on the above mentioned the Effectiveness is rated as Moderately Satisfactory (MS).

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		✓			

Efficiency

The efficiency of the financial management of the CCCD Project was evidenced by its ability to meet all the procurement needs. As mentioned above not all targets were achieved within the project implementation period.

Based on the above mentioned the Efficiency is rated as Moderately Satisfactory (MS).

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		✓			

Overall rating for Effectiveness & Efficiency is Moderately Satisfactory (MS).

3.3.4 Country ownership

The CCCD Project concept was in line with national sectoral and development plans.

The CCCD Project was directly implemented by the UNDP Country Office in close partnership with the major project counterpart, the Committee on Environmental Protection (CEP).

CEP, on behalf of the Government of Tajikistan, appointed Mr. Neimatullo Safarov as a National Project Focal Point (NPFC), who served as a contact person. This responsibility included representing and supporting CCCD Project objectives at high decision-making levels within the Government of Tajikistan, as well as ensuring that the required government support to reach the milestones of the Project is available.

As a result, all major activities of the CCCD Project were approved by all authorized parties, Project Steering Committee, Interagency Working Group on Environmental Monitoring (IAWGEM) and CEP.

Country ownership was actually confirmed by approval of environmental indicators, establishment of Environmental Monitoring Centers, development of pilot EIMMS etc.

3.3.5 Mainstreaming

The CCCD Project is successfully mainstreaming other UNDP priorities. In particular:

- The CCCD Project helped in job creation (National and Regional EIM Centers)
- The regulatory framework has been improved (Decree No. 791)
- CCCD Project raised capacity of sectoral specialists, as well as decision makers, with regard to EIMMS
- The CCCD Project objectives conform to agreed priorities in the UNDAF and CPAP

3.3.6 Sustainability (*)

The CCCD Project has been designed to deliver sustainable impact in Tajikistan. As stated in the UNDP-GEF guideline for TE, sustainability is generally considered to be the likelihood of continued benefits after the project ends. Consequently, the assessment of sustainability considers the risks that are likely to affect the continuation of project outcomes.

Financial risks

CCCD Project supported activities to increase the mobilization of governmental resources allocated to the monitoring of the environment, including the monitoring of global environmental indicators that are part of Rio Conventions obligations. Specific activities included an in-depth analysis of the resource needs, including the budgetary needs, as well as assessing the economic impacts of increasing environmental monitoring and a road map to lobby the government on the need to increase the amount of resources allocated to the monitoring of the environment in Tajikistan.

However, as stated in the Third Environmental Performance Review for Tajikistan, the budget of CEP in 2014-2015 corresponds only 0.15% of the Government expenditures. The limited financing might affect the effectiveness of newly established Environmental Information Centers, which are primarily authorized for coordination of environmental monitoring.

Based on the above-mentioned the Financial Risks are negligible and the sustainability is rated as Moderately Likely (ML)

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
	✓		

Socio-economic risks

No significant socio-economic risk is identified and thus **the Socio-economic Risks are negligible and the sustainability is rated as Likely (L)**

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
✓			

Institutional framework and governance risks

Effective operation of EIMMS among others will depend on effectiveness of the assistance/guidance provided by the Interagency Working Group on Environmental Monitoring (IAWGEM), sustainability of which, i.e. continuation working within its mandate after the closure of CCCD Project, is questionable. At least, there is no clear indication that it will be working as efficiently as previously when the CCCD Project was serving as a “Secretariat”.

Based on the above-mentioned the Institutional framework and governance risks are negligible and the sustainability is rated as Moderately Likely (ML)

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
	✓		

Environmental risks to sustainability

No significant environmental risk is identified and thus **the Environmental risks are negligible and the sustainability is rated as Likely (L)**

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
✓			

Overall rating: Not all the associated risks are negligible and thus, the overall rating for Sustainability is Moderately Likely (ML)

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
	✓		

3.3.7 Impact

The CCCD Project has made major advances in deployment of EIMMS in Tajikistan especially considering the starting point and the baseline scenario, in which there was neither financial nor human and technical capacities for that.

Many outputs of the CCCD Project were achieved in cooperation among different State agencies, which were not only facilitating creation of the solid basis for EIMMS but also will benefit of its operation. The CCCD Project has built local institutional, technical capacities that in turn created a foundation for real changes in environmental information management and monitoring practice in the country.

The results of the CCCD Project form a basis for the next national reports under the Rio conventions.

4. Conclusions, Recommendations & Lessons

Conclusions

Overall, this CCCD Project has had a substantial, sustainable effect on development of EIMMS in Tajikistan. CCCD Project facilitated the implementation of measures aimed at improvement of regulatory framework and institutional arrangements by advocating EIMMS development as well as its actual development.

The CCCD Project has demonstrated efficient, adaptive management in achieving of planned outcomes. The CCCD Project team has addressed and managed identified the differences between the situation during the preparatory and inception phases. It effectively managed identified issues and risks.

CCCD Project actively cooperated with different State agencies and donor-funded projects/programmes with similar objectives.

The project delivered most of planned results, although not all of them on time. Some targets were not achieved within the project implementation period; they will be achieved either just by the closure or even after that.

The overall rating of the project is Moderately Satisfactory.

4.1 Corrective actions for the design, implementation, monitoring and evaluation of the project

Design

N/A

Monitoring and Evaluation

CCCD Project has prepared Draft Terminal Report, which, in some respects, is lacking specifics. Therefore, in the final draft, comprehensive analysis of results achieved is recommended including status of achievements, supportive factors, lessons learned.

4.2 Actions to follow up or reinforce initial benefits from the project

First of all, CCCD Project has to ensure that all deliverables are delivered by Softline IT, responsible for Design and Development of a Database and Environmental Monitoring System.

Along with the operationalization of EIMMS software it is very important to ensure “transfer of knowledge” to the newly established National and Local Environmental Monitoring Centers. It is very important to assist CEP in development of a feasible plan for funding of those Centers.

4.3 Proposals for future directions underlining main objectives

CCCD Project may upon request of CEP (if any) develop a road map for sustainable operation of Interagency Working Group on Environmental Monitoring (IAWGEM), which already proved its effectiveness. The role of Commission may be even increased in the future, after launching of EIMMS

when the “agency interests” of providers of environmental monitoring data should be considered while developing of the general framework for data flow chains.

4.4 Best and worst practices in addressing issues relating to relevance, performance and success

Overall, by the support of UNDP and GEF, Tajikistan has demonstrated, what can be achieved in effectively meeting the highest levels of efficient environmental information management and monitoring to meet the Rio conventions reporting obligations. The effectiveness of relatively small amounts of international assistance mobilized by the GEF initially was highly effective in supporting this and shows that even in a low-income country, the institutional capacity can be sustained with this initial stimulation.

However, an important parallel lesson is that with only initial (one-time) funding for key institutional and human resource capacity activities, it is difficult to sustain efforts indefinitely.

5. Annexes

Annex 1: ToR

Country:	Tajikistan
Description of Assignment:	International Consultant for Terminal Evaluation of the UNDP/GEF project “Strengthening capacity for an environmental information management and monitoring system in Tajikistan”
Programme/Project name:	UNDP/GEF project “Strengthening capacity for an environmental information management and monitoring system in Tajikistan”
Period of assignment/services:	15 working days (during June –July 2017)
Duty station:	home-based, with one mission to Dushanbe, Tajikistan, (approx. 5 days in-country mission in total)
Type:	Individual Contract (International)

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the “Strengthening capacity for an environmental information management and monitoring system in Tajikistan” (PIMS #5198, Atlas # 74005).

The project document was signed between the UNDP Tajikistan and the Committee on Environmental Protection under the Government of the Republic of Tajikistan. The essentials of the project to be evaluated are as follows:

PROJECT SUMMARY TABLE

Project Title:	Strengthening capacity for an environmental information management and monitoring system in Tajikistan			
GEF Project ID:	00086552		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
UNDP Project ID:	5198 (PIMS#) 74005 (Atlas ID)	GEF financing:	US\$ 700,200	
Country:	Tajikistan	IA/EA own:	US\$ 250,000	
Region:	Europe and Central Asia	Government:	US\$ 500,000 (in kind)	
Focal Area:	Climate change	Other:		
FA Objectives, (OP/SP):	Mainstreaming sustainable and equitable trends of environment and energy	Total co-financing:		

Executing Agency:	UNDP Country Office in Tajikistan	Total Project Cost:	US\$ 1,450,200	
Other Partners involved:	The Committee on Environmental Protection under the Government of the Republic of Tajikistan, National Biodiversity and Biosafety Center of the Republic of Tajikistan	ProDoc Signature (date project began):		October 1, 2014
		(Operational) Closing Date:	Proposed: September, 2017	Actual: September, 2017

OBJECTIVE AND SCOPE

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

Project description

In 2005, Tajikistan completed its National Capacity Self-Assessment (NCSA) in order to identify the priority cross-cutting capacity development needs of the country to meet and sustain obligations under the three Rio Conventions. One top priority identified in the NCSA was the need to strengthen environmental learning and stakeholder involvement in order to mobilize all sectors on Rio Convention themes. This priority cross-cutting need was the objective of an earlier cross-cutting capacity development (CCCD) project implemented in 2012. Another top priority was to strengthen the environmental management information system to facilitate more informed decision-making to meet Rio Convention obligations. This strengthened information system would serve to inform decision-making across sectors on environmental priorities and create synergies and partnerships that aid achievement of Rio Conventions obligations.

Tajikistan has made significant progress in strengthening its environmental policy and programming framework since the completion of its NCSA. The country has adopted 13 laws and bylaws pertaining to environmental protection and has taken important steps to integrate global environmental obligations within its national developmental strategies. For example, the Third Poverty Reduction Strategy identifies the need for climate change adaptation activities at the sectoral level. Another example is found in the 2013–2015 Living Standard Improvement Strategy which gives individual ministries a basis for carrying out high-priority actions on environmental issues.

The project was strategic in that it responds to a targeted set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. Specifically, the project catalyzed cooperation and coordination that has previously been limited by narrow institutional mandates and obsolete methods of analysis and decision-making. This project facilitated new partnerships between policy and decision-makers across environmental focal areas and socio-economic sectors while actively engaging other key non-governmental stakeholders. This project was innovative and transformative in that environmental and resource management at the sub-national level lacks institutional authority in the baseline. The strategic value of the project lies in developing technical capacities on how to structure and implement policy interventions that better respond to Rio Convention obligations.

The UNDP Country Office in Tajikistan was the implementing agency for this project and key partners for project implementation are CEP GRT and NBBC. Project was developed in accordance with agreed policies

and procedures between the UNDP and the Government of Tajikistan. In line with GEF rules and procedures, UNDP established the necessary planning and management mechanisms and facilitated government decision-making. To catalyze implementation of project activities and timely delivery of project outputs NBBC was assigned as one of the key project partners. The project was designed to be complementary to other related projects under implementation in Tajikistan, including those supported by the Global Environment Facility (GEF). Given the number of ongoing projects in the country, careful attention was given to coordinating project activities in such a way that activities are mutually supportive and opportunities capitalized to realize synergies and cost-effectiveness.

This project conforms to Programme Framework CD-5 of the GEF-5 Cross-Cutting Capacity Development Strategy, which calls for the strengthening of capacities to monitor and evaluate environmental impacts and trends. Through a learn-by-doing and adaptive collaborative management approach, the project strengthened targeted institutional and technical capacities to generate information for improved monitoring of global environmental trends and thus enable more informed decisions on policy interventions. The project contributed to the development of capacities to implement and manage global environmental guidelines.

The project was consistent with the programmatic objectives of the three GEF thematic focal areas of biodiversity, climate change and land degradation, the achievement and sustainability of which is dependent on the critical development of capacities (individual, organizational and systemic). This project was also consistent with Tajikistan's United Nations Development Assistance Framework (UNDAF) 2010-2015, and responded directly to Output 2.3: There is a more sustainable management of the environment, energy and natural resources. The project was also well-aligned with Tajikistan's programme for implementing the Millennium Development Goals, particularly MDG7: Ensure Environmental Sustainability.

Description of responsibilities

The scope of the evaluation will cover all activities undertaken in the framework of the project. The evaluator will compare planned outputs of the project to actual outputs and assess the actual results to determine their contribution to the attainment of the project objectives. It will also attempt to evaluate the efficiency of project management, including the delivery of outputs and activities in terms of quality, quantity, timeliness and cost efficiency as well as features related to the process involved in achieving those outputs and the impacts of the project. The evaluation will also address the underlying causes and issues that contributed to targets not adequately achieved.

The key product expected from the terminal evaluation is a comprehensive analytical report written in English that should follow the requirements indicated in Annex F. The terminal evaluation report will be a stand-alone document that substantiates its conclusions, recommendations and lessons learned. The report will have to provide convincing evidence to support its findings/ratings. The report, together with its annexes, will be submitted in electronic format in both, MS Word and pdf format.

The review will take place in the consultant's home office with one mission to Dushanbe, Tajikistan, with approx. 5 days in-country mission in total (estimated mission dates: June 2017). The consultant should submit a request with all the meetings planned during the mission at least 7 working days prior to undertaking the mission.

EVALUATION APPROACH AND METHOD

An overall approach and method¹⁴ for conducting project terminal evaluations of UNDP supported GEF financed projects has been developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (Annex C). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Dushanbe, Tajikistan. Interviews will be held with the following organizations and individuals at a minimum: The Committee on Environmental Protection under the Government of the Republic of Tajikistan, National Biodiversity and Biosafety Center of the Republic of Tajikistan.

The evaluator will review all relevant sources of information, such as the project document, project reports, project budget revisions, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

The consultant is expected to use personal and phone interviews as a means of collecting data on the performance and success of the project. The consultant can also make use of written questionnaires, which could be distributed to the project partners and stakeholders with the assistance of the project team. In addition, the consultant can use other data collection methods and evaluation methods in order to assess the project.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see [Annex A](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA & EA Execution	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation - Implementing Agency	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance		Financial resources	
Effectiveness		Socio-political	
Efficiency		Institutional framework and governance	

¹⁴ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

Overall Project Outcome Rating		Environmental	
		Overall likelihood of sustainability	

PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	US\$ 250,000				US\$ 700,200		US\$ 950,200	
Loans/Concessions								
• In-kind support			US\$ 500,000				US\$ 500,000	
• Other								
Totals	US\$ 250,000		US\$ 500,000				US\$ 1,450,200	

MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programs. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT

The evaluator will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.¹⁵

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include chapters providing a set of **conclusions, recommendations and lessons**. The report will have to provide convincing evidence to support its findings/ratings. Special attention will be paid to the Lessons Learned section. This should provide recommendations for replication and transfer of the experience related mainly to:

¹⁵ A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROTI Handbook 2009](#)

- Exit strategy;
- post-project sustainability of the efforts both in terms of governance and in terms of environmental benefits;
- capacity building;
- project achievements and challenges;
- mobilization of stakeholders and participation of the civil society;
- key institutional, technical and legal barriers found during the implementation of the project, and recommendations to address them in the future.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Tajikistan. The UNDP CO will contract the evaluator. The Project Team will be responsible for liaising with the evaluator to set up stakeholder interviews, arrange field visits, coordinate with the Government etc. Please note that the **financial proposal is all-inclusive** and will take into account all the expenses incurred by the consultant during the contract period. All travel arrangements must be done by the evaluator and all envisaged **travel costs** must be included in the financial proposal. This includes all travel to join duty station/repatriation travel.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 15 working days over a period of approximately 12 weeks according to the following plan:

Activity	Timing	Completion Date
Preparation	3 days	<i>1st week June 2017</i>
Evaluation Mission	5 working days	<i>2nd -4th week June 2017</i>
Draft Evaluation Report	5 days	<i>1st week July 2017</i>
Final Report	2 days	<i>2nd week July 2015</i>

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report. See Annex H for an audit trail template.

Responsibility for Expenses and their Reimbursement

The Consultant will be responsible for all personal administrative and travel expenses associated with undertaking this assignment including office accommodation, printing, stationary, telephone and electronic communications, and report copies incurred in this assignment. For this reason, the contract is prepared as a lump sum contract.

The remuneration of work performed will be conducted as follows:

- First payment: 10% of the total contract upon submission of the inception report and its acceptance by the UNDP Project Manager.
- Second payment: 40% of the total contract upon submission of the draft Evaluation Report and its acceptance by UNDP Project Manager;
- Third/Final payment: 50% of the total contract upon submission and approval (by UNDP-CO, UNDP Project Manager, UNDP RTA) of the final Evaluation Report.

TEAM COMPOSITION, COMPETENCES AND QUALIFICATIONS

The evaluation team will be composed of 1 international evaluator. The consultant shall have prior experience in evaluating similar projects. Prior experience with GEF financed projects will be considered as an advantage. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project-related activities.

Education:

- Advanced (Master or PhD) degree in Environmental Science or a related field

Experience:

- Minimum 10 years of relevant professional experience in the field of environment protection or a related field
- Knowledge of or experience with UNDP and/or GEF monitoring and evaluation policies and procedures.
- Previous experience with results-based monitoring and evaluation methodologies.
- Recent experience in evaluation of international donor driven development projects
- Proven experience in environmental monitoring and in the implementation of environmental monitoring policies

Language:

- Excellent communication skills and experience in conducting structured interviews with a variety of stakeholders.
- Proven experience with environmental monitoring in Europe and/or Central Asia
- Excellent English writing and communication skills. Knowledge of Russian will be an advantage

Corporate Competencies:

- Demonstrates integrity by modeling the UN’s values and ethical standard;
- Promotes the vision, mission, and strategic goals of the UN;
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability;
- Treats all people fairly without favoritism;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

Functional Competencies:

- Knowledge and experience of the political, social and environmental factors and issues related to environmental management and chemicals in Central Asia, preferably in Tajikistan;
- Excellent knowledge of GEF and Multilateral Fund policies and procedures, and demonstrated experience with UNDP/GEF document preparation;
- An independent, reliable, responsible self-motivator able work under pressure;
- Excellent communication, team-building and diplomatic skills to develop partnerships;
- Strong data collection, communication, analytical, research, and writing skills;

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#).

PAYMENT MODALITIES AND SPECIFICATIONS

The payment schedule is described in the table below:

%	Milestone
10%	At submission and approval of inception report
40%	Following submission and approval of the 1ST draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

Annex 2 - Individual Consultant General Terms and Conditions**Annex 3. Logical Framework Matrix and Outputs – updated after Mid-Term Evaluation**

Objective and Outcomes	Indicator	Baseline value	Target End of Project	Sources of verification	Risks
Long-term goal: To deliver global environmental benefits by having better capacities and tools to monitor and measure progress in meeting Rio Convention obligations					

Objective and Outcomes	Indicator	Baseline value	Target End of Project	Sources of verification	Risks
Objective: To introduce a national integrated and coordinated environmental information management and monitoring system in Tajikistan	1. Adequate national budget allocation to environmental monitoring	<ul style="list-style-type: none"> ▪ A government budget of \$112,000 in 2014 was allocated to environmental monitoring. 	<ul style="list-style-type: none"> ▪ A government budget of \$200,000 in 2017 is allocated to environmental monitoring. 	<ul style="list-style-type: none"> • National budget ▪ CEP financial reports 	<ul style="list-style-type: none"> ▪ Lack of government commitment to increase the allocation of resources to environmental information management and monitoring (Strategic) ▪ Resistance to improve environmental monitoring from politically entrenched sectors that has traditionally governed Tajikistan (Political) ▪ The objective of the project might be too ambitious and the support from the project resources and the government resources may not be adequate to initiate the changes required by the project strategy (Strategic) ▪ Poor coordination among different ministries/divisions/agencies/stakeholders and shortage of technical capacity to produce better quality environmental information products (Operational)
	2. Capacity development monitoring scorecard rating	Capacity for: <ul style="list-style-type: none"> • Engagement: 3 of 9 • Generate, access and use information and knowledge: 6 of 12 • Policy and legislation development: 4 of 9 • Management and implementation: 3 of 6 • Monitor and evaluate: 2 of 6 (total score: 18/42)	Capacity for: <ul style="list-style-type: none"> • Engagement: 5 of 9 • Generate, access and use information and knowledge: 9 of 12 • Policy and legislation development: 7 of 9 • Management and implementation: 5 of 6 • Monitor and evaluate: 5 of 6 (total targeted score: 31/42)	<ul style="list-style-type: none"> ▪ Mid-term and final evaluation reports ▪ Annual PIRs ▪ Capacity assessment reports 	
	3. Quality of environmental monitoring reports and communications to	<ul style="list-style-type: none"> ▪ Current reports are produced with limited data, weak analysis and weak trend analysis 	<ul style="list-style-type: none"> ▪ Reports present adequate disaggregated data at regional and local levels, are 	<ul style="list-style-type: none"> ▪ CEP reports ▪ Environmental reports such as the State of Environment and Communica 	

Objective and Outcomes	Indicator	Baseline value	Target End of Project	Sources of verification	Risks
	measure implementation progress of the Rio Conventions in Tajikistan	Existing reports do not respond to national and international requirements	informative and present environmental trends over time	tions to the Conventions	
Outcome 1: Strengthened institutional, legal and regulatory frameworks to enable a coordinated multi-agency environmental information management and monitoring system					
Output 1.1: The integrated and coordinated environmental information management and monitoring system is supported by adequate Policies, Laws and Regulations Output 1.2: Relevant institutions involved in the integrated and coordinated	4. Adequate legislation and policies for environmental information management and monitoring developed, detailing the institutional set-up, mandates of institutions and coordination and reporting mechanisms	<ul style="list-style-type: none"> The current legislation contained in the relevant Laws and policies are not comprehensive enough for the implementation of an adequate national environmental monitoring system 	<ul style="list-style-type: none"> The body of Laws includes a comprehensive framework for a national environmental information management and monitoring system responding to national and international information requirements 	<ul style="list-style-type: none"> Body of Laws Official Journal Final evaluation report 	<ul style="list-style-type: none"> The government does not fulfil its international obligations; including those from the 3 Rio Conventions (Political) New legislation and/or policies proposed by the project is not adopted by the Government and/or the Parliament (Political) Despite proposing to improve the institutional set up for a better coordinated multi-agency information management and monitoring system, no institutional changes occur (Strategic) The institutional changes might not be followed by appropriate level of resources (HR and \$\$) to implement the changes (Operational) The in-service training system for public servants might not be interested in integrating into its catalogue the training curricula developed with the support of the project (Operational) Policy- and decision-makers are
	5. The environmental monitoring institutional set-up and capacities are	<ul style="list-style-type: none"> Various institutions are currently mandated to monitor some environmen 	<ul style="list-style-type: none"> The institutional framework is simplified, the relevant organizations have clear mandates 	<ul style="list-style-type: none"> Statutes of relevant institutions Laws legislating government institutions involved in 	

Objective and Outcomes	Indicator	Baseline value	Target End of Project	Sources of verification	Risks
<p>environmental information management and monitoring system have the capacity to fulfil their mandate</p> <p>Output 1.3: Staff involved in the integrated and coordinated environmental information management and monitoring system have the capacity to fulfil their duties</p>	adequate for monitoring the state of the environment and responding to international obligations of Tajikistan	tal elements with no national coordination, duplication of some functions and limited capacities	reflected in their statutes and the relevant institutions are well coordinated and capacitated for an adequate national environmental information management and monitoring system	<p>environmental monitoring</p> <ul style="list-style-type: none"> ▪ PIRs ▪ Final evaluation report 	reluctant to participate in training supported by the project (<i>Operational</i>)
	6. The in-service training programme for public servants include course(s) covering environmental information management and monitoring systems	<ul style="list-style-type: none"> ▪ The current in-service training programme for public administrators does not include any course on environmental information management and monitoring system 	<ul style="list-style-type: none"> ▪ The catalogue of in-service training programme include course(s) on environmental information management and monitoring system 	<ul style="list-style-type: none"> ▪ Catalogue of in-service training programme ▪ PIRs 	
	7. Number of public servants trained by taking the course(s) on environmental	<ul style="list-style-type: none"> ▪ 0 	<ul style="list-style-type: none"> ▪ 200 Public Servants – including trainees from the regions and districts are trained in 	<ul style="list-style-type: none"> ▪ Proceeding of courses delivered ▪ PIRs ▪ Project management reports 	

Objective and Outcomes	Indicator	Baseline value	Target End of Project	Sources of verification	Risks
	information and monitoring systems		environmental information and monitoring systems using the new training programme		
Outcome 2: Upgraded environmental information management and monitoring standards, norms, indicators, procedures and IT architectures					
Output 2.1: An effective set of environmental monitoring indicators endorsed by the government Output 2.2: Adequate standards, norms, procedures and architectures are used to monitor the environment	8. Adequate environmental indicators approved and monitored	<ul style="list-style-type: none"> ▪ The existing set of environmental indicators is not comprehensive and does not respond to the national and international information requirements 	<ul style="list-style-type: none"> ▪ A set of environmental indicators is in place and responds to national and international environmental information requirements 	<ul style="list-style-type: none"> • List of official environmental indicators monitored by relevant institutions ▪ Final Evaluation report 	<ul style="list-style-type: none"> ▪ New standards, norms and procedures are identified but might not be adopted by the Government (Operational) ▪ New indicators are adopted but they require additional resources to be monitored; which might not be available (Operational)
	9. Adequate national standards, norms, procedures for monitoring these environmental indicators are officially in place	<ul style="list-style-type: none"> ▪ There is no unified set of standards, norms and procedures to collect data, conduct observations and make sampling 	<ul style="list-style-type: none"> ▪ Adequate official standards, norms and procedures are in place and used by the relevant institutions 	<ul style="list-style-type: none"> • List of official Standards, Norms and Procedures • Assessment reports ▪ Final evaluation report 	

Objective and Outcomes	Indicator	Baseline value	Target End of Project	Sources of verification	Risks
Outcome 3: An institutionalized coordinated multi-agency environmental information management and monitoring system					
Output 3.1: Updated environmental monitoring information used in several national reports	10. Examples of environmental monitoring information being used in national reports and communications	<ul style="list-style-type: none"> Limited use of environmental monitoring information in national reports and communications 	<ul style="list-style-type: none"> Environmental monitoring information used in several reports and communications related to national development 	<ul style="list-style-type: none"> National reports and communications PIRs Final evaluation report 	<ul style="list-style-type: none"> Lack of relevant expertise in local market may result in delay of required outputs and distortion of targeted deadlines (Operational) Planners, policy-makers and decision-makers are resistant to adopt new attitudes towards the global environment (Strategic) Insufficient commitment at both national and provincial/district levels to integrate environmental information in development and sectoral strategies, programmes and plans (Strategic) Government barriers to make environmental information public (Political) Resistance from Senior Government Officers and Parliament to allocate more resources to environmental information management and monitoring (Political)
Output 3.2: Global environmental indicators mainstreamed into select development plans, policies and strategies	11. Up-to-date environmental information readily available to decision makers	<ul style="list-style-type: none"> Limited availability of environmental monitoring information; often due to documents being "classified" or "restricted". 	<ul style="list-style-type: none"> Environmental monitoring information readily available to decision-makers and the public at large through government communications and public websites 	<ul style="list-style-type: none"> Websites Communication products National reports PIRs Final evaluation report 	
Output 3.3: Environmental monitoring information readily updated and accessible by the public	12. Examples of development plans, policies and strategies that include global environmental indicators	<ul style="list-style-type: none"> Limited integration of environmental indicators and monitoring information into development plans, policies and 	<ul style="list-style-type: none"> Examples of development plans, policies and strategies that include global environmental indicators and monitoring information 	<ul style="list-style-type: none"> Select development plans, policies and strategies PIRs Final evaluation report 	
Output 3.4: Resources to sustain					

Objective and Outcomes	Indicator	Baseline value	Target End of Project	Sources of verification	Risks
the national integrated and coordinated environmental information management and monitoring system are mobilized	13. Examples of increased mobilization of government resources to monitor the environment	strategies ▪ Limited allocation of government resources to environmental monitoring	▪ Examples of greater allocation of government resources to environmental information management and monitoring	▪ National budget ▪ Communications to decision-makers on environmental monitoring resource allocation ▪ PIRs ▪ Final evaluation report	

Annex 4: Evaluation Report Outline¹⁶

- i.** Opening page:
 - Title of UNDP supported GEF financed project
 - UNDP and GEF project ID#s.
 - Evaluation time frame and date of evaluation report
 - Region and countries included in the project
 - GEF Operational Program/Strategic Program
 - Implementing Partner and other project partners
 - Evaluation team members
 - Acknowledgements
- ii.** Executive Summary
 - Project Summary Table
 - Project Description (brief)
 - Evaluation Rating Table
 - Summary of conclusions, recommendations and lessons
- iii.** Acronyms and Abbreviations
(See: UNDP Editorial Manual¹⁷)
- 1.** Introduction
 - Purpose of the evaluation
 - Scope & Methodology
 - Structure of the evaluation report
- 2.** Project description and development context
 - Project start and duration
 - Problems that the project sought to address
 - Immediate and development objectives of the project
 - Baseline Indicators established
 - Main stakeholders
 - Expected Results
- 3.** Findings
(In addition to a descriptive assessment, all criteria marked with (*) must be rated¹⁸)
- 3.1** Project Design / Formulation
 - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
 - Planned stakeholder participation
 - Replication approach
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector
 - Management arrangements

¹⁶The Report length should not exceed 40 pages in total (not including annexes).

¹⁷ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

¹⁸ Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- 3.2 Project Implementation
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Partnership arrangements (with relevant stakeholders involved in the country/region)
 - Feedback from M&E activities used for adaptive management
 - Project Finance:
 - Monitoring and evaluation: design at entry and implementation (*)
 - UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues
- 3.3 Project Results
 - Overall results (attainment of objectives) (*)
 - Relevance(*)
 - Effectiveness & Efficiency (*)
 - Country ownership
 - Mainstreaming
 - Sustainability (*)
 - Impact
- 4. Conclusions, Recommendations & Lessons
 - Corrective actions for the design, implementation, monitoring and evaluation of the project
 - Actions to follow up or reinforce initial benefits from the project
 - Proposals for future directions underlining main objectives
 - Best and worst practices in addressing issues relating to relevance, performance and success
- 5. Annexes
 - ToR
 - Itinerary
 - List of persons interviewed
 - Summary of field visits
 - List of documents reviewed
 - Evaluation Question Matrix
 - Questionnaire used and summary of results
 - Evaluation Consultant Agreement Form

Annex 5. Project Finance/Co-Finance

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The Evaluation team will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	US\$ 250,000				US\$ 700,200		US\$ 950,200	
Loans/Concessions								
<ul style="list-style-type: none"> In-kind support 			US\$ 500,000				US\$ 500,000	
<ul style="list-style-type: none"> Other 								
Totals	US\$ 250,000		US\$ 500,000				US\$ 1,450,200	

Annex 6. Evaluation Criteria & Ratings

The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales include:

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

<p>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</p> <p>6: Highly Satisfactory (HS): no shortcomings</p> <p>5: Satisfactory (S): minor shortcomings</p> <p>4: Moderately Satisfactory (MS)</p> <p>3. Moderately Unsatisfactory (MU): significant shortcomings</p> <p>2. Unsatisfactory (U): major problems</p> <p>1. Highly Unsatisfactory (HU): severe problems</p>	<p>Sustainability ratings:</p> <p>4. Likely (L): negligible risks to sustainability</p> <p>3. Moderately Likely (ML): moderate risks</p> <p>2. Moderately Unlikely (MU): significant risks</p> <p>1. Unlikely (U): severe risks</p>	<p>Relevance ratings</p> <p>2. Relevant (R)</p> <p>1.. Not relevant (NR)</p> <p>Impact Ratings:</p> <p>3. Significant (S)</p> <p>2. Minimal (M)</p> <p>1. Negligible (N)</p>
<p><i>Additional ratings where relevant:</i></p> <p>Not Applicable (N/A)</p> <p>Unable to Assess (U/A)</p>		

Annex 7: List of Documents to be reviewed by the evaluators

The following documents can be used as a basis for evaluation of the project:

Document	Description
Project document	<ul style="list-style-type: none"> Project Document
Project reports	<ul style="list-style-type: none"> Inception Report Implementing/Executing partner arrangements GEF Climate Change Mitigation tracking tool at baseline, mid-term, and at the terminal stages of the project Project budget and financial data
Technical documents produced by the project	<p>Terms of Reference and reports for the following contracts:</p> <ul style="list-style-type: none"> ToR Chief Technical Advisor Project CTA Management notes (2015, 2016) ToR “Conduction of the capacity needs assessment within the UNDP/GEF project “Strengthening Capacity for an Environmental Information Management and Monitoring System in Tajikistan” Report by NGO (in Russian) based on conduction of the capacity needs assessment within the UNDP/GEF project “Strengthening Capacity for an Environmental Information Management and Monitoring System in Tajikistan” LoAs with NBBC (2015, 2016, 2017) NBBC reports within LoAs ToR “Design and Development of a Database and Environmental Monitoring System” Contractor reports
Other relevant materials:	<ul style="list-style-type: none"> Steering committee meeting minutes Annual work programs Project budget revisions Financial Audit Reports National and local strategic and legal documents <p>List and contact details for project staff, key project stakeholders, including Project Boards, and other partners to be consulted</p> <p>UNDP Development Assistance Framework (UNDAF)</p> <p>UNDP Country Programme Document (CPD)</p> <p>UNDP Country Programme Action Plan (CPAP)</p> <p>GEF focal area strategic program objectives</p>

Annex 8: Evaluation Questions

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> • Is the project relevant to Tajikistan's environmental policies? 	•	•	•
<ul style="list-style-type: none"> • Is the project relevant to UNDP objectives in the country? 	•	•	•
<ul style="list-style-type: none"> • Is the project addressing the needs of the targeted beneficiaries? 	•	•	•
<ul style="list-style-type: none"> • How is the project complementary to the actions of other stakeholders, active in the city/country/region? 	•	•	•
<ul style="list-style-type: none"> • Is the project internally consistent in its design? 	•	•	•
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
<ul style="list-style-type: none"> • Are the activities and outputs of the project consistent with the project's goals and objectives? 	•	•	•
<ul style="list-style-type: none"> • To what extent have the delivered outputs contributed to the achievement of the project's expected outcomes? 	•	•	•
<ul style="list-style-type: none"> • How was risk managed during the project? 	▪	•	•
<ul style="list-style-type: none"> • Which are the lessons learnt from the project in terms of effectiveness? 	▪	•	•
<ul style="list-style-type: none"> • Which changes could have been made in project design to improve its effectiveness? 	▪	•	•
<ul style="list-style-type: none"> • How could the project have been more effective in achieving results? 	▪	•	•
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
<ul style="list-style-type: none"> • Was adaptive managed needed and used in order to ensure efficient use of resources? 	•	•	•
<ul style="list-style-type: none"> • Were the accounting and financial systems in place adequate? 	•	•	•

• Were progress reports produced timely and in compliance to project reporting requirements?	•	•	•
• Was project implementation as cost-effective as originally envisaged?	•	•	•
• Was the expected co-finance leveraged as initially expected?	•	•	•
• Were the reported lessons learnt shared among project stakeholders for subsequent improvement of project implementation?	•	•	•
• Which partnerships and networking were facilitated among stakeholders?	•	•	•
• Was local capacity and know-how adequately mobilized?	•	•	•
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
• Were sustainability issues adequately addressed at project design?	•	•	•
• Is there evidence that some partners and stakeholders will continue their activities beyond project termination? Which ones?	•	•	•
• Which are the main risks to the continuation of policies and actions initiated by the projects? (financial, institutional, socioeconomic, environmental)	•	•	•
• Are project actions and results being scaled up or replicated in the city or elsewhere in the country or region?	•	•	•
• Did the project adequately address institutional and financial sustainability issues?	•	•	•
• How is the beneficiary planning to mainstream the lessons learnt within municipal practices in transport and other areas?	•	•	•
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
• How likely is for the project to achieve its long-term goal?	•	•	•
• Are stakeholders more aware about sustainable transport challenges and policies? Which ones?	•	•	•

• What is the impact of the project in the citizens of Dushanbe in terms of awareness about sustainable transport?

•

•

•

Annex 9: Evaluation Consultant Code of Conduct and Agreement Form

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
 2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
 3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
 4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
 5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
 6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
 7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
-

Annex 2: TE Mission Itinerary

Time	Meeting	Place
Monday, 28 August 2017		
15.00 – 16.00	Meeting with UNDP EEP team: - Mr. Khurshed Kholov, UNDP/EEP Programme Manager - Mr. Suhrob Raupov, Project Manager	EEP office
16.00 – 18.00	Meeting with Mr. Suhrob Raupov, Project Manager	
Tuesday, 29 August 2017		
10.00 – 11.30	Meeting with the National Center for Biosafety and Biodiversity - Mr. Negmatullo Safarov, Director of NBBC, National Focal Point on CBD - Mr. Dilovarsho Dustov, Senior specialist	NBBC office
12.00 – 13.00	Lunch	
13.00 – 16.00	Desk work	EEP office
16.30 – 17.30	Meeting with Mr. Khayrullo Ibodzoda, Chairman of the COeP, GEF Official Focal Point in Tajikistan	Committee of Environmental Protection (CEP)
Wednesday, 30 August 2017		
9:30 – 10:30	Meeting with PEI project - Ms. Tahmina Azizova, Project Coordinator	EEP office
10:30 – 12:00	Meeting with the State Statistics Agency - Mr. Kiyomiddin Davlatzoda, Deputy Director	State Statistics Agency
12.00 – 14.00	Lunch	
14:00 – 15:00	Meeting with NGO Globus - Mr. Umed Ulugov	EEP office
15:00 – 16:00	Meeting with FinWater - Ms. Nazokat Isaeva	EEP office
Thursday, 31 August 2017		
9.00 – 11.00	Meeting with Mr. Rahmatullo Khayrulloev, Secretary of the Interagency Working Group on Environmental Monitoring	CEP office
11.00 – 12.00	Working session: - Khurshed Kholov - Suhrob Raupov	EEP Office
12.00 – 13.00	Lunch	
13.00 – 16.00	Desk work	EEP office
16.30-17.30	De-briefing in UNDP CO - Ms. Nargizakhon Usmanova, Program Analyst, UNDP CO <i>Mr. Suhrob Raupov, Project Manager</i>	UNDP CO Office
Friday, 1 September 2017, Official Holiay		
9.00 – 18.00	Desk work	Hotel

Annex 3: List of persons interviewed

Mr. Negmatullo Safarov, National Focal Point on UNCBD, National Biodiversity and Biosafety Center

Mr. Dilovarsho Dustov, Senior specialist, National Biodiversity and Biosafety Center

Mr. Khayrullo Ibodzoda, Head of CoEP

Ms. Tahmina Azizova, PEI project coordinator, UNDP

Mr. Davlatzoda Kiyomiddin, Deputy Director, State Agency on statistics under the President of the Republic of Tajikistan

Mr. Umed Ulugov, NGO Globus

Ms. Nazokat Isaeva, FinWater

Mr. Rahmatullo Khayrulloev, Secretary of the interagency working group on environmental monitoring, Committee for Environmental Protection under the Government of the Republic of Tajikistan (CoEP)

Annex 4: List of documents reviewed

Document	Description
Project document	<ul style="list-style-type: none"> - Project Document
Project reports	<ul style="list-style-type: none"> - Inception Report - Annual Project Report. Draft. 2017 - Project budget and financial data
Technical documents produced by the project	<ul style="list-style-type: none"> - Terms of Reference and reports for the following contracts: - ToR Chief Technical Advisor - Project CTA Management notes (2015, 2016) - ToR "Conduction of the capacity needs assessment within the UNDP/GEF project "Strengthening Capacity for an Environmental Information Management and Monitoring System in Tajikistan" - Report by NGO (in Russian) based on conduction of the capacity needs assessment within the UNDP/GEF project "Strengthening Capacity for an Environmental Information Management and Monitoring System in Tajikistan" - LoAs with NBBC (2015, 2016, 2017) - NBBC reports within LoAs - ToR "Design and Development of a Database and Environmental Monitoring System" - LLC Softline IT (Contractor) reports - Design and development of a database and an environmental monitoring system to collect, store, and report environmental monitoring information - Environmental indicators for monitoring and assessment of the Environment (in Russian) Модули для проведения тренингов в региональных центрах по ведению экологического мониторинга - Существующие стандарты по сбору и распространении информации -
Other relevant materials:	<ul style="list-style-type: none"> - Steering committee meeting minutes (10.02.2017) - Annual work plans (2015, 2016, 2017) - Combined Delivery Reports (2014, 2015, 2016) - National Development Strategy of The Republic of Tajikistan for the Period to 2030. 2016 - UNDP Development Assistance Framework (UNDAF) - UNDP Country Programme Action Plan (CPAP) - GEF focal area strategic program objectives - UNECE. Tajikistan. Third Environmental Performance Review. 2017 - UNECE. Strengthening national capacities of the UNECE countries for environmental monitoring and assessment in support of the 2030 Sustainable Development Agenda. Concept Note. 2016 - План мероприятий. Постановление 791 - План работы Центра экологического мониторинга

Annex 5: Questionnaire used and summary of results

Interviews with the Project Team, Project Experts and Consultants, key stakeholders were focused on standard questions including:

- What would you say has been the most significant change you have seen due to the CCCD Project?
 - In your opinion, which activities were been the most effective? less effective?
 - How relevant is the CCCD Project and its activities to the challenges facing Tajikistan today?
 - Can you identify any external influences (policy, economic, social) that have influenced the project?
 - Do you see any potential risks that could affect the results that the CCCD Project has achieved after its end?
 - Have you participated in other internationally-funded projects related to implementation of Rio Conventions? If so, how would you compare this CCCD Project to other projects?
 - How useful is the assistance provided by the CCCD Project to you personally or your organization?
 - How effective was the CCCD Project in terms of generating environmental policy change?
-

Annex 6: Ratings Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	Sustainability ratings	Relevance ratings	Impact ratings
6: Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency	4. Likely (L): negligible risks to sustainability	2. Relevant (R)	3. Significant (S)
5: Satisfactory (S): There were only minor shortcomings	3. Moderately Likely (ML): moderate risks	1. Not relevant (NR)	2. Minimal (M)
4: Moderately Satisfactory (MS): there were moderate shortcomings	2. Moderately Unlikely (MU): significant risks		1. Negligible (N)
3. Moderately Unsatisfactory (MU): the project had significant shortcomings	1. Unlikely (U): severe risks		
2. Unsatisfactory (U): there were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency			
1. Highly Unsatisfactory (HU): The project had severe shortcomings			
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)			

Project Sustainability rating		
4	Likely (L)	Negligible risks to sustainability, with key outcomes expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained
2	Moderately Unlikely (MU)	Substantial risks that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained
Not Applicable (N/A) Unable to Assess (U/A)		

Annex 7: Evaluation Consultant Agreement Form

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: Paata JANELIDZE

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Tbilisi, 14.08.2017

Signature:  _____

Annex 8: EVALUATION REPORT CLEARANCE FORM

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: ___Mr. Tom Twining-Ward_____

Signature: _____  _____ Date: _____27 Dec 2017_____

Annex 8: EVALUATION REPORT CLEARANCE FORM

Evaluation Report Reviewed and Cleared by	
UNDP Country Office	
Name: <u>Nargiza Usmanova</u>	
Signature: <u></u>	Date: <u>27.12.2017</u>
UNDP GEF RTA	
Name: <u>Mr. Tom Twining-Ward</u>	
Signature: <u></u>	Date: <u>27 Dec 2017</u>