

# Final Evaluation Report

## “Facilitating Climate Resilience in Tajikistan”

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Photos: Courtesy of FCRT Project/UNDP Tajikistan

### Final Report – February 2022

**Project ID:** 00105792

**Donor Support:** Russian Federation-UNDP Trust Fund for Development

**Implementing Partner:** UNDP Tajikistan

**Focal Area:** Climate Change

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This report has been prepared by independent consultant (Mr Jonathan McCue). The findings and conclusions expressed herein

## FINAL EVALUATION OPENING PAGE (PROJECT SUMMARY)

Project title:	Facilitating Climate Resilience in Tajikistan – FCRT (00105792)
Geographic location:	Countrywide
Implementing Partner	UNDP Tajikistan (Direct Implementation Modality – DIM)
Key Government partner:	Committee for Environmental Protection (CoEP) under the Government of the Republic of Tajikistan
Project budget:	\$ 950,130.00
Project start and end date:	January 2018 – December 2019 (with 2 extensions granted until December 2020 and until December 2021)
Date of the last Project Board meeting:	25 December 2020
SDGs supported by the project:	13

### *Short biography of the consultant*

The Final Evaluation (FE) was undertaken by Jonathan McCue (International Consultant – Lead Evaluator). Jonathan is a UK based independent consultant who is Director of his own company, Sustainable Seas Ltd ([www.sustainableseas.co.uk](http://www.sustainableseas.co.uk)). He possesses 33 years' postgraduate experience in the field of climate change adaptation. He has a successful mid-term and Final (Terminal) Evaluation track record with circa 10 prominent international projects that have involved the setting and appraisal of project evaluation criteria. This includes work for a number of separate international funding institutes, namely the European Commission (Final Evaluation Projects in Gambia, Maldives and Jamaica), UN organisations such as UNDP (Guyana, Samoa and Bangladesh), UN Environment Programme (UNEP) (in Cambodia, Seychelles, Mauritania and Nepal), IOC-UNESCO and finally for DFID in the Caribbean region. He also possesses key experience working in mountainous ecosystems in Nepal that is similar to the environment found in Tajikistan on related UNEP projects.

### *Acknowledgements*

The evaluators wish to express their acknowledgements to all the individuals and organisations they had the pleasure to engage with, offering their time and views, often on very short notice and without restrictions. As the focus of this FE is both on determining project findings and impacts. Upon learning about observations and views (including those pertaining to project challenges and constraints), the opinions shared and the suggestions and recommendations made were all received with appreciation, as they offered valuable information used for the narrative of this FE report.

The evaluation was managed by Firdavs Faizulloev, the Programme Manager for UNDP Tajikistan Disaster Risk Management Programme and Arif M. Faisal Team Leader, Climate Change, DRR, Energy and Environment a.i.. The PMU team, headed by the Project Manager, were excellent in supporting the team not only with sharing documented information, their experiences and insights but also as the key communication between the consultant and the key Implementing Agencies, and their invaluable logistical support for the whole FE. The team also thank the UNDP staffs (including Malika Khakimova, Alexander Averchenkov, Olga Martynenko, Umedjon Haitov and Ilhom Safarov) for their warm hospitality and open and frank discussion were very valuable, and the evaluator thank them kindly.

For this Final Evaluation, whereby consultation and engagement was limited, the evaluator has tried to balance their thoughts and to offer fair perspectives of what was observed and learned from the readings undertaken. To this end, it is hoped that the findings of this FE will provide actionable recommendations to enhance lasting impact. The views expressed in this report are intended to offer an overview of the project.

**Jonathan McCue (January 2022)**

## TABLE OF CONTENTS

<b>FINAL EVALUATION OPENING PAGE (PROJECT SUMMARY)</b>	<b>II</b>
<b>ABBREVIATIONS AND ACRONYMS</b>	<b>V</b>
<b>EXECUTIVE SUMMARY</b>	<b>VII</b>
<b>1 INTRODUCTION</b>	<b>1</b>
1.1 Purpose and Objective	1
1.2 Scope and Methodology	1
1.2.1 <i>The Scope of the FE</i>	1
1.2.2 <i>Evaluation Approach Adopted</i>	2
1.2.3 <i>Independent nature and learning focus</i>	3
1.2.4 <i>Rating Scales</i>	3
1.2.5 <i>Ethics and Audit Trail</i>	4
1.2.6 <i>Constraints and Limitations</i>	4
1.3 Structure of the FE Report	4
<b>2 PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT</b>	<b>5</b>
2.1 Project Duration, Outputs and Budget	5
2.2 Problems that the project sought to address	5
2.2.1 <i>Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope</i>	5
2.3 Immediate and Developmental Objectives	6
2.4 Expected Results	7
2.5 Main Stakeholders	7
2.5.1 <i>Key Implementation Actors</i>	7
2.5.2 <i>Implementation Arrangements</i>	8
2.6 Theory of Change	8
<b>3 FINDINGS</b>	<b>9</b>
3.1 Project Design	9
3.1.1 <i>Formulation</i>	9
3.1.2 <i>Logical Framework Analysis/ Project Logic/Strategy Indicators</i>	10
3.1.3 <i>Assumptions and Risks</i>	10
3.1.5 <i>Planned stakeholder participation</i>	11
3.1.7 <i>UNDP comparative advantage</i>	11
3.1.8 <i>Linkages between project and other interventions within the sector</i>	13
3.1.9 <i>Management arrangements</i>	13
3.2 Project Implementation	13
3.2.1 <i>Adaptive management (changes to the project design and outputs)</i>	13
3.2.2 <i>Partnership arrangements (with relevant stakeholders)</i>	14
3.2.3 <i>Project Finance and Co-finance</i>	15
3.2.4 <i>Monitoring &amp; Evaluation</i>	15
3.2.5 <i>UNDP implementation, oversight, coordination and operational issues</i>	16
3.2.6 <i>Risk Management (including Social and Environmental Safeguards)</i>	17
3.3 Project Results and Impacts	17
3.3.1 <i>Progress towards objective and expected outcomes analysis</i>	17
3.3.2 <i>Relevance</i>	21
3.3.3 <i>Effectiveness</i>	23
3.3.4 <i>Efficiency</i>	24
<i>Overall Project Outcome</i>	25
3.3.6 <i>Sustainability and Impact (embracing partnership and gender equality and social inclusion)</i>	26

3.3.7	<i>Challenges and Lessons Learned</i> .....	31
<b>4</b>	<b>MAIN FINDINGS, CONCLUSIONS AND RECOMMENDATIONS</b> .....	<b>33</b>
4.1	Main Findings .....	33
4.2	Conclusions .....	33
4.3	Recommendations .....	34
	<b>ANNEXES</b> .....	<b>37</b>
	<b>ANNEX I: LIST OF DOCUMENTS REVIEWED</b> .....	<b>37</b>
	<b>ANNEX II: FE EVALUATIVE MATRIX (EVALUATION CRITERIA WITH KEY QUESTIONS, INDICATORS, SOURCES OF DATA, AND METHODOLOGY)</b> .....	<b>38</b>
	Proposed Final Evaluation Questions .....	39
	<b>ANNEX III: FINANCING INFORMATION</b> .....	<b>48</b>
	<b>ANNEX IV: RATINGS TABLES AND SCALES USED</b> .....	<b>49</b>
	<b>ANNEX V: SIGNED UNEG CODE OF CONDUCT FORM</b> .....	<b>51</b>
	<b>ANNEX VI: SIGNED FE FINAL REPORT CLEARANCE FORM</b> .....	<b>52</b>
	<b>ANNEX VII: FE TERMS OF REFERENCE (EXCLUDING TOR ANNEXES)</b> .....	<b>53</b>

## ABBREVIATIONS AND ACRONYMS

AF	Adaptation Fund
AH	Agency for Hydrometeorology
AIT	Asian Institute of Technologies
CCA	Common Country Assessment
CBF	Common Budgetary Framework
CBO	Community-based Organizations
CEDAW	Convention to Eliminate All Forms of Discrimination against Women
CoLMGC	Committee for Land Management, Geodesy and Cartography;
CoEP	Committee of Environmental Protection
CoES	Committee of Emergency Situations and Civil Defence
CPAP	Country Programme Action Plan
CRPD	Convention on the Rights of Persons with Disabilities
CSO	Civil Society Organization
CEP	Committee on Environmental Protection
DAEP	Department of Agriculture and Environment Protection
DCC	Development Coordination Council
DoG	Department of Geology
DRR	Disaster Risk Reduction
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FCRT	Facilitating Climate Resilience in Tajikistan
FE	Final Evaluation
FS	Food Security
FSMS	Food Security Information Systems
GoT	Government of Tajikistan
GCF	Green Climate Fund
GDP	Gross Domestic Product
HR	Human Rights
ICPD	International Conference on Population and Development
ILO	International Labour Organization
IMF	International Monetary Fund
IsDB	Islamic Development Bank
KRB	Kofirnighan River Basin
LAP	Local Adaptation Plan
MEWR	Ministry of Energy and Water Resources;
MoA	Ministry of Agriculture;
MoF	Ministry of Finance;
MoEDT	Ministry of Economic Development and Trade;
MTR	Mid Term Review
NBBC	National Biodiversity and Biosafety Center
NBT	National Bank of Tajikistan
NDA	National Designated Authority
NGO	Non-Governmental Organization
NDS	National Development Strategy
NHDR	National Human Development Report
OSCE	Organization for Security and Cooperation in Europe
PPP	Public Private Partnership
PRSP	Poverty Reduction Strategy Paper
PSC	Project Steering Committee
RTFD	Russian Federation - UNDP Trust Fund for Development (Russian Trust Fund)

SASAP	Sector Adaptation Strategic Action Plan
SDG	Sustainable Development Goals
SME	Small and medium enterprises
TiDHS	Tajikistan Demographic and Health Survey
TLSS	Tajikistan Living Standards Measurement Survey
TWG	Thematic Working Groups
UCA	University of Central Asia
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations, Educational, Scientific and Cultural Organization
UNRCCA	UN Regional Center for Preventive Diplomacy in Central Asia
USD	United States dollar
UNTOP	UN Tajikistan Office for Peace-building
WB	World Bank
WHO	World Health Organization
WTO	World Trade Organization

## EXECUTIVE SUMMARY

The Final Evaluation (FE) has been conducted under the overall supervision of the CO Team on Climate Change, DRR, Energy and Environment and direct supervision of UNDP DRM Programme Manager as well as in close consultation with the national Tajikistan stakeholders and other relevant counterparts. The focus is placed on evaluating the Project entitled: *“Facilitating Climate Resilience in Tajikistan” funded by the Government of the Russian Federation (00105792)*” also as known as the “FCRT” and will be referred to as the “Project” in the scope of this FE. No physical mission to Tajikistan was conducted by the International Consultant (IC) due to COVID19 global pandemic travel restrictions.

### Project Information Table (at project outset)

Project title:	Facilitating Climate Resilience in Tajikistan – FCRT (00105792)
Geographic location:	Countrywide
Implementing Partner	UNDP Tajikistan
Key Government partner:	Committee for Environmental Protection (CoEP) under the Government of the Republic of Tajikistan
Project budget:	\$ 950,130.00
Project expenses and commitments as of 31 December 2021	\$915,568.57 (remaining \$34,561.43 are the cost of GMS for open commitments)
Project start and end date:	January 2018 – December 2019 (with 2 extensions granted until December 2020 and until December 2021)
Date of the last Project Board meeting:	25 December 2020
SDGs supported by the project:	13

### Project Description

The project “Facilitating Climate Resilience in Tajikistan - FCRT” is funded by the Russian Federation - UNDP Trust Fund for Development (RTFD) and was designed to access the climate financing and aligned with priorities of the National Development Strategy of the Republic of Tajikistan until 2030. The project is funds amount to \$950,130 with the project timelines from January 2018 to December 2021.

The project is implementing in partnership with the Committee of Environment Protection (CoEP) under the Government of Tajikistan (GoT), to facilitate access to climate finance in order to contribute to building climate resilient communities across Tajikistan and address specific threats to lives, physical and social infrastructure in disaster prone mountainous regions of Tajikistan.

The actual work began in January 2018 and is in its 3rd year of implementation which includes 2 extensions granted (the first extending the project to December 2020 and another more recent once extending the project through to December 2021).

The strategic Project Goal is to contribute to building climate resilient communities across Tajikistan and address specific threats to lives and physical and social infrastructure in disaster prone mountainous regions of Tajikistan, and safeguard investments into sustainable human development against climate-induced natural hazards including avalanches, floods and mudflows. The project is a prerequisite for sustaining and protecting fragile development gains achieved by Tajikistan in the face a likely increase in the frequency of climate-related hazard events. The project is designed to seek to ensure that climate and disaster risk information is effectively utilized to facilitate access to climate finance. The activities planned within the project will complement the policy work on development of the unified disaster response system being undertaken within the framework of the Russian funded project “Strengthening Preparedness and Response Capacities”.

The project was expected to ensure that climate and disaster risk information is effectively utilized to facilitate access to climate finance. UNDP developed several project proposals that mobilized donor funds in the amount of US \$ 67.6 million. It is expected that these investments will have a direct positive impact on the livelihoods of





more than 132,000 people, and about half a million residents will be indirect beneficiaries. The activities planned within the project were expected to complement the policy work being implemented under different UNDP projects.

The project consists of the following component and supporting activities:

**Component 1: Climate and disaster risk information is effectively utilized to facilitate access to climate finance**

- Activity 1.1. Validate required assessments and undertake consultations for the preparation of project proposals to access climate finance.
- Activity 1.2. Develop a package of site level interventions.
- Activity 1.3. Develop a range of cost-transfer (e.g., insurance) and funding mechanisms (e.g., income generating investments) for local use in funding risk reduction.
- Activity 1.4. Undertake intervention site community consultations.

**Evaluation Ratings Table**

Monitoring & Evaluation (M&E)	Rating <sup>1</sup>
<b>Overall Quality of M&amp;E</b>	<b>Satisfactory</b>
<b>Implementation &amp; Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
<b>Overall quality of Implementation/Execution</b>	<b>Satisfactory</b>
<b>Assessment of Outcomes</b>	<b>Rating</b>
Progress towards objective and expected outcomes analysis	Satisfactory
Output 1.1	Satisfactory 
Output 1.2	Highly Satisfactory 
Output 1.3	Moderately Satisfactory 
Output 1.4	Satisfactory 
Relevance	Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
<b>Overall Project Outcome Rating</b>	<b>Satisfactory</b>
<b>Sustainability</b>	<b>Rating</b>
Financial resources	Moderately Likely
Socio-political/economic	Likely
Institutional framework, partnerships and knowledge management	Likely

<sup>1</sup> Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution and Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)



Environmental	Likely
<b>Overall Likelihood of Sustainability</b>	<b>Likely</b>

### **Summary of Findings, Conclusions and Lessons Learned**

The FCRT was successful in building key strategic partnerships, cooperating with important institutions, and building linkages with other projects. The project appears to have been a good catalyst towards establishing good working relationships between political/civil society and project staffs and national and local GoT staffs which represents an excellent recipe for future replication on other projects or to other areas in Tajikistan.

A summary of **lessons learned** is outlined below:

- Lesson 1: need to establish governance structures, from a national to village scale, to support EbA interventions;
- Lesson 2: incentives are required to ensure long-term implementation and maintenance of EbA interventions by local communities as there is often an inappropriate access to human, financial and technical resources.
- Lesson 3: There is a need (where possible) to address matters pertaining to women inclusivity and inequalities within the rural area. These are believed to be the contributory factors that lead to the low representation and/or involvement of women during community meetings or events.
- Lesson 4: Lack of data on climate change impacts on rural women was revealed during the project implementation period.

Other more programmatic lessons learned include the following:

- Ensure the design of any project concept is not overly ambitious at the outset:
- Sound technical inputs and relevant experience is a contributing factor to successful project design and implementation.
- Continue (as FCRT has done) to learn from past experiences.
- Instil Project Monitoring Planning.
- Improve Frequency of Risk Register reviews.

### **Recommendations**

The following FE strategic recommendations have been formulated with the aim of improving project effectiveness and enhancing the likelihood that project results will be sustained after RTF funding ceases:

1. Recommendation 1: Continue to develop Successful Climate Resilient Proposals, Feasibility and Pilot Studies.
2. Recommendation 2: Need for a Continuation Strategic Plan to help support the route map for next phases of work to help make communities more climate resilient.
3. Recommendation 3: Produce Adaptation Guides and Manuals to help mainstream climate resilience into the future NAP (Sector Specific Policies and Action Plans plus Local Adaptation Plans).
4. Recommendation 4: Undertake a forward-looking review of staffing and capacity needs.

## 1 INTRODUCTION

### 1.1 Purpose and Objective

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This Final Evaluation (FE) is prepared to assess the achievement of project results, and draw lessons that can both improve sustainability of benefits from the project, and aid in the overall enhancement of United Nations Development Program (UNDP) programming. In addition, all evaluations for UNDP supported projects 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 financed UNDP activities (from various donors including the Russian Federation - UNDP Trust Fund for Development (RTFD)).
- 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 donor agency strategic objectives aimed at global environmental benefits.
- 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.

The project entitled “Facilitating Climate Resilience in Tajikistan - FCRT” is funded by the Russian Federation - UNDP Trust Fund for Development (RTFD) and was designed to access the climate financing and aligned with priorities of the National Development Strategy of the Republic of Tajikistan until 2030. The project is funds amount to \$950,130 with the project timelines from January 2018 to December 2021.

The project was implemented in partnership with the Committee of Environment Protection (CoEP) under the Government of Tajikistan (GoT), to facilitate access to climate finance in order to contribute to building climate resilient communities across Tajikistan and address specific threats to lives, physical and social infrastructure in disaster prone mountainous regions of Tajikistan. The actual work began in January 2018 and is in its 3rd year of implementation which includes 2 extensions granted (the first extending the project to December 2020 and another more recent once extending the project through to December 2021).

The FE followed the guidance and procedures of UNDP and the specific Terms of Reference (ToR) for this FE (see Annex VIII). It has concentrated on assessing the concept and design of the Project; its implementation regarding quality and timeliness of inputs, financial planning, and monitoring and evaluation; the efficiency and effectiveness of activities carried out and objectives and outcomes achieved, as well as likely sustainability of its results, and the involvement of stakeholders.

### 1.2 Scope and Methodology

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#### 1.2.1 The Scope of the FE

The main purpose (scope) of this FE (as per the ToR – see Annex VII) is as follows:

- To determine the extent to which the project design has been *in line with GoT and UNDP policy/programmatic priorities*, and how it contributed to uplifting policies in this sector.

- To assess to which extent the project successfully achieved impact through reaching its anticipated outcomes and outputs, as stipulated in the Project Document and Project Results Framework.
- Identify factors that have contributed to achieving project results, or, in contrary, impeded the project progress.
- Analyze the effectiveness of the partnerships established/maintained with the Government, UN Agencies, donors, local communities and other relevant stakeholders.
- Identify lessons learnt in the course of project implementation and provide recommendations as necessary.

In its assessment, the FE (where possible) has attempted to consider a range of criteria (see Annex VI), which are based on the UNDP-RTF guidance document for conducting FE reviews of UNDP-supported RTF-financed projects. The temporal scope of the FE extends from the time of project start on January 2018 through to December 2021, which was the start of this FE.

### 1.2.2 Evaluation Approach Adopted

#### Core Assessment Criteria

The overall approach towards conducting this FE was to frame the evaluation using core assessment criteria, namely relevance, effectiveness, efficiency, sustainability, and impact. Other aspects appraised within this FE include the following:

- A) Relevance was addressed by assessing the congruence of project objectives with RTF and UNDP global and national priorities and policies both past (at time of project implementation) and current.
- B) Effectiveness was measured based on the quantitative and qualitative indicators in the project logical framework (Annex XIII). A Mid-Term Review (MTR) was completed in February 2019, and most of the outputs were rated as successfully achieved (excluding Outcome 2). Thus, whilst the performance of these activities was not assessed during this FE, the measurement of effectiveness instead concentrated more on activities and outputs that still needed to be accomplished after the MTR was completed.
- C) Efficiency was determined by examining the cost effectiveness of each component including examining the co-funding and additional project leverage. The team assessed the key financial aspects of the project, including the extent of co-financing planned and realized (see Annex V). Variances between planned and actual expenditures were also assessed and explained.
- D) Sustainability was determined by examining not only the degree to which the outcomes are continuing and have been or will be continued with other funding, but also the socio-political; institutional framework and governance; and environmental aspects of sustainability (addresses “partnerships” and “Gender and Social Inclusion – see below).
- E) Impact were determined (medium term outcomes and longer term results or “impacts”) by assessing how the overall project objectives have been achieved and identifying some of the most important achievements. The FE also considered issues related to management, coordination, project delivery, implementation, and finances. Particular attention was paid to lessons learned in order to assist UNDP & RTF in designing future projects and follow-up studies.

Other evaluation criteria adopted include:

- A) Partnerships: the extent to which arrangements with partners were set up and delivered (included within the institutional sustainability header – see “D” above).
- B) Gender equality and Social Inclusion: The evaluation team assessed the extent to which the project was successfully mainstreamed with other UNDP/RTF priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender (included within the socio-political sustainability header – see “D” above).

- C) Lessons Learned /Knowledge Management (KM); what experience from this project may be relayed to other donor funded projects for the future (included in Section 4 of this FE).

### **Data collection & analysis**

The FE data collection and analysis methodology adopted a ‘multi-level mixed evaluation’ approach, which is useful when evaluating delivery of a new service or approach, being piloted by state institutions. The method allows for cross-referencing and is suitable for finding insights which are sensitive and informative and comprised three main phases:

- 1) inception and document (desk) review (see Annex I for full report listing);
- 2) Interviews with key partners (RTFD) in Tajikistan or Russia including (virtual stakeholder interviews using local interpreters). Use of questionnaires shall be carried out though no project site visits shall take place – see Annex II for evaluation matrix;
- 3) analysis and reporting of evaluation findings (using SWOT analysis etc), including identifying lessons of operational relevance for future project formulation and implementation.

A preliminary list of all FCRT documents and websites prepared were examined in addition to a closer examination of the project document and FCRT produced project proposals to gain climate financing. This work was supplemented by additional documents during the course of the review period, a list of these and websites reviewed are listed in Annex II.

A semi-structured questionnaire was prepared with a standardized set of questions (see Annex III) that was designed to probe the degree of success in achieving expected outcomes and provide indications of project impact. The interviewees were asked to give rankings or rating (on a scale of 1 to 5) against the questions posed.

After completion of the document review, field interviews, and questionnaire interrogation, the evaluator analysed the data and assembled a Draft FE report. This draft report was circulated to the UNDP team and GoT for review and comment. The evaluator then incorporated changes, corrections and additions as appropriate and submit a final draft to UNDP.

#### **1.2.3 Independent nature and learning focus**

The International Consultant (IC) is independent from UNDP and all project management/operations, he has an adequate technical and professional background to judge the project objectively and in an unbiased manner. In tandem, the IC has a relevant technical background in climate financing, social development planning, forestry research and stakeholder engagement and analysis. Due to COVID-19 restrictions, the IC provided support virtually without travelling to Tajikistan.

#### **1.2.4 Rating Scales**

Progress towards results and project implementation and adaptive management are rated according to a 6-point scale, ranging from highly satisfactory to highly unsatisfactory (see Annex VI). Sustainability is evaluated across four risk dimensions, including financial risks, socio-economic risks, institutional framework and governance risks, and environmental risks. According to UNDP evaluation guidelines<sup>2</sup>, all risk dimensions of sustainability, coupled with using (where practical) of gender-responsive tools and methodologies have been embraced: i.e., the overall rating for sustainability is not higher than the lowest-rated dimension. Sustainability was also rated according to a 4-point scale, namely likely, moderately likely, moderately unlikely, and unlikely.

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<sup>2</sup> <http://web.undp.org/evaluation/guideline>

### 1.2.5 Ethics and Audit Trail

The review was conducted in accordance with the UNEG Ethical Guidelines for Evaluators, and the FE consultant has signed the Evaluation Consultant Code of Conduct Agreement form (Annex V). The consultant team ensures the anonymity and confidentiality of individuals who were interviewed and surveyed. In respect to the UN Declaration of Human Rights, results are presented in a manner that clearly respects stakeholders' dignity and self-worth. As a means to document an "audit trail" of the evaluation process, review comments to the draft report are compiled along with responses from the IC and documented in an annex separate from the main report (clearance forms – see Annex VI). Relevant modifications to the report were then incorporated into the final version of the FE report.

### 1.2.6 Constraints and Limitations

The review was carried out over a very short timeline which spanned from 29 December 2021 through to 28 January 2022<sup>3</sup>. This tight programme needed to include for all preparatory activities, desk review, and completion of the draft and final reports, all in accordance to the guidelines outlined in the ToR (Annex VII). As stated above, due to COVID-19 travel restrictions, no field trips to Tajikistan were undertaken by the IC.

There were no limitations with respect to language for review of written documentation thanks to the fact that all reports received were written in English (not Russian). At the time of writing, only one virtual interview was undertaken and the findings presented within this FE are mostly founded on an assessment of written documents. Despite this, the IC feels that the information obtained during the desk review is sufficiently representative to capture the required information despite the challenges presented by the global COVID-19 health pandemic. To this end, the intended outcomes of the consultancy have been met.

## 1.3 Structure of the FE Report

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The FE report commences with a brief description of the project, indicating the duration and the immediate and development objectives. As defined clearly within the ToR (see Annex VII), the findings of the review are then broken down into the following core sections:

- Section 2: Project Description and Development Context;
- Section 3: Findings;
- Section 4: Conclusions, Recommendations and Lessons Learned;

The report culminates with a collection of Annexes as requested within the ToR.

## 2 PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

### 2.1 Project Duration, Outputs and Budget

The Project Document (ProDoc) was signed in 16 February 2018 for a project duration of just under two years due to be completed by December 2019. Following two agreed no-cost extensions, the project completion date was re-set as being December 2021. The primary Government Partner is CoEP as part of the Government of Tajikistan (GoT).

Strategic anticipated project outputs are listed below:

1. Feasibility studies and assessments for preparation of project proposals;
2. Development of a set of activities for implementation at the local level;
3. Socio-environmental impact assessments;
4. Consultations at the national and local levels.

The project budget (using RTFD money) was set as being US\$ 950,130.

### 2.2 Problems that the project sought to address

#### 2.2.1 Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

Tajikistan is a small landlocked country in the heart of Central Asia, bordered by Afghanistan, China, the Kyrgyz Republic, and Uzbekistan. Roughly one-tenth of its 9.5 million total population<sup>4</sup> lives in Dushanbe, the capital city. The country has abundant water resources, contributing to its specialization in cotton production and a considerable hydropower generation potential. Only 7 percent of its total land area of 143,000 square kilometres (km) is arable. High mountain ranges across its territory make communication between different parts of the country difficult, especially in winter.

Tajikistan is highly susceptible to natural disasters, and is regularly affected by floods, landslides, and droughts. Up to 40 percent of the country's national workforce is employed abroad (mostly in Russia) and sends home remittances equal to more than one-third of its gross domestic product. However, with global financial crisis and economic downfall in Russia associated with sanctions the remittance incomes are already adversely affected. Preliminary forecasts from IMF and the World Bank suggest that remittance income will fall by more than the 31% fall in remittance income. Lastly, low agricultural productivity and rudimentary safety nets still leave those below the poverty line vulnerable to shocks and stresses, including women who have experienced lowered rates of poverty reduction than men. The above factors combine to make Tajikistan one of the poorest and most vulnerable economies in the world.

Tajikistan is unfortunate to be the most climate vulnerable country in Central Asia and Eastern Europe. The Third National Communication of the Republic of Tajikistan to the UNFCCC indicates that expected changes to climate-related hazards include an increase in the amount of rainfall and decreased snowfall by 2100. Tajikistan is likely to experience considerable additional economic losses, humanitarian stresses and environmental degradation as a result of current climate variability and future climate change impacts. The direct future climate change impacts likely to adversely affect Tajikistan include an increase in:

- i) mean annual air temperature by 2.3°C by 2030 ;
- ii) evapotranspiration rates;

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<sup>4</sup> UN data of 2021

- iii) the variability of rainfall patterns, with average rainfall likely to increase by 8% in the territories up to 2500m above sea level by 2030 and decrease in the mountainous areas by 3% by 2030;
- iv) the intensity and frequency of climate-related disasters, including floods, mudslides, landslides, droughts and avalanches;
- v) the intensity and frequency of extreme weather events, including heat waves, dust storms, haze, strong winds and episodes of heavy rainfall.

Tajikistan is already characterised by significant inter-annual variability in climatic parameters. Due to the mountainous nature of the country, the climate is characterised by a wide-range of temperature, humidity and rainfall. Annual mean temperature varies considerably depending on the elevation of the area in question. For example, the annual mean temperature varies from 17°C in the south to -6°C in the Pamirs. The Eastern Pamir in particular is known for its drastic variations in climate. Absolute minimum temperature in this mountain range reaches -63°C whilst the maximum temperatures reach 47°C, which shows a temperature range of over 100°C. Similarly, annual rainfall varies considerably across Tajikistan. Annual rainfall in the lowland hot deserts of northern Tajikistan and the cold mountain deserts of eastern Tajikistan average approximately 70-160 mm, compared with 1,800 mm in central Tajikistan.

## 2.3 Immediate and Developmental Objectives

The strategic Project Goal is to facilitate access to climate finance in order to contribute to building climate resilient communities in disaster prone mountainous regions across Tajikistan. The project is therefore designed to be a prerequisite for sustaining and protecting fragile development gains achieved by Tajikistan in the face a likely increase in the frequency of climate-related hazard events.

**Objective:** The objective of the project<sup>5</sup> is to ensure that climate and disaster risk information is effectively utilized to facilitate access to climate finance.

### FCRT Outcomes and Outputs

Facilitating Climate Resilience in Tajikistan – FCRT
<b>Component 1: Climate and disaster risk information is effectively utilized to facilitate access to climate finance</b>
<b>Activity 1.1. Validate required assessments and undertake consultations for the preparation of GCF proposal.</b>
This Activity will include evaluation and assessments of past interventions and efforts proposed to be scaled up, and additional consultations to establish baseline information to be included into project proposals to access climate finance. This activity shall identify gaps in available baseline information and data; analyze and summarize information about relevant baseline projects and initiatives funded by the Government and development actors; conduct consultations with relevant stakeholders and potential partners; identify stakeholders' interests, current and potential roles in promoting investment in climate mitigation and resilience; discuss and agree with relevant government authorities on the process and criteria to identify and implement flagship investment projects in the priority sectors.
<b>Activity 1.2. Develop a package of site level interventions</b>
This Activity will result in development of a package of structural and non-structural risk reduction projects which have a strong community-management component. These packages will include structural, i.e. infrastructure rehabilitation, and non-structural measures, such as improved land use planning, and warning systems, to reduce future risk at lower costs, in addition to structural measures as avalanche protection, embankments, retention basins and other physical interventions. This activity will prioritize larger scale infrastructure projects, such as avalanche management and flood protection facilities (i.e.: construction of diversion channels - with potential transformational impact). The project will consider the development of the project proposal on increasing resilience of rural communities and land resource management etc.
<b>Activity 1.3. Develop a range of cost-transfer (e.g., insurance) and funding mechanisms (e.g., income generating investments) for local use in funding risk reduction</b>
While these funding mechanisms will not cover large scale projects (expected to be funded through loans or grants), they will increase local level capacities to initiate climate risk management, and provide local counterpart funding for external funding. This may include community-

<sup>5</sup> The activities planned within the project were expected to complement the policy work being implemented under different UNDP projects

level disaster risk reductions funds piloted by UNDP. The activity will study successes and lessons accumulated by this funding mechanism, and explore other similar initiatives piloted in Tajikistan (including those within the framework of PPCR).

#### **Activity 1.4. Undertake intervention site community consultations**

This activity will result in a greater understanding of community perceptions of climate related hazards and risk, preferences for risk management options and opportunities for engagement in risk management actions. These consultations will focus on gender and age differences in the understanding of climate-related hazards and risks and management options. Consultations will also explore the social and environmental factors which play a role in attenuating or amplifying climate related risk and defining options for risk management.

## **2.4 Expected Results**

The projects intention, at the outset, is that its results will safeguard overall development investments within the most vulnerable mud flow and avalanche affected watersheds Tajikistan. In terms of overarching result indicators, the project will:

- Improve livelihoods and wellbeing of the population by reducing physical and social-economic vulnerability and increased resilience, targeting at minimum 1,000,000 people (54% female).
- Improve the overall availability and use of climate data and investments for warning, monitoring and risk reduction (8.3 million persons targeted, 51% female);

With regards to specific Activities, the following expected targets (over the two years of the project) were presented within the Prodoc:

- i) Activity 1.1: At least two (2) consultations and meetings on development of proposals were conducted with relevant stakeholders.
- ii) Activity 1.2: At least four (4) structural and non-structural intervention packages are developed.
- iii) Activity 1.3: At least one (1) cost-transfer and funding mechanism for local risk reduction funding developed.
- iv) Activity 1.4 At least seven (7) community consultations on potential intervention sites are conducted.

These targets shall be further assessed within Section 3 of this FE.

## **2.5 Main Stakeholders**

### **2.5.1 Key Implementation Actors**

The FCRT project was implemented in close partnership with the key national stakeholders. Importantly, most of the implementing partners are governmental agencies that have existing technical expertise in their respective fields. During the project preparation stage, a stakeholder analysis was undertaken in order to identify key stakeholders and assess their prospective roles and responsibilities in the context of the proposed project.

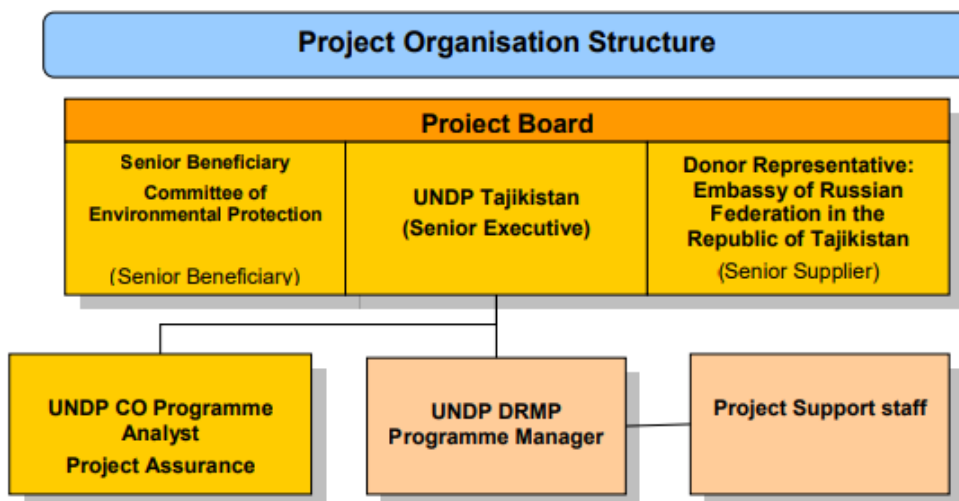
The primary stakeholders of the project include the following: Executive Office of the President of the Republic of Tajikistan Department of Agriculture and Environment Protection (DAEP); Committee on Environmental Protection (CEP); Committee of Emergency Situations and Civil Defence (CoES); Agency for Hydrometeorology; Ministry of Finance (MoF); Ministry of Agriculture (MoA); Ministry of Economic Development and Trade (MoEDT); The Ministry of Energy and Water Resources (MEWR); Committee for Land Management, Geodesy and Cartography (CoLMGC); National Biodiversity and Biosafety Center (NBBC); Regional and district governments (Hukumats); Sub-district government (Jamoat); Local farmers (communities in the buffer zones of protected areas); Multilateral Development Banks and other development partners plus stakeholders engaged on the Russian-funded project *“Enhancing Access to Climate Finance in the ECIS region”* (implemented by UNDP IRH).



The roles of the primary partners identified above are clearly narrated within the FCRT Prodoc (2018) and hence not replicated within this FE.

## 2.5.2 Implementation Arrangements

The project was implemented utilizing the Direct Implementation Modality (DIM) by the Disaster Risk Management Programme of UNDP Tajikistan. The project structure is as presented in Figure 2.1 below:



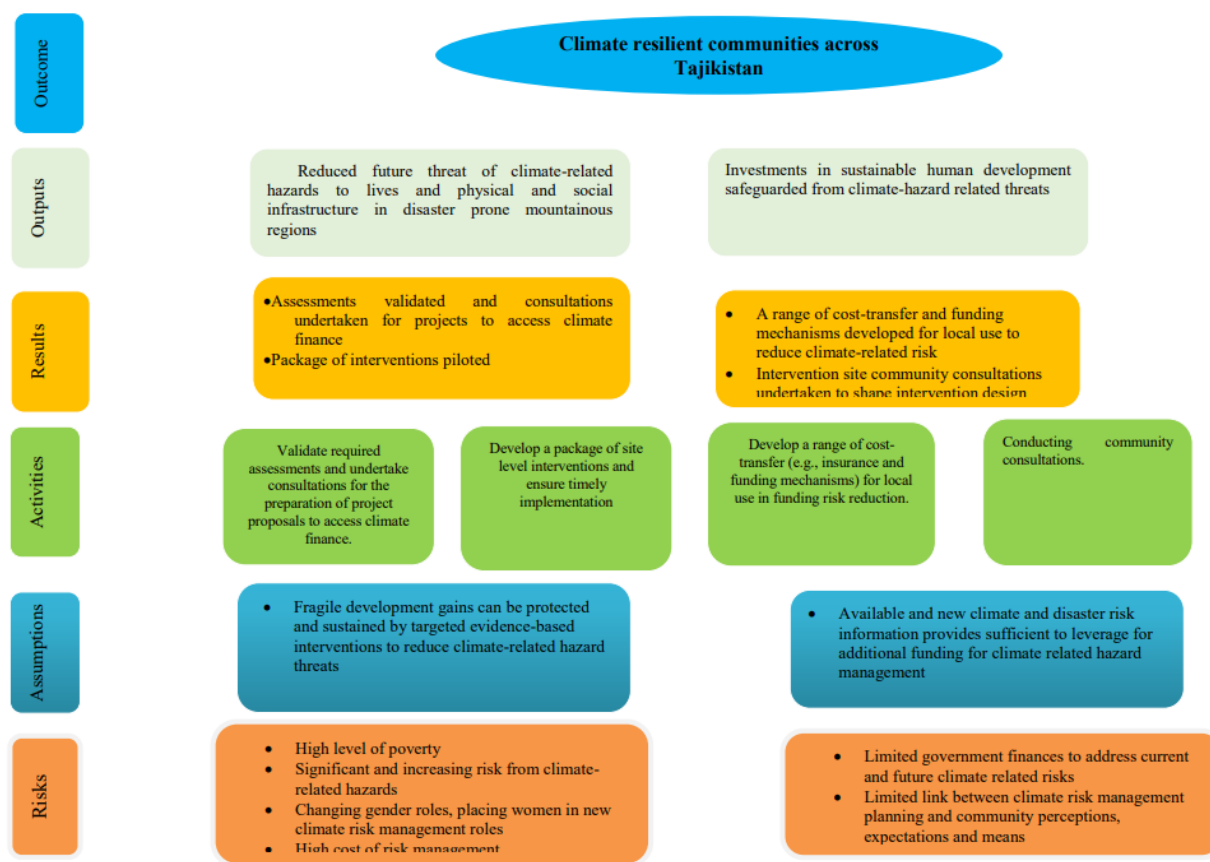
**Figure 2.1: FCRT Project Implementation Structural Arrangements**

The Project Board comprises a donor representative (Embassy of Russian Federation in the Republic of Tajikistan), UNDP in Tajikistan and the GoT that are formed to provide strategic direction of the project. The role of the Project Board is to review the progress of the project, including all project reports, and work plans. The Project Board also served as a platform for the major stakeholders of the project to discuss the overall direction of the project as well as to take the strategic decisions to ensure most optimal use of resources towards achievement of set goals and objectives. Project Board meetings were anticipated to be organized on regular basis, but not less than twice a year, to review work-plans and implementation of the project. The Project Board group contains the following roles:

- Project Executive: individual(s) representing the project ownership to chair the group. Within the frame of this project, this function will be represented by UNDP.
- Development Partners (also called Senior Supplier): individuals or groups representing the interests of the parties which provide funding and/or technical expertise to the project. In case of this project, this group is represented by Embassy of Russia in Tajikistan.
- Beneficiary Representative: individuals or groups of individuals representing the interests of those who will ultimately benefit from the project, i.e. the CoEP. The primary function within the Board is to ensure achievement of the project results from the perspective of project beneficiaries.
- Project Assurance: The project assurance role is undertaken by UNDP CO, and supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. UNDP Programme Analyst holds the Project Assurance role on behalf of UNDP.

## 2.6 Theory of Change

Of particular note, the ProDoc was prepared with a formal “Theory of Change – ToC” diagram (see Figure 2.2). The proposed project was designed to respond to the GoT’s Appeal to address the immediate challenges and longer term risks to sustainable development posed by climate induced hazards in the most vulnerable territories of the country.



**Figure 2.2: FCRT Theory of Change**

This ToC, whilst deemed quite rudimentary and conceptual at best by the evaluator, does articulate the core problem related to climate change and disasters in Tajikistan and the important role of having focused climate investments that support site level community-based adaptation activities, financing risk reduction measures and livelihood diversification measures plus participatory and natural resource management needs. This also demonstrates the importance of having available climate datasets from which to formulate decisions and to lever additional funding. It also outlines the risks associated with having poor capacity development (to improve/establish relevant institutions) and the need to develop and adopt benefit sharing between coastal communities and national government including the role of women in delivering climate resiliency measures.

## 3 FINDINGS

### 3.1 Project Design

#### 3.1.1 Formulation

The project design (including the Prodoc Results Framework) is simple, yet includes clear outputs milestones and activities for each output that is supported by SMART indicators to help monitor implementation and activity

achievements. Importantly, it is compliant with the United Nations Country Programme document for Tajikistan (2016-2020<sup>6</sup>) and the recently produced National Development Strategy (NDS) 2016-2030.

The design also appears to have been undertaken in a manner that involved all relevant implementing and executing institutions at the outset of the project. In tandem with this observation, the roles and responsibilities of the implementing partners and other institutions are all very clearly defined in the project design (see Section VIII of the Prodoc). There is in addition a robust analysis included of the institutional capacities and priorities of various partners. From this, Terms of Reference (ToR) were prepared in Annex 4 to outline the key management position credentials required to help implement the FCRT project.

It is also relevant to state that the FCRT was initiated in a timely manner as it was urgently needed to help support the requirement to understand the climate baseline in Tajikistan (activity 1.1), formulate new donor compliant project proposals in key sectors (Activity 1.2), appreciate the types of climate financing modalities that will be needed and finally, to improve outreach and consultation to wider beneficiary groups to determine updates and any refocus of activities / projects being proposed (Activity 1.4). Thus, it may be determined that the FCRT project has “added value” to the GoT just at the right time to support its efforts to create the platform from which to formulate a sustainable National Adaptation Plan (NAP) for Tajikistan (which is currently being planned for building on a process developed through the FCRT project).

### 3.1.2 Logical Framework Analysis/ Project Logic/Strategy Indicators

As mentioned above, the log frame analysis (or Results Framework) is presented in quite a simple and basic manner, which is reflected in the short number of proposed Activities in totality (4 only). It contains a single Intended Outcome (as stated in the UNDAF/Country Programme Results and Resource Framework), two outcome indicators (as stated in the Country Programme [or Global/Regional] Results and Resources Framework) and 1 output (see Section 2.3 for details). Four specific activities are listed in full, complete with their own aligned output indicators.

At the outset of the FCRT, the objectives, components and outputs were deemed as being clear and appropriate to the issues and also designed considering the timeframe of the project (as designed in mid-2017). Work however, only formally commenced in early 2018. With specific reference to the strategic indicators set within the LFA, they are deemed as being SMART (Specific; Measurable; Achievable and attributable; Relevant and realistic; Time-bound, timely, trackable and targeted) and mostly, these are interpreted as being relevant and precise. It was recommended at the Prodoc production stage that output indicators should be used from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant. This, on the whole, appears to have been followed, although some indicators are however, perhaps not as effectively developed as they could have been.

The GCF NAP Workshop event (April 2018) was early enough in the projects programme to enable discussion on the projects specific details, including any issues of strengthening interagency coordination and institutional arrangements for adaptation planning and implementation, as well as implementation capacities strengthened of sectoral ministries. Most importantly, this workshop event allowed participants to validate the concept, logical framework and implementation arrangements of the project proposal. No changes appeared to have been made to the original design proposed at the projects’ design stage.

### 3.1.3 Assumptions and Risks

The Prodoc contained a Risk Analysis (see Prodoc Annex 1) that used the standard Risk Log template. Only three risks were identified which is deemed (by the evaluator) as an under-estimate of the challenges potentially facing the project and the tight timelines set for it. One key risk that appears not to have been fully addressed was how to address the fact that the majority of the financial mechanisms (that support the funding of climate change adaptation related

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<sup>6</sup> Notably Output 6.3. “Strengthened livelihoods through solutions for disaster and climate risk management”

measures) require a significant portion of co-funding to be considered within each proposal produced. This issue did actually prove to hamper the development of the new climatic proposals created in Output 1.2. Whilst a complex matter, in essence this risk perhaps should have been foreseen as it is because most of the interested financial related institutions within Tajikistan can only secure land credits (not loans or co-finance arrangements). Despite this, one risk that was identified within the Prodoc was the lack of relevant local expertise and capacities which could result in delays of required outputs and distortion of targeted deadlines. Importantly, the FCRT project was able to mitigate this risk effectively through the recruitment of relevant national expertise.

Finally, no risk was raised with regard towards any global pandemic (COVID-19) or *force majeure* event that could have delayed project delivery. The national lockdown (March 2020 onwards) did result in field level activities (and ministry level monitoring/coordination efforts) being slowed down in the absence of government staff (due to travel restrictions). This perhaps needs to be an issue that should always be included in future risk registers for projects of a similar nature now that internationally projects (and Governments) are having to embrace COVID-19 matters from 2022 onwards.

### 3.1.5 Planned stakeholder participation

The FCRT project strategy involved multiple government departments during the whole planning and implementation process stage. This provided platforms for communities to, amongst other factors, to build better relationships with relevant departments. For example, during the project development phase, the team undertook extensive consultations with wide range of stakeholders from national government bodies, non-government institutions, regional government bodies, civil society and local communities using a series of opinion polls, presentations, interviews, group discussion and workshops. These wide-ranging consultations were undertaken to ensure that stakeholders at all levels were aware of the project objectives and that they should support and assist in the implementing, monitoring and reporting where possible. As stated in the 2019 Project Steering Committee (PSC) Meeting Notes, during the period 2018-2019, community consultation meetings embraced the engagement of 236 people in six targeted districts of Kofarnighan river basin as well as for the preparation of the 3 project proposals submitted to the AF, GCF and RTFD respectively.

The FCRT Project has therefore managed to involve many stakeholders in all activities and hence stakeholders' participation and engagement has been incorporated and planned sufficiently. More detail on meetings held (Output 1.4) is discussed below in Section 3.3.

### 3.1.7 UNDP comparative advantage

Tajikistan, due to its vulnerability to climate change, is a priority country for climate finance mechanisms. To this end, the UNDP has long standing and successful cooperation in project implementation in Tajikistan. UNDP's leadership and support in the water sector (for example) has been significant, and predominantly focused on interventions on policy and governance. Because of the specific nature of most development projects requiring physical presence on the ground, additional comparative advantages of UNDP include, but are not limited to, its: i) physical presence on the ground; and ii) continuous partnerships maintained with the development actors, local authorities and beneficiary communities. Because of this on the ground presence<sup>7</sup> and experience with work in different sectors and communities – including the water sector – UNDP was in a prime position to support the delivery of the FCRT project.

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<sup>7</sup> UNDP has five Local Innovation and Implementation Centres (LIICs) are located in: Gharm in the north east of Rasht Valley; Khujand; and Kulyab to the south east and Shaartuz to the south west of Khatlon Region. Kulyab and Shaartuz Area Offices cover all districts of Khatlon Region, including the eight districts bordering Afghanistan, namely Qumsangir, Kabodiyon, Jilikul, Shaartuz, Pyanj, Farkhor, Hamadoni and Shurobod. Figure 15 illustrates the regions covered by each Area Office.

UNDP has been fully and partly involved in most initiatives both at national and basin/sub-basin levels. Involvement at the national level was generally addressed towards enabling environment for coordination and unified approach to policy development and thereby harmonized reform process, and at the regional level towards improved water cooperation and conflict mitigation. UNDP was able to extend support to the frameworks of several projects such as:

- “Promoting Integrated Water Resources Management and Fostering Transboundary Dialogue in Central Asia” (funded by EU during 2009-2013);
- “Strengthening conflict management capacities (including transparent resource allocation and sound water management principles) for dialogue in conflict-prone areas of Tajikistan” (funded by the UNDP/BCPR, 2012-2014);
- “Enabling activities to promote the national consultations on post-Rio agenda and demonstrate IWRM approaches in Tajikistan” (funded by the UNDP, 2013-2014);
- “Feasibility study to explore the possibilities of construction and operation of small hydropower plants on irrigation facilities in Tajikistan” (funded by the EADB, 2013);
- “Applying Human Rights Based Approach to Water Governance in Tajikistan” (GoAL WaSH Programme funded by SIDA, in three phases from 2009 to 2020);
- “Tajikistan Water Supply and Sanitation” (funded by SDC and implemented jointly with Oxfam GB, in three phases from 2010 to 2021).

With UNDP as an accredited organization to Green Climate Fund (GCF), Adaptation Fund (AF), and other climate finance mechanisms, the project catalyzes larger scale climate finance (estimated US\$20M). UNDP comparative advantages therefore lie in its global and regional experience and local presence in integrating policy development, developing capacities, and providing technical support. UNDP support in designing, accessing the GCF/AF funding, and implementing activities are consistent with the UNDP, GCF and the Governments plans. For example, GoT and the Russian Federation had already signed an agreement on technical assistance for the socio-economic development of Tajikistan back in 2016 and that two projects were already being discussed to reflect the strategic interests of the Russian Federation to build sustainable rural communities that are resilient to climate change.

In addition, UNDP ensures synergies of FCRT relevant projects with other on-going projects within the targeted geographic area and coordination of planned activities with the national counterparts. For example, by the end of the FCRT project, the UNDP had supported coordination mechanisms to be in place to ensure a good flow of information and to contribute towards a) institutional strengthening and better planning; (b) improved preparedness to manage extreme climate events; (c) increased climate resilience of communities; (d) climate-resilient agriculture; and (e) climate proofing of infrastructure and other assets. These coordination mechanisms could be further improved in the light of any new project such as:

- More lessons learned workshops;
- Regular meetings with government partners on phase out issues;
- Knowledge sharing and documentation throughout and via south south coordination related events etc.

Another useful comparative advantage that UNDP Tajikistan was able to exert onto the project is its experience in promoting consultations with Dushanbe based international organizations to seek possibility of their participation in proposal formulation with their financial contribution (co-financing).

### 3.1.8 Linkages between project and other interventions within the sector

The project was successful in building key strategic partnerships, cooperating with important institutions, and building linkages with other projects. It collaborated with, and built on, the successes of other national projects that were funded by various development partners. The FCRT project established strong collaboration with the Russian-funded project *“Enhancing Access to Climate Finance in the ECIS region”*, implemented in UNDP’s Istanbul Regional Hub, to facilitate knowledge exchange on leveraging and management of the climate finance. It also considered the on-going risk assessment work being conducted under the project *“Strengthening Disaster Risk Reduction and Response Capacities”*, which is funded by the Government of Japan and implemented by UNDP Tajikistan. These ongoing assessments represent critical data, i.e., disaster risk assessments will inform the preparation of the project proposal to access climate finance (e.g. AF, GCF, IFIs, bilateral donors) etc.

### 3.1.9 Management arrangements

UNDP was able to set-up an effective and appropriate management arrangements for the implementation of the project. No gaps to this are deemed obvious. UNDP provided services related to the recruitment of project staff and consultants, travel, sub-contracting, and payment of vendors in lieu of national workshops that project staff organize and conduct.

The Project Steering Committee (PSC) has been quite effective and respected throughout the project and the integrated coordination between parties appears to have been very effective. CoEP were tasked with implementing the project, and setting up a PSC to help facilitate the coordination of project activities across institutions, data sharing and dissemination of information in an efficient and timely manner. The PSC was formed to remove any inconsistencies or design faults identified within the ProDoc (none presented), to review progress and any field implementation weaknesses, and accordingly to provide support for the delivery of this FE.

## 3.2 Project Implementation

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

Good examples of adaptive practices are demonstrated within the FCRT project. As an outcome of the Second PSC Meeting (held on 12 September 2019), adaptive management needed to be undertaken as there was a need to (1) strengthen the cooperation with the Hydrometeorology Agency and use existing data, utilize the knowledge and capacity available at the Agency for successful implement of the project, (2) post the projects AWP (2019) onto the UNDP website and (3) approve project extension with no-cost implications until 31 December 2020. As a consequence of this, the FCRT was able to demonstrate a degree of adaptive management to address this issue.

Adaptive management skills were also demonstrated in early 2019 (one year into the project) whereby the leadership of the CoPE was changed with subsequent changes in staffing of the Committee, which required additional consultations on each concept proposal being designed, including solicitation of new endorsement letters from the new appointed CoEP Chairman as a new National Designated Authority (NDA) for both the AF and GCF concepts, as well as more rigorous engagement and communication with the RTFD Operational Focal Point.

Finally, the project was able to apply a flexible approach to address the delay caused by the COVID 19 national lockdown. This adaptive project management approach helped to certain extent as the project staff shift their focus in responding to the COVID-19 crisis during 2020, which also hampered the implementation. Due to the challenges posed

by COVID-19, the global pandemic actually accentuated the importance of the projects objectives and the project was formally agreed to be extended for an additional 12 months. In conclusion, the project offered new ways of thinking, which is adaptable to support national climate financing mechanisms for Tajikistan through climate financing mechanism including GCF, AF and Islamic Development Bank (IsDB).

### 3.2.2 Partnership arrangements (with relevant stakeholders)

The Russia-UNDP Trust Fund for Development (RTFD) is the key partnership of this FCRT. It was established in 2015 with initial pledge of \$25 million to support to competitively selected projects in developing countries around the world. The RTFD became an effective partnership instrument that is jointly governed by the Russian Federation and UNDP in accordance with UNDP's Programme and Operations Policies and Procedures. The main focus of the Partnership remains on achieving effective results in ongoing projects (including Tajikistan) and ensuring proper visibility of the Partnership in respective countries.

With specific reference to the partnership between RTFD and UNDP (in support of the FCRT project) is regarded (by stakeholders interviewed as part of this FE) as being satisfactory and timely. The FCRT project is deemed successful in arranging partnerships with the main stakeholders for the implementation of its various activities throughout the short project. As mentioned in Section 3.1, all of the project activities appear to have been adopted thorough and extensive stakeholder involvement exercises. These aspects were undertaken in a participatory manner which often involved local government personnel and local beneficiary groups.

As the project is focused on utilization of the climate and disaster risk information effectively in order to leverage climate finance, a close cooperation is ensured with all stakeholders, such as Committee of Emergency Situations and Civil Defense, CoPE, Agency for Hydrometeorology, Ministry of Finance, Ministry of Energy and Water Resources, Ministry of Agriculture, Regional Government (at Hukumat and Jamoat levels) and local communities. The result of the extensive consultative processes is that 3 (out of 4 proposed) project proposals (with proposed site level interventions) have been thoroughly vetted by a wide range of stakeholders. Activities include the establishment of stakeholder inclusion tools for climate change adaptation planning and implementation which will be disseminated throughout the priority sectoral agencies and to subnational levels of government.

Linked to the above, one positive example of formalising partnership arrangements was demonstrated in early 2018 whereby, upon request from the CoEP, UNDP's Regional Office in Bangkok (as a major hub responsible for GCF<sup>8</sup>), engaged an expert to facilitate the project proposal preparation to access GCF funding. This included missions of the international expert to Tajikistan to conduct large scale stakeholder consultations with governmental and non-governmental counterparts (and funded through RTFD-funded project).

UNDP Tajikistan also jointly conducted a Validation Workshop (with CoEP) to finalize the project proposal preparation process entitled *"Enabling an Effective National Adaptation Plan (NAP) Process for Tajikistan"* on April 5th, 2018, with participation of government entities, international agencies and local NGOs. The workshop was facilitated by Mr. Keith Bettinger, UNDP's Regional Expert on Climate Change Adaptation and was led by participants to help formulate and implement NAP planning directions for the future.

Another is when in July 2018, UNDP has engaged an international consultant to prepare the concept note on conservation and sustainable management of high-value arid ecosystems in the lower Amu Darya basin for submission to the RTFD under its Seventh Cycle of Programming for the amount of \$3 mln and duration of 2020-2024. The first mission of the international consultant, Mr. Josh Brann, took place in September 2018, and comprised of consultations with key national stakeholders and development partners.

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<sup>8</sup> funded by Readiness and Preparatory Support Programme of GCF

Finally, solid new partnerships were established with the IsDB and UNDP Tajikistan (as implementing partner) to collaborate on the “*Improvement of Water Resources Management in Khatlon Region*”<sup>9</sup> project (to be financed by OPEC and IsDB), which will be implemented jointly with the GoT (Ministry of Finance, Ministry of Energy and Water Resources, Agency for Land Reclamation and Irrigation and Ministry of Finance) (estimated US\$ 50 mln).

### 3.2.3 Project Finance and Co-finance

The Project budget (RTFD only) was set as being US\$950,130 of which, at the end of the project, US\$890,659 (94%) has been utilized<sup>10</sup>. There is therefore a remaining balance of US\$54,471 not spent to date. UNDP Parallel Co-Financing was defined (in the Prodoc) as being US\$916,080 with UNDP in kind contributions (not used) as being US\$200,000. It may therefore be concluded that the project was implemented within the financial constraints set (see Annex III).

### 3.2.4 Monitoring & Evaluation

In accordance with UNDP’s programming policies and procedures, the project was to be monitored through a range of monitoring and evaluation plans. No formal M&E Plan was, however, created. Performance monitoring was instead summarised within the semi-annual reports produced and financial narratives that supported each report. These were quite simplistic in arrangement and format.

Although no formal Mid Term report was produced for the FCRT project, the PSC did physically meet (with participation of the Donor and Government partner) on 26 February 2019<sup>11</sup> to discuss the implementation status of the FCRT project, to review the achieved results, lessons learned, and challenges encountered as well as project work plan for 2019. In addition, a second PSC meeting was called by UNDP on September 12, 2019 to discuss the implementation status of the project, review the achieved progress, challenges encountered, as well as discussion on approving project no-cost extension for additional 12 months to 31 December 2020. No major issues of concern appear to have been raised following these formal meetings.

Despite the above observations, the FE has observed a few key weaknesses in the monitoring cycle as follows:

- UNDP Tajikistan (and the RTFD) followed the UNDP standard procedures for monitoring and evaluation, however, no separate (or formal) RTFD procedures appear to have been agreed for adherence at the project outset. That said, the advisories and templates that are often embraced by RTF<sup>12</sup> were considered and used as appropriate (ie: templates for setting up “Calls for Proposals” etc).
- Despite the limitations of a lacking M&E plan, FCRT established suitable mechanism for evidence-based quality assured data collection, analysis and overall monitoring undertaken by various consultants undertaking Output 1.2 consultancies.
- The UNDP actively participated in PSC meetings, including participation of senior UNDP officials. UNDP provided assistance and technical guidance to the FCRT.
- Semi-annual Progress Reports were prepared annually by the project allowing for UNDP feedback and oversight. Those project reports produced (and reviewed as part of this FE) included the following: Annual Progress Reports

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<sup>9</sup>In Khatlon oblast.

<sup>10</sup> Excluding US\$ 10,000 for the Final Evaluation exercise that commenced in January 2022.

<sup>11</sup> Meeting included the Second Secretary of the Embassy of the Russian Federation to the Republic of Tajikistan, Mr. Kirill Khandogin, Deputy Director of the Agency for Hydrometeorology under the Committee of Environmental Protection of the Government of the Republic of Tajikistan, Mr. Karimjon Abdualimov and UNDP Senior Management.

<sup>12</sup> <https://expertsfordevelopment.ru/>



for the entire project period (1st Semi-Annual (June 2018), 2nd (Dec 2018), 3rd (June 2019) and 4th (Dec 2019) Annual Narrative and Financial Progress Reports; PSC Meeting Notes (Feb 2019, Sept 2019, Feb 2020 and a Powerpoint file delivered on Dec 2021). These meeting notes appear to be diligently written up by UNDP Tajikistan.

**FE Rating: overall assessment of M&E (\*) Satisfactory**

### 3.2.5 UNDP implementation, oversight, coordination and operational issues

UNDP Tajikistan played a vital role in creating an enabling environment to implement project activities. This included supporting the CoEP in the development of the various climate financing proposals which included support as follows:

- Extension of the project administration.
- Identifying potential partners with co-financing, to help develop further the GCF proposal.
- Conduction of a technical feasibility study.
- Development/validation of avalanche maps and their digitization and support to develop a forecasting and warning system (e.g. avalanche center of excellence at the University of Central Asia).
- Development of project proposals on construction of avalanche protection facilities, forecasting capacities, training specialists and providing a region-wide engagement.
- Conduct climate risks assessment and analysis of adaptation options for Kofarnihon river basin in Tajikistan.
- Identification and quality insurance of availability of financing for smaller scale maintenance to reduce the risks and impacts of potential disasters.
- Study successes and lessons accumulated by the funding mechanism, and to explore other similar initiatives piloted in Tajikistan.
- Conduction of consultations for greater understanding of community perceptions of climate related hazards and risk, preferences for risk management options and opportunities for engagement in risk management actions.
- Assistance on all support services, namely support on sub-contracting arrangements, issuance of contracts, HR activities and financial transactions to be performed as necessary.

Evidence collated during the FE interview process suggests that the CoEP team have remained in good communication with the UNDP Tajikistan regarding FCRT progress and compliance to the annual work plans (2018-2020). Communication was also maintained for entire project duration with all stakeholders (including consultants working on project designs in Output 1.2) to help garner and receive suggestions and support advisories as necessary. UNDP received quarterly progress reports providing updates on the status of planned activities, the status of the overall project schedule, the products completed, and an outline of the activities planned for the following half year.

**Quality of UNDP Implementation/Oversight FE Rating: Satisfactory**

Relationships between UNDP Tajikistan and the RTFD are particularly strong, which has helped to demonstrate the quality of the outcomes linked to the FCRT project. Likewise, and from a national perspective, the CoEP (as Implementing Entity) established a robust partnership with UNDP Tajikistan to lever its experience and to help implement the FCRT project. No specific detail has been ascertained, at the time of writing, to determine the quality of performance of the Implementing Partner (CoEP), though the fact that project outputs appear to have been achieved means that a positive performance scoring is most likely.

**Quality of Implementing Partner Execution: FE Rating: Satisfactory**

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
Overall quality of Implementation/Oversight and Execution	Satisfactory

### 3.2.6 Risk Management (including Social and Environmental Safeguards)

Social and Environmental Safeguards are matters embraced within the design of the Output 1.2 proposals and are factors that the donor agency (GCF, GEF-7, AF and IsDB) need to consider for project proposal implementation. No Safeguard issues appear to have been raised as part of the FCRT project between 2018 through to December 2021.

Despite the above, from a social perspective, there was no temporary relocation or resettlement of people. In fact, the FCRT outputs are being designed to contribute positively to the wider local environment in a climate resilient manner in the Lower Amu Darya Basin (GEF-7 proposal), by enhancing the climate resilience of small-scale farmers and pastoralists (AF proposal), Resilient Recovery in Energy and Agriculture sectors (GCF Readiness proposal) and Water Resources Management in Khatlon Region (IsDB project).

Finally, and with regards to the risks presented by the COVID-19 pandemic, planned timelines had to be changed accordingly to embrace the impacts that national lockdowns brought to Tajikistan during 2020 and into 2021. As stated in Section 3.1 earlier, this risk was not included in the Prodoc for obvious reasons. Considering the unavoidable current global situation, coupled with the adaptation nature of the project, a project extension up to the end December 2021 was approved by the RTFD to help complete the projects remaining activities with the desired quality and in a manner that tries to achieve the expected adaptation results.

## 3.3 Project Results and Impacts

### 3.3.1 Progress towards objective and expected outcomes analysis



The FE evaluated the achievements of results in terms of attainment of the overall objective as well as identified project's outcomes and outputs, according to the UNDP evaluation guidelines. From this, the performance by outcome is analyzed by looking at three main aspects as identified by the UNDP evaluation guide:


- *general progress towards the established baseline level of the indicators;*
- *actual values of indicators by the end of the Programme vs. designed ones; and*
- *evidence of relevance, effectiveness, and efficiency of the results as well as how this evidence was documented.*

Based on observations, desk review, interviews, data collection and analyses, and review of the Programme's technical reports and progress reports (Semi-annual Progress Reports and Financial Progress Reports), a detailed assessment at the outcome level is presented below with specific information per activity and indicator. Delivery and implementation of the project activities have been satisfactory in achieving intended targets against each component/outcome of the project. This score does not apply to Output 1.3 which only was partially achieved. Nevertheless, the project has overall achieved (and over-achieved in some cases), most of the planned activities envisaged in the ProDoc. There is noted some overlap in activity tasks especially between outputs 1.1 and 1.2 (see below) though this has not impacted upon the overall FCRT project outcome in any way in the view of the IC.

In light of this statement, some overarching strategic observations have been ascertained from the FE exercise. Work shows clearly that the project has achieved most of its anticipated targets set for the projects single Component as follows:

- Improve livelihoods and wellbeing of the population by reducing physical and social-economic vulnerability and increased resilience, targeting at minimum 1,000,000 people (54% female). Actual figure = over 132,000 people directly, and 1,448,000 indirectly (gender disaggregation cannot be determined due to lack of data).
- Improve the overall availability and use of climate data and investments for warning, monitoring and risk reduction (8.3 million persons targeted, 51% female). Actual figure undetermined based on data review of available information.


Key results from this FE also show a return on every US\$ 1 RTFD investment being US\$ 175 based on the proposal proposals prepared under Output 1.2 (see below). Results for each Output are as follows, using a colour code to determine extent of achievement (graded from  highly satisfactory to  unsatisfactory):

 **Output 1.1:** (Satisfactory) The project has met its target of “2 assessments validated and consultations for development of proposals undertaken”. This output includes evaluation and assessments of past interventions and efforts, proposed to be scaled up, and additional consultations to establish baseline information to be included into project proposals to access climate finance. For this Output, an assessment of past interventions and national efforts in climate change adaptation were carried out as well as additional consultations were held to establish baseline information for inclusion into the new project proposals and facilitate access to climate financing. The consultation development aspect of this Output was critical and this has been successfully achieved. A series of meetings/consultations were conducted with project stakeholders represented by state agencies, academia, NGOs, and CSOs. The conducted consultations allowed for a preliminary assessment of relevant initiatives on climate mainstreaming and of the institutional framework and capacities. In addition to that stakeholder roundtables and key-informant interviews/desk review of policy documents, assessments, and reports, data including a comprehensive review of relevant project documents were conducted.

The outcome of the extensive consultative processes are the project proposals (see Output 1.2 below) with proposed site level interventions that have been thoroughly vetted by a wide range of stakeholders. The projects' activities include the establishment of stakeholder inclusion tools for climate change adaptation planning and implementation which will be disseminated throughout the priority sectoral agencies and to subnational levels of Government.

However, as there was changes at CoEP leadership, additional consultations on potential ideas was required with the CoEP senior management.

UNDP Tajikistan engaged an international consultant (Josh Brann) in September 2018 to prepare the concept note on conservation and sustainable management of high-value arid ecosystems in the lower Amu Darya basin for submission to the GEF under its Seventh Cycle of Programming for the amount of \$3M for 4 years (up to 2024). The International Consultant undertook consultations with key national stakeholders and development partners. International consulting company “C4EcoSolution – C4ES”, along with two national consultants were also hired by UNDP Tajikistan to develop a project proposal for AF. Feasibility study work supported by field visits, consultation with partnership arrangements at different levels (with validation workshops) successful supported the production of a proposal to be produced for the AF (see Output 1.2 below).

 Output 1.2: (Highly Satisfactory) The project has met its target of “4 structural and non-structural intervention packages are developed” Under this output, efforts have been applied to increase local level capacities to initiate climate risk management to further enable local counterparts funding for external funding. In particular, the following concept notes were developed and submitted for donors review, consideration and possible approval. A series of meetings/consultations have been conducted with project stakeholders represented by state agencies, academia, NGOs, and CSOs. The conducted consultations (see Output 1.1 above) allowed for a preliminary assessment of relevant initiatives on climate mainstreaming and of the institutional framework and capacities. In addition to the various stakeholder roundtables and key-informant interviews/desk review of policy documents, assessments, and reports, data collection have taken place, including a comprehensive review of relevant project documents were conducted. The result of these extensive consultative processes are the production of 4 project proposals with proposed site level interventions that have been thoroughly vetted by a wide range of stakeholders. The projects’ activities include the establishment of stakeholder inclusion tools for climate change adaptation planning and implementation which will be disseminated throughout the priority sectoral agencies and to subnational levels of government. A summary of the projects is set out below:


*Project 1 “Ensuring an effective process for developing a National Adaptation Plan (NAP) for Tajikistan” for Green Climate Fund, budget: US\$ 3 mln.; status - approved.* The project goal is to create national institutional mechanisms and strengthen the human/institutional capacity to develop and implement National Adaptation Plans (NAP), with the aim of implementing Tajikistan's National Climate Change Adaptation Strategy (TNCCAS). It contains three separate components namely Component 1: Strengthening institutional governance, coordination mechanisms for planning and implementing climate change adaptation processes; Component 2: Developing adaptation plans in priority sectors and strengthen the human resources to implement them; Component 3: Building/strengthening capacities in climate change adaptation. This project is consistent with Tajikistan’s national development policy framework, and aims to support the Government to contribute to the mainstreaming of climate change adaptation into national and sectoral development plans and enhance capacities to identify key vulnerabilities. An extensive series of stakeholder consultations were undertaken to ensure complementarity of the project with national/sectoral development planning frameworks. The proposal also incorporates a robust mechanism for meaningful stakeholder inclusion. The project will be implemented by UNDP in partnership with the National Designated Authority (NDA)- the CoEP under the GoT.


*Project 2: “Improving water management in Khatlon region” (Islamic Bank for Development, budget US\$ 52M.; status- approved.* This project was prepared based on the feasibility study and the outcome of the IsDB appraisal mission that visited Tajikistan on 12-21 September 2018. The Project goal is to improve the standard of living of the rural population by improving water management, taking into account the resilience to the impact of climate change, which will lead to an increase in agricultural production, food increase farmers' incomes, create jobs and reduce poverty. It contains three separate components namely Component 1: Improving water management infrastructure; Component 2: Strengthening the capacity to access Islamic funding; Component 3: Institutional capacity building for sustainable water infrastructure. The project is designed to have 66,000 direct beneficiaries and 620,000 indirect beneficiaries. The

project shall be implemented jointly with the GoT (Ministry of Finance, Ministry of Energy and Water Resources, Agency for Land Reclamation and Irrigation and Ministry of Finance).

*Project 3 “Conservation and sustainable management of high-value arid ecosystems in the lower Amu Darya basin” (Global Environment Fund, budget US\$ 3M with the PPG stage funded only).* The Project goal is to ensure the preservation of valuable biodiversity of arid ecosystems and related ecosystem services, in light of climate change, in the lower Amu Darya in Tajikistan. It contains three separate components namely Component 1: Integrating climate change issues, biodiversity conservation and sustainable land management into the manufacturing landscape; Component 2: Strengthening and expanding protected areas; Component 3: Knowledge management and training. The project is designed to have 20,000 direct beneficiaries. This proposal was finalized and submitted to UNDP’s regional and global technical advisors for review (decision outcome unknown at time of writing).

*Project 4: “Integrated landscape approach to enhancing the climate resilience of small-scale farmers and pastoralists in Tajikistan”* for the amount of US\$9.9M over a duration of 5 years (2020-2024) was finalized in cooperation with the CoEP, submitted to the Adaptation Fund, and approved by the Adaptation Board on 7 August 2019. The proposed project aims to support the GoT to enhance the climate resilience of small-scale farmers and pastoralists in Tajikistan. A climate-resilient catchment management strategy designed for the Kafarnigan River Basin will inform the planning and development of rural areas in the country. It was also finalized in line with newly acquired data and elaborated sections and submitted for approval. This strategy will assist communities with adapting to the increasing impacts of climate change. Specifically, the strategy will inform the use of EbA interventions that will build the resilience of rural communities. Furthermore, the strategy will support the promotion of sustainable natural resource management through an integrated catchment management approach. The project has now commenced (during 2021) and its being implemented by UNDP (NIM modality and implemented by CoEP under the GoT).

 **Output 1.3:** (Moderately Satisfactory) The project has partially met its target of “1 cost-transfer and funding mechanism for local risk reduction funding developed”. It is determined that whilst no “formal” funding mechanism was established during the duration of the project, efforts were made to increase local level capacities to initiate climate risk management designed to enable local counterpart funding. This output, for example, did undertake an analysis exercise to demonstrate the experience of the neighbouring countries in introduction of insurance schemes and Catastrophe Bonds (catbonds) for climate change adaptation activities. These were also reviewed for possible application in Tajikistan was considered in the above mentioned proposals (notably in the IsDB proposal see Project 2 in output 1.2 above). In addition, work has commenced (via the the Asian Institute of Technologies - AIT) on a weather insurance index which does feed into the intentions of this output as a risk transfer mechanism. At the time of writing, only the AIT Inception Report (produced in November 2021) was viewed to determine this conclusion<sup>13</sup>.

 **Output 1.4:** (Satisfactory) The project has met its target of “7 community consultations on potential intervention sites are conducted”. This is demonstrated through minutes of consultation meetings and project progress reports. Under this Output, efforts were applied to increase/enhance understanding of community perceptions of climate related hazards and risks, preferences for risk management options and opportunities for engagement in risk management actions. In particular, during the development of the project proposal 4 on “Integrated landscape approach to enhancing the climate resilience of small-scale farmers and pastoralists in Tajikistan”, a number of community consultations were undertaken, which focused on gender and age differences in the understanding of climate-related hazards and risks and management options. Consultations also explored the social and environmental factors which played a role in amplifying climate-related risk and defining options for risk management. The following outlines the number of community consultations on potential intervention sites that were conducted during the FCRT:

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<sup>13</sup> The AIT consultancy is scheduled to be completed in April 2022 which falls outside of the assessment period for this Final Evaluation, hence a score of moderately satisfactory is offered at this juncture.

- C4ES (for project proposal 4 above) carried out a series of community consultation events to Muminabad, Fayzobod, Kabodiyon, Shaartuz, Nosiri Khisrav and Vahdat districts. During the field mission the experts visited the projects implemented by UNDP and our partners and stakeholders, met with district authorities and discussed the issues they face related on climate change and also agreed the activities, envisaged under the proposal in subject. As the main area of intervention, the Kofirnighan River Basin (KRB)<sup>14</sup> was selected, with three upstream and three downstream districts were selected for implementation of adaptation interventions.
- A scoping mission from (March 2018) and a validation mission (June 2018) included site visits to vulnerable districts of Tajikistan's target river basin (Kafernigan). The missions concluded with a Validation Workshop conducted on 22nd of June 2018 in Dushanbe and attended by 50 participants, including representatives from international agencies (World Bank, WFP, GIZ), government ministries and local stakeholders (Committee for Environmental Protection and State Agency for Hydrometeorology). Number of project activities most suitable for target districts both in the upstream and downstream of Kafernigan river basin were identified upon joint decision of the involved stakeholders.
- In December 2018, stakeholders Consultation meetings were held in 6 districts (Kabodiyon, Nosiri Khisrav, and Shaartuz districts of Khatlon Province and Fayzabad, Varzob, and Vahdat districts of Districts of Republican Subordination (DRS) to review and prioritize the community activities for each district. In addition to that, UNDP engaged national consultants to conduct local community consultations to identify, discuss and agree on proposed activities.

In total, 236 persons participated in the consultations, out of which 191 respondents have completed the evaluation matrixes distributed by the National experts during the meetings. These community consultations meetings were aligned with the strategic Project Goal to contribute to building climate resilient communities across Tajikistan and address specific threats to lives and physical and social infrastructure in disaster prone mountainous regions of Tajikistan, and safeguard investments into sustainable human development against climate-induced natural hazards including avalanches, floods and mudflows.

Consultations also explored the social and environmental factors which played a role in amplifying climate-related risk and defining options for risk management. Additional consultations to ascertain qualified conclusion were carried out from experts/specialists of related specialized institutions on (a) Pest management and use of chemicals in agriculture, (b) Forest management, (c) Alien species, invasive plants, endangered species, etc, (d) Ecosystems Management, (e) Protected Areas and how project activities affect or impact in such areas, (f) Water Resources Management, (g) Economic displacement related to pasture grazing control, (h) relevance of the need to address impact on Indigenous People.

#### **Progress Towards Objectives FE Rating: Satisfactory**

##### **3.3.2 Relevance**

The key evaluation questions posed under this sub-header are as follows:

- *To what extent is the project in line with national disaster risk reduction and response preparedness priorities, UNDAF, UNDP CPD and SDGs?*

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<sup>14</sup> KRB has received the fewest interventions from government and donors to date (2021).

- *To what extent does the project's overall interventions address the needs of the beneficiary government agencies and local communities?*
- *Assess the relevance and impact of technical assistance provided within the framework of the project.*

Based on the review of available data and expert interpretation, the following assessment against this criteria is determined.

All FCRT project objectives are relevant and they did not conflict with any national social and political context issues. The project was designed to be directly relevant to national needs. For example, the proposed GCF Readiness project addresses identified gaps and barriers and it is consistent with the GoRT's vision for the NAP process<sup>15</sup>. The proposed project is also consistent with Tajikistan's national development policy framework, and hence will contribute to the mainstreaming of climate change adaptation into national and sectoral development plans. It is expected that successful design and alignment/implementation of such planning processes will result in enhanced adaptive capacity and will improve Tajikistan's ability to mobilize private and public sector finance from domestic and international sources to support a pipeline of adaptation and resilience building activities. Hence from a social and political context, the FCRT's objectives and components are undeniably relevant.

Importantly, the FCRT is consistent with the programmatic objectives of UNDP. The FCRT project has contributed to Country Programme Document (CPD) outcomes/outputs and Strategic Plan (SP) outcomes/outputs<sup>16</sup> plus it is aligned with the UNDP United Nations Development Assistance Framework (UNDAF) which is assigned on the basis of long-standing technical and financial support to the GoTs existing disaster risk reduction frameworks. Specific relevance is placed specifically on UNDAF Outcome 2: Enhance effective management of the natural and manmade environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.

From the perspective of relevant focus and intervention, the work carried out by C4ES was relevant to help support the project preparation process to access funding from Adaptation Fund (AF) on ecosystem-based climate change adaptation. Here, the team had field visits to Muminabad, Fayzobod, Kabodiyon, Shaartuz, Nosiri Khisrav and Vahdat districts. During these field mission the experts discussed the climate issues being faced by stakeholders. From this the main area of intervention was selected as being the Kofirnighan River Basin (KRB) with three upstream and three downstream districts for implementation of adaptation interventions<sup>17</sup>. This was deemed highly relevant as a series of areas to propose intervention measures as there was core relevance to a chosen site for Integrated Water Resources Management (IWRM), River Basin Management (RBM) and the Water Sector Reform Programmes that were already under implementation by the GoT. In addition, the sites possessed the necessary degree of climate-related vulnerabilities, including a population's climate resilience and adaptive capacity at a chosen site.

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<sup>15</sup> The NAP process was selected to implement the National Climate Change Adaptation Strategy for Tajikistan, which intends to focus primarily on building a solid foundation for implementation of the NAP.

<sup>16</sup> (CPD Outcome 3) Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups; (CPD Output 3.1) Government institutions have improved capacities, and institutional and legal frameworks to respond to and ensure resilient recovery from earthquakes, weather extremes, and environmental emergencies; (CPD Output Indicator 3.1.3) Number of women and men with increased resilience at the household and community level. (SP Outcome 1) Advance Poverty Eradication in all its forms and dimensions; (SP Output 1.4.1) Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.

<sup>17</sup> The sites visited in June 2018 by C4ES all demonstrated evidence of drought, flood and erosion damage as a result of a mixture of climate change induced events and unsustainable catchment management practices.

Country ownership has also been assisted through the clear evidence of positive support received from the fact that there was no discrepancies or disputes over the availability of land in which to deliver the implement the pilot studies within the pilot Districts. The valued support for all kinds of activities along with the activities have been effective to accelerate knowledge sharing with union/local institutions.

Finally and arguably most importantly, FCRT project interventions are widely accepted by the GoT with levels of communication also improving as a consequence of country ownership. The project's work has, for example, been highlighted on many websites and newspapers with UNDP Tajikistan providing media coverage of project activities through its local website and dissemination of press releases to national media. In addition, UNDP disseminates information of project activities through REACT platform that involves over 40 state, local and international organizations.

#### **Relevance FE Rating: Satisfactory**

### **3.3.3 Effectiveness**

Effectiveness of the FCRT project is a measure of the extent to which it has achieved its objectives, outcomes and outputs, taking into account their relative importance. The key evaluation questions posed under this sub-header are as follows:

- *Review and analyze the achievement of projects' results against set targets. Were the projects objectives and outputs clear and feasible?*
- *Assess the performance of the Project with particular reference to qualitative and quantitative achievements of outputs and targets as defined in the Project documents and work-plans and with reference to the Project baseline.*
- *Assess the areas in which the project has the fewest and the greatest achievements.*
- *Analyze the underlying factors within and beyond implementing agency's (UNDP) control that affect the Project (including analysis of the strength, weaknesses, opportunities and threats affecting the achievement of the Project).*
- *Assess the extent to which the project partners been involved in project implementation. What has been the contribution of partners and other organizations to the outcome, and how effective have UNDP partnerships been in contributing to achieving the outcome.*
- *Assess to what extent capacities of national and regional partners/authorities have been enhanced.*

Based on the review of available data and expert interpretation, the following assessment against this criteria is determined.

The project has generated results that have tremendous potential to be scaled up across the country and in other parts of the world that have similar socio-environment and geographical setting. Without doubt, Output 1.2 proved to be highly successful with the production of 4 project proposal, once of which has already commenced (AF). This is a significant achievement, that was attained during the onset of a global health pandemic (COVID-19 commenced in March 2020), whereby many other more developed nations on the international arena failed to mobilise effectively to achieve the necessary quality of end product plus the necessary mobilisation of vertical donor funds (GEF/GCF etc).

One of the core reasons for the project being effective (and this having a great impact potential) is that there is good management framework in place that builds on existing institutional structures (in Tajikistan and in Russia) plus that the relationships between UNDP Tajikistan and the RTFD are particularly strong, which has helped to demonstrate the quality of the outcomes linked to the FCRT project. Regular engagement of RTFD staffs/consultants with Tajik beneficiaries is clearly demonstrated. Any change management actions were addressed well and in a timely manner, in



part due to the use of good national staff whom are aware of the technical issues at hand (climate resilience in specific sectors) and also aware of the wider individual expert network that already exists within Tajik teams (ie: Disaster Risk Reduction teams etc).

One challenging area, where it is argued that effectiveness was less positive, relates to Output 1.3 and the creation of a climate mechanism to support long term sustainability. It is understood that the Asian Institute of Technologies are starting to work on a weather insurance index (which feeds into the above output as risk transfer mechanism), though this is still work in progress at the time of writing. One of the core reasons for this was the lack of engagement with insurance companies, in part due to COVID-19 restrictions, but also in relation to an inherent challenge in gaining private sector related support during project concept stages. There were limited opportunities to reach out (link) with insurance companies even prior to the onset of COVID-19 restrictions, again mainly due to the appetite to partnership with insurance sectors. The project did however prove its effectiveness in adapting to these challenges by embracing these activities (financial mechanisms etc) into the project proposals prepared under Output 1.2.

The FE therefore believes that on the whole, the project has been effective in a range of areas, notably being able to create close partnership arrangements with local Government bodies, local stakeholders and targeted beneficiaries. By pursuing this approach, it has been able to display flexibility in terms of delivering a range of new and sustainably innovative interventions in response to beneficiary needs (4 separate donor proposals – Output 1.2).

#### **Effectiveness FE Rating: Satisfactory**

#### **3.3.4 Efficiency**

Efficiency of this project is the measure of the extent to which the project delivers results in an economic and timely way, i.e., in the most cost-effective way possible. The key evaluation questions posed under this sub-header are as follows:

- *Assess whether the Project has utilized Project funding as per the agreed work plan to achieve projected targets.*
- *Analyze the role of the Project Steering Committee (PSC) and whether this forum has been optimally used for decision making.*
- *Assess the timeline and quality of the reporting followed by the Project.*
- *Assess the qualitative and quantitative aspects of management and other inputs (such as equipment, monitoring and review and other technical assistance and budgetary inputs) provided by the project vis-à-vis achievement of outputs and targets.*
- *Identify factors and constraints, which have affected Project implementation including technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the Project design.*

The FCRT project was designed for a duration of 2 years, from its official signed start in January 2018. The FCRT project has been able to display fair levels of efficiency towards delivering sustainable innovative interventions. From a positive perspective, it has successfully been able to (due to its nature) create an opportunity for producing the climate proposals needed to secure the necessary vertical funding from a range of donors. However, its efficiency significantly depends on the donor request for “calls for proposals”. In this regard, the utilization of funds needed to be aligned with call for proposals. For a more efficient use of the funding, the request for a no-cost project extension was approved

by the PSC members and further endorsed by the Donor. One example of where efforts to improve strategic efficiencies were applied is where the PSC attempted to involve the staff of the Agency of Hydrometeorology as the project progressed whom were already involved in the implementation of the “Building Climate Resilience in Agriculture and Water Sectors of Rural Tajikistan” project.

It is noted that the FCRT project was extended twice (initiated by the PSC). There were two key challenges that impacted on the programmatic efficiency of the project as follows:

- Consecutive changes in the leadership of the CoEP in 2019 and in 2020, who also perform the functions of the NDA for the GCF, AF and GEF.
- COVID-19 pandemic impact: global travel restrictions (flights, etc.), and national restrictions (ban on gatherings), coupled with limited technical capacities of the national gov. partners and communities, for online consultations which certainly hampered the latter phases of the project efficiency. However, paying due credit to the PSC and Tajik teams on the ground, the magnitude of impact was reduced somewhat by being able to continually deliver a professional engagement process (with project beneficiaries and stakeholders) on the ground even when travel restrictions were in place.

Finally, but very importantly, the project has demonstrated efficiencies by being able to establish strong collaboration with the Russian-funded project entitled “*Enhancing Access to Climate Finance in the ECIS region*”, implemented in UNDP’s Istanbul Regional Hub, which was designed to facilitate knowledge exchange on leveraging and management of the climate finance. In particular, the partnership with that project helped to ensure that relevant GoT officials were able to participate in the training workshops and study tours to successful/experienced countries in terms of leveraging and managing climate finance. There is therefore a strong potential for regional institutional exchange and hence the cross-fertilization of ideas and practices pertaining to climate financing. In addition, the FCRT project has also considered the on-going risk assessment work being conducted under the project “Strengthening Disaster Risk Reduction and Response Capacities”, which is funded by the Government of Japan and implemented by UNDP Tajikistan. These ongoing assessments enabled efficiencies to be made regarding the use and access to critical datasets, i.e., disaster risk assessments that helped to inform the preparation of the project proposals (Output 1.2).

**Efficiency FE Rating: Satisfactory**

### Overall Project Outcome

The calculation of the overall project outcome rating is based on the ratings for relevance, effectiveness and efficiency, of which relevance and effectiveness are critical. The overall project outcome below is therefore assessed using a six-point scale, described in Annex V.

Assessment of Outcomes	Rating
Progress towards objective and expected outcomes analysis	Satisfactory
Relevance	Satisfactory
Effectiveness	Satisfactory

Efficiency	Satisfactory
<b>Overall Project Outcome Rating</b>	<b>Satisfactory</b>

### 3.3.6 Sustainability and Impact (embracing partnership and gender equality and social inclusion)

The assessment of sustainability and impact requires a judgement as to whether the net benefits generated by the project will be maintained. The UNDP evaluation guidelines define the term “sustainability” as 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 which needs to embrace financial, socio-political, institutional and environmental sustainability. Additional queries (posed within the ToR for the FE) embrace gender equality and social inclusion (GESI) and partnerships of which specific questions need to be raised. To this end, the key evaluation questions posed under this sub-header are as follows:

- Assess preliminary indications of the degree to which the Project results are likely to be sustainable beyond the Project’s lifetime (both at the community and national level) and provide recommendations for strengthening sustainability.
- Assess the sustainability of the Project interventions in terms of their effect on environment.
- Analyze the emerging impact on the communities for both men and women in terms of food security, income and asset enhancement. Asses to what extend the project interventions contributed to economic/livelihood empowerment of the community level beneficiaries, especially vulnerable women, migrant families, etc.
- How the partnerships affected in the project achievement, and how might this be built upon in the future?
- Have the ways of working with the partner and the support to the partner been effective and did they contribute to the project’s achievements?
- How does partnership with municipality government and User Committee (UC) work? Does it create synergies or difficulties? What type of partnership building mechanism is necessary for future partnership?
- How the partnership with local government (municipality) deviates from bidding process? What kinds of systems were developed for mutual accountability between partners, user group and UNDP and how well did they work?
- To what extent have issues of gender and marginalized groups been addressed in the design, implementation and monitoring of the project?
- To what extent the project approach was effective in promoting gender equality and social inclusion - particularly focusing on the marginalized and the poor through construction of community infrastructure and livelihood recovery interventions?
- To what extent has the project promoted positive changes of women, differently abled people and marginalised group? Were there any unintended effects

### *Financial risks to sustainability*

The overall goal of the project is that all planned activities (i.e.: US\$ 1M of funds from the Russian Federation) should result in US\$ 21M of investments in climate change related activities. Based on a final presentation given to the PSC in December 2021, it appears this was attained well (for every US\$ 1 of Russian Trust Fund support, US\$ 175 of investment was formulated. To this end, the outlook for the long-term financial sustainability of the project is deemed as being satisfactory, mainly because it is directly connected to the priorities of the government.

An important fact, learned from the project is that GoT funds, especially as a consequence of the COVID-19 recovery response in Tajikistan, will potentially continue to remain inevitably limited to sustain the funding of climate change related projects. The GoT understands the need to maintain financial momentum on this topic to help sustain effective adaptation to climate change through effective avalanche and integrated catchment (flood risk) management related planning (i.e.: the AF project in the Kofirnighan River Basin (KRB). From a positive perspective, the situation facing Tajikistan is that it is making some solid advances (demonstrated through this FCRT project) though their outcome sustainability (especially at the large scale) remains unlikely without continued programmatic support from donors. In spite of this, the FE believes that the project interventions that have been designed (Output 1.2) face reduced financial sustainability risks so long as further donor support is sought in the short term to help realise the expected self-sustainability of interventions that are being proposed through Output 1.2.

One challenging area that the project faced (and as raised in Section 3.2) was the issue of integrating insurance issues into the national system of climate change (especially for the agriculture sector – Output 1.3). It is clear that meetings were arranged by UNDP Tajikistan and various insurance companies and other relevant national stakeholders, though nor formal financing mechanism could be designed or agreement reached. This may be due to the fact that there is an apparent mistrust of insurance companies especially from farmers in Tajikistan. Thus, significant work is still required between the GoT and insurance companies, strengthening capacities in addition to improving outreach and awareness of risks and benefits<sup>18</sup>.

The COVID19 pandemic, in fact, has brought an additional challenge due to the worsening of social and economic level of Tajikistan inhabitants especially in rural areas. The main reason is the fact that Tajik expats were forced to return home, which caused a decline of the average rural family income by 30 %. This situation has created a new barrier for climate related projects, because the rural area inhabitants creating 70 % of the Tajikistan population that have lost their financial sources for investment, that were already quite low. Thus small farmers are not able to invest not only into more climate resilient approaches but also into their necessary infrastructure.

In spite the COVID-19 related challenges that may be brought to the national economy, the GoT remains committed towards continuing its support to project activities such as the ones to be implemented through the FCRTs creation. Efforts to better engage the private/insurance sectors to help garner their support to contribute to fund similar activities (or specific livelihood components) perhaps need to be improved upon as this does not seem to have been pursued to the fullest potential within the final year of the project (in part due to the COVID 19 pandemic impacts and inevitable economic slowdown). This is because the private sector is not commonly engaged (in Tajikistan) on climate change related projects (as these are often not deemed profitable in the short term). Without doubt the private sector could be better engaged in marketing “value chains” linked to (for example) agricultural or natural products. However a better concessional finance modality or motivation incentive may be required to better engage private sector in these above mentioned areas.

**Financial Risks: Likelihood that benefits will continue to be delivered after project closure: Moderately Likely**

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<sup>18</sup> UNDP Tajikistan are continuing to analyse the insurance sector and from this, learning from neighbouring nations to consider the possibility of strategy replication within the insurance sector.

### *Socio-economic risks to sustainability*

The FCRT outcomes appear to have contributed to better preparations to cope with disasters or mitigate risk, and/or addressed climate change mitigation and adaptation. It has suitably conformed to agreed priorities in the UNDP Country Programme Document (CPD) and other Tajik specific programme documents. This means that issues such as the “poverty-environment” nexus, plus the extent to which poor, indigenous, persons with disabilities, women and other disadvantaged or marginalized groups have benefited from the project which have been at the forefront of all deliverables produced and activities undertaken, thereby positively supporting the socio-economic sustainability of the project.

A key observation relates to the increased awareness of the FCRT intended result especially at the community level. This appears to have increased and undoubtedly changed people’s mindsets at both the national and local government level (though work carried out for Output 1.4). The empowerment of local institutions through technical trainings, and providing input towards livelihood activities and equipment to local bodies for early disaster announcement shall all help towards safeguarding livelihoods and community assets in the face of climate change (avalanche management etc). This all helps towards supporting the premise that the socio-economic sustainability of the project is deemed as being likely. Despite this, incentives are required to ensure long-term implementation and maintenance of EbA interventions by local communities<sup>19</sup>.

Regarding GESI matters, importantly, the project design stage appeared to have recognised all relevant risks associated with climate change and vulnerability of women to such risks in Tajikistan. This is important as women in Tajikistan often have reduced access to financial resources, restricted rights, limited mobility and a reduced voice in community and household decision-making. This can make them more vulnerable than men to climate change. A Gender Analysis, for example, was conducted with all local stakeholders in the six targeted districts. The main purpose of a gender analyses was to identify: (1) knowledge and understanding of target districts communities on gender issues, (2) gaps in gender empowerment, (3) level and quality of gender considerations in project target districts. (4) assess the knowledge of target population on climate change in target districts. All the above-mentioned issues were brought to the attention of target audience and discussed during the ‘stakeholder engagement plan’ meetings and focus group discussions. In total, 39 women took part in focused group discussions altogether from six districts. Although, the number of women-participants was low (out of 191 respondents), the engaged Gender expert have considered and noted all opinions. Any under-representation of women participants was often linked to the following factors traditional to women – (a) responsibilities for basic household management and child rearing, (b) managing small land-holdings and (c) livestock within their households. In addition, women happen to be actively involved during peak agricultural seasons in planting/sowing and harvesting of agricultural crops. Importantly, it should also be noted, that the proportion of women in many villages is higher than of men due labor out-migration of working male population to Russian Federation and elsewhere.

Since women often receive less of education, and face more socio-cultural barriers, the project has been successful towards helping foster societal thinking on this situation. Project strategies/concept proposal are now designed to improve adaptive capacities to increase their resilience to climate changes in tandem being better aware of their human rights. As a result of this, the acceptance of women into important roles and services within society appears to have noticeably increased.

**Socio-political/economic Risks: Likelihood that benefits will continue to be delivered after project closure: Likely**

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<sup>19</sup> AF Project Component 2 is designed to ensure that agro-ecological extension services supported at the jamoat level in KRB.

### *Institutional framework and governance risks to sustainability*

As stated earlier, relationships between UNDP Tajikistan and the RTFD are particularly strong, which has helped to demonstrate the quality of the outcomes linked to the FCRT project. Consequently, the impact of the project has been able to successfully be demonstrated. This is demonstrated by the fact the new RTFD funded Calls for Proposal (CfP) have been received from Tajikistan after completion of the FCRT (into 2022).

During the last decade, policy efforts pushed to mainstream climate change adaptation across sectors with new paradigms and projects to respond to short-, medium-, and long-term effects of climate change, knowledge generation and building institutional capacities and implementation of climate initiatives. The FCRT project strategy has hereby attempted to streamline aspects of mainstreaming by involving multiple government departments in the whole planning and implementation process. The government partner involvement throughout the planning and implementation process provided platforms for communities to build better relationships with relevant department thus enhancing the future possibility of mainstreaming coastal adaptation into future sector plans (agriculture, fisheries, forestry etc). Regardless of this good work, the FE still believes the key challenge pertaining to the need to mainstream results, that is perceived from this FE, relates to the need ensure the continuation of inter-institutional communication now that this project is completed.

Nonetheless, the institutional sustainability of the Projects outputs at all levels including grassroots, local and national government are believed to be quite positive for the future. The agencies directly involved have been committed towards delivering the aims of the FCRT which embraces all relevant ministries, research institutions local government and community groups in the various activities. GoT has been prioritizing the delivery of climate change adaptation through a future Tajikistan NAP that will mainstream enhanced capacity and community involvement. It is hoped that this could yield future climate risk resilient flood risk management and climate compatible sector policies for Tajikistan (agriculture etc) in the coming years.

### *Partnership Arrangements*

The Institutional arrangements set up and developed during the FCRT have helped to support future sustainability results by bridging the gap between vulnerable communities and the availability of government services. Partnerships between national and local government bodies, coupled with creating links between the community and with the government service (or agency) plus supporting innovative training programmes, will all help to generate a degree of institutional sustainability beyond the project timeline. GoT ownership of the FCRT project will seek to allow project beneficiaries (within the GEF-7, AF, GCF or IsDB projects) to form a bond with relevant departments and enable them to determine the required knowledge and “know-how” for improved climate resilient mainstreaming across Tajikistan. These effective partnerships shall hopefully support the effective implementation of project interventions into 2022 and beyond.

The key ingredients to support this include good partnership arrangements with government stakeholders; ownership of the project by all the partners; contribution of all key parties to the project interventions design and implementation methodologies plus the introduction of knowledge products. These have all contributed towards setting an institutional pathway to achieve the long term intentions of the FCRT project. Two key success stories with regards to partnership arrangements are noteworthy of being emphasised, namely:

- Engagement of the Russian expertise in capacity building interventions on climate change;
- Strong collaboration with the Russian-funded project “Enhancing Access to Climate Finance in the ECIS region”, implemented in UNDP’s Istanbul Regional Hub.

### *Knowledge Management*

The FCRT project (through CoEP) has attempted to embrace knowledge management amongst the GoT and partners as part of its non-formalised exit strategy. To this end, whilst not perfect, communication and coordination efforts appear to have been acceptable. Existing knowledge/research centres were not directly used to support FCRT focus on development work and/or adaptation within Tajikistan. The University of Central Asia (UCA), as an example, may have been better engaged as a regional academic institution whom have expertise in focusing efforts in rural Tajik communities to improve their resilience to climate change. All data collected by the UCA is accessible by the Open Centre under the Department of Geology (DoG). Likewise the Open Centre is a housing platform for data and information and is available to the public for viewing and use. By better use of both UCA and the Open Centre, the project activities may have better engaged researchers to access previous and ongoing work to inform future developments. Key media coverage that, however, has been used in the FCRT project includes the following:

a) Press Release - Validation Workshop: Finalization of the project proposal preparation: Enabling an Effective National Adaptation Plan (NAP) Process for Tajikistan:

- [https://untj.org/wp-content/uploads/2018/06/PR\\_DRMP-workshop\\_eng.pdf](https://untj.org/wp-content/uploads/2018/06/PR_DRMP-workshop_eng.pdf);
- [https://untj.org/wp-content/uploads/2018/06/PR\\_DRMP-workshop\\_rus.pdf](https://untj.org/wp-content/uploads/2018/06/PR_DRMP-workshop_rus.pdf)

b) Press Release - Validation Workshop on Increasing Climate Resilience in Tajikistan:

- [https://untj.org/wp-content/uploads/2018/04/Letter\\_UNDP\\_COES\\_Study-Tour-to-Belarus.pdf](https://untj.org/wp-content/uploads/2018/04/Letter_UNDP_COES_Study-Tour-to-Belarus.pdf)

c) Information on “An integrated landscape approach to enhancing the climate resilience of small-scale farmers and pastoralists in Tajikistan” project:

<https://www.adaptation-fund.org/project/integrated-landscape-approach-enhancing-climate-resilience-small-scale-farmers-pastoralists-tajikistan-2/>

**Institutional Framework, Partnerships and Knowledge Management: Likelihood that benefits will continue to be delivered after project closure: Likely**

### *Environmental risks to sustainability*

The environmental impact of the FCRT project cannot be accurately assessed as the measure of the extent to which it has generated significant positive or negative, intended or unintended, higher-level effects, as well as the innovation and potential for transformation and paradigm change. Importantly, the FCRT project however has achieved a series of major milestones and key outputs. The reasons for a positive impact are fundamentally linked to the project having a clear mandate and the sub-components have been clearly communicated to all stakeholders. Likewise, promised activities were turned around quite promptly thanks to the relatively short procurement time period window so that communities are not waiting for the impact of the project to be realised.

Environmental sustainability is one of the important elements of any project strategy. The project achievements recorded conclude that the FCRT activities will effectively contributed towards reducing vulnerability of natural resources and mountain ecosystems in Tajikistan to climate change. In fact, the promotion and expansion of innovative, climate resilient and ecosystem-based diversified livelihood options in Output 1.2 will all help to reduce environmental risks to sustainability on the ground. In addition, these are in line with climate change adaptation policies being proposed at the national level.

**Environmental Risks: Likelihood that benefits will continue after project closure: Likely**

Sustainability	Rating
Financial resources	Moderately Likely
Socio-political	Likely
Institutional framework, Partnerships and Knowledge Management	Likely
Environmental	Likely
Overall Project Outcome Rating	Likely

**Overall: Likelihood that benefits will continue to be delivered after project closure: Likely**

### 3.3.7 Challenges and Lessons Learned

#### Challenges

Inevitable challenges that the FCRT project faced related essentially to human capacity shortages both in Tajikistan and also within the RTFD (essentially technically run by Alexander Averchenkov with some local administrative support in Moscow).

Another key challenge that appears to be mentioned in most of the progress reports was the issue the project faced concerning the mandatory co-financing requirements needed by most donors and financial institutions to support the funding of project proposals produced for Output 1.2 which resulted in the development of new proposals being put on hold (see lessons learned below).

Some other challenges where areas of improvement for the FCRT project could have introduced as the project was being implemented included a lack of women's participation in consultation event (Output 1.4 observation). This may in part be due to (nationally) there being low women's equal participation in decision-making processes in Tajikistan resulting in a reduced access to local resources, opportunities and hence engagement.

#### Lessons Learned

A number of projects to address climate change impacts have been implemented across Tajikistan in the past decade. Many of these projects have had considerable success in terms of raising finance for climate change interventions and increasing crop and livestock productivity. Consequently, numerous lessons have been learned for climate change adaptation activities in the country. A summary of lessons learned is outlined below, which have been ascertained based on the review of project documents and analysis of data/information collected in the course of the FE.

- **Lesson 1:** need to establish governance structures, from a national to village scale, to support EbA interventions. This includes the need to introduce range of participatory methods for engaging local communities as well as mechanisms for sharing lessons and best practices between villages (including the use of technology (such as smartphone applications) for training on and monitoring of interventions. At the time of writing, no formal governance architecture model is put forward though this type of assessment should be



part of a specific institutional assessment that is supported by capacity and financial assessments (see Recommendation 3).

- Lesson 2: incentives are required to ensure long-term implementation and maintenance of EbA interventions by local communities as there is often an inappropriate access to human, financial and technical resources. Again this issue is exacerbated by the fact that there is often unequal opportunities and lack of suitable capacity in societal decision-making processes. Incentives that may be considered (amongst others) include the creation of long-term low-emission development strategies (LT-LEDS) that embrace EbA (or hybrid measures) as part of sector action plans. This then becomes an opportunity to rethink economy-wide policy priorities, and align other planning instruments at the national and subnational levels.
- Lesson 3: There is a need (where possible) to address matters pertaining to women inclusivity and inequalities within the rural area. These are believed to be the contributory factors that lead to the low representation and/or involvement of women during community meetings or events. Participation of women was low and gender the balance was not ensured during stakeholder meetings in the districts. Thus, involving of both men and women should be better promoted during project implementation, since men and women have different abilities and experience climate change differently.
- Lesson 4: Lack of data on climate change impacts on rural women was revealed during the project implementation period. This triggered a slow process of data analyses and identification of statistics. Further specific attention needs to be given to this aspect both by the Government and stakeholders targeting the need for agencies/authorities to collect gender specific climate data needs to make better decision and planning.

Other more programmatic lessons learned include the following:

- Ensure the design of any project concept is not overly ambitious at the outset: it is essential to ensure that the project's design is not overly ambitious and include needed details such as SMART indicators and targets from the beginning. The design of project concepts need to be well-justified, and have a clear approach that is opportunistic, relevant and strategic in nature. It is recommended that any future project concept produced has a clear and meaningful Theory of Change (ToC) produced at the outset.
- Sound technical inputs and relevant experience is a contributing factor to successful project design and implementation. In all project concepts undertaken through the FCRT, international technical experts appear to have worked collaboratively with local partners, beneficiaries and GoT counterparts (CoEP) to provide sound technical guidance and inputs, conducting useful technical workshops and fact finding sessions etc. However, the FE does relay that the FCRT suffered from reduced input from key GoT officials (experiencing frequent staff replacements from implementing partners as well as grass root level local officials) which all influenced the effectiveness of the project's implementation strategy and caused impacts on project scheduling of certain activities.
- Continue (as FCRT has done) to embrace lessons learned: Importantly, the FCRT project appears to have learned from the lessons of past projects which has enriched the successful approaches being proposed for the future from past or even ongoing projects.
- Instil Project Monitoring Planning: This is a key lesson learned as the FCRT could have benefitted from a more adequate "month by month" monitoring planning processes, as opposed to only semi-annual reports that were used to measure progress. A more formal "Mid Term Review" (which was not produced) could have been helpful for assessing performance to assist in the FE. In addition, an effective and well-structured documentation process or platform could have been more useful for measuring project progress. Similar future projects should consider how to improve mechanisms to support the process of ensuring that beneficiary institutions develop a reporting requirement that informs climate change adaptation related

policy-making, assesses progress on capacity development, and helps enable mainstreaming climate data into national development activities.

- Improve Frequency of Risk Register reviews: This is proposed as operational risks need to be more clearly and carefully analysed at the programme design phase, and appropriate risk mitigation measures identified from the beginning. In addition, continuous assessment of risks is an absolute necessity to ensure effective management of risks and the identification of proper mitigation measures.
- Impose a strong and justified advisory requirement that declares (and communicates effectively) the co-financing requirements of donors on all future project proposals produced. Capacity related issues pertaining to co-financing issues should also be carefully considered that relate to co-financing.

## 4 MAIN FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### 4.1 Main Findings

The following FCRT findings are declared within this FE. The project design included clear outputs milestones and activities for each output with SMART indicators to help monitor implementation and activity achievements. The design was undertaken in a manner that involved all implementing and executing institutions at the outset of the project. The indicators set are deemed as being SMART. Importantly, lessons from other relevant projects were considered. The FE believes the management of the FCRTs risks perhaps were not all inclusive and some missing risks were apparent or needed to be more carefully identified and monitored.

With regards to the FCRT management arrangements, these are deemed appropriate with suitable correct implementing partners being set up at the outset with no obvious gaps. The PSC also appears to have been effective and respected throughout the project with suitable integrated coordination mechanisms being in place between the UNDP, RTFD and CoEP.

### 4.2 Conclusions

FCRT was successful in building key strategic partnerships, cooperating with important institutions, and building linkages with other projects. The project appears to have been a good catalyst towards establishing good working relationships between political/civil society and project staffs and national and local GoT staffs which represents an excellent recipe for future replication on other projects or to other areas in Tajikistan.





FE ratings (as defined in Annex IV) are presented in Table 4.1:

**Table 4.1: FE Ratings and Achievement Summary Table**

*NB: The following table only addresses those criteria that have been marked with (\*) within the ToR for a rating.*

Monitoring & Evaluation (M&E)	Rating <sup>20</sup>
Overall Quality of M&E	Satisfactory

<sup>20</sup> Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution and Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
<b>Overall quality of Implementation/Execution</b>	<b>Satisfactory</b>
Assessment of Outcomes	Rating
Progress towards objective and expected outcomes analysis	Satisfactory
Output 1.1	Satisfactory 
Output 1.2	Highly Satisfactory 
Output 1.3	Moderately Satisfactory 
Output 1.4	Satisfactory 
Relevance	Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
<b>Overall Project Outcome Rating</b>	<b>Satisfactory</b>
Sustainability	Rating
Financial resources	Moderately Likely
Socio-political/economic	Likely
Institutional framework, partnerships and knowledge management	Likely
Environmental	Likely
<b>Overall Likelihood of Sustainability</b>	<b>Likely</b>

### 4.3 Recommendations

The following FE strategic recommendations have been formulated with the aim of improving project effectiveness and enhancing the likelihood that FCRT project results will be sustained into the future.

#### **Recommendation 1: Continue to develop successful Climate Resilient Proposals, Feasibility and Pilot Studies**

CoEP are the National Designated Authority (NDA) for Tajikistan and is currently implementing 5 investment projects with a resource envelop of US\$85.1m and 4 readiness support project with US\$4.4million<sup>21</sup>. There is however, the recommendation to continue providing support to CoEP to enable the institution to grow and become experienced in GCF applications and project delivery. Human capacity issues remain at the heart of continued success in country and

<sup>21</sup> <https://www.greenclimate.fund/countries/tajikistan>

so there are a series of additional “next step” support tasks that are needed. For example, capacity is needed to ensure that the required additional projects are designed effectively and efficiently to maximise the impact that the FCRT project has managed to create. A range of possible studies (using a range of donor support) have been raised for discussion, but those of most relevance for consideration include the following:

- Consider the draft of a Project that may be entitled “Green, Resilient Recovery in Energy and Agriculture sectors in Tajikistan”;
- Initiate a Feasibility Study of Weather Index Insurance needs for Tajikistan;
- Initiate a Pilot Programme to “Upscale” nature-based solutions to support delivery of EbA interventions in mountainous regions of Tajikistan;
- Undertake an Assessment of the Cost and Benefits of Climate Change Adaptation in Agriculture, Forestry and Water Management Sectors of Tajikistan.

To this end, targeted training on project proposal writing is required, possibly in tandem with the creation of a “call down” consultancy framework to offer advice and a review service on any future donor funded proposal produced (to maximise impact).

***Recommendation 2: Need for a Continuation Strategic Plan to help support the route map for next phases of work to help make communities more climate resilient.***

This is an important task for UNDP/CoEP to help capture the good practice generated by the FCRT project and to help set an Action Plan to take forward urgent interventions for sustaining the impact of the project. This would provide an opportunity to implement Recommendation 2 above plus to follow-up and expand on the conducted demonstration activities, thereby increasing the likelihood for sustainability. Replication of the FCRT intervention projects (into other Districts of Tajikistan) would certainly require the role and input of local stakeholders early on in any future design process.

UNDP may also consider the need to produce separate FCRT “impact assessments” to help document and share deeper learnings from the FCRT and associated proposed interventions created to date.

This recommendation is linked to Issue 1 which states the need to establish governance structures, from a national to village scale, to support EbA interventions. A specific study is needed to identify formal governance architecture options as part of a specific institutional assessment that is supported by capacity and financial assessments (see Lesson 1).

***Recommendation 3: Produce Adaptation Guides and Manuals to help mainstream climate resilience into the future NAP (and Sector Specific Policies and Action Plans plus Local Adaptation Plans).***

Development of integrated management plans will be a priority for each relevant “sector” including forestry, agriculture, transport and tourism sector as the NAP starts to be developed for Tajikistan. This is important to ensure that clarity is provided on how sector strategies could be updated to help support climate resilient mainstreaming in the future, embracing any new information attained from the FCRT outputs and outcomes. This would therefore link directly to the staffing and capacity issue raised in Recommendation 4 below. Through the introduction of new (or updated) guide manuals that are formally embraced by GoT, adaptation planning in Tajikistan, using new climate resilient infrastructure building codes, could be realised and mainstreamed quicker. Future donor support is therefore

likely to be required to help deliver this need. There may also be traction in the need to support the NAP by producing “Local Adaptation Plans” to address, for example, most vulnerable communities in mountainous areas.

***Recommendation 4: Undertake a forward-looking review of staffing and capacity needs***

The GoT (with UNDP and potentially RTFD support) should undertake a forward-looking review of staffing and capacity needs for key stakeholders (government and non-governmental) that focuses on “life after the FCRT project” period. Capacity improvements may need to include the setting up and delivering more online training courses to help add value and demonstrate long term sustainability of donor (RTFD) funds. This differs from the capacity focus identified in Recommendation 1 above.

### ANNEX I: LIST OF DOCUMENTS REVIEWED

#### Core Documents Reviewed

- United Nations Development Assistance Framework (UNDAF 2016-2021);
- Country Programme Document (CPD) 2016-2021;
- Project Document “Facilitating Climate Resilience in Tajikistan” (2017);
- Annual Progress Reports for the entire project period (1st Semi-Annual (June 2018), 2<sup>nd</sup> (Dec 2018), 3<sup>rd</sup> (June 2019) and 4<sup>th</sup> (Dec 2019) Annual Narrative and Financial Progress Reports;
- PSC Meeting Notes (Feb 2019, Sept 2019, Feb 2020 and a Powerpoint file delivered on Dec 2021).
- Monitoring and Evaluation tools (minutes of the Project Steering Committee meetings etc.).
- Publications and social media resources, as relevant
- Climate Risk Country Profile (Tajikistan) 2021 (World Bank Group).
- UN Country Programme document for Tajikistan (2016-2020).

#### Project Proposals Produced

- 1) Adaptation Fund Request for Project Funding “An integrated landscape approach to enhancing the climate resilience of small-scale farmers and pastoralists in Tajikistan”
- 2) Green Climate Fund (GCF) Readiness and Preparatory Support Proposal “*Enabling an Effective National Adaptation Plan (NAP) Process for Tajikistan*”.
- 3) Green Climate Fund (GCF) Readiness and Preparatory Support Proposal “*Green, Resilient Recovery in Energy and Agriculture sectors in Tajikistan*” (10 March 2021).
- 4) UNDP Project Document for projects financed by the various RTF Trust Funds “*Conservation and Sustainable Management of High-Value Arid Ecosystems in the Lower Amu Darya Basin*”

ANNEX II: FE EVALUATIVE MATRIX (EVALUATION CRITERIA WITH KEY QUESTIONS,  
INDICATORS, SOURCES OF DATA, AND METHODOLOGY)

## Proposed Final Evaluation Questions

The following Evaluation Review Matrix represents the core aspect of this FE. It is structured along the four main review criteria as outlined in the document entitled *“Guidance For Conducting Midterm Reviews of UNDP-Supported, RTF-Financed Projects”*.

The following Survey Instrument (questionnaire) represents the revised list of Evaluation Questions grouped under the evaluation criteria headings (see Section 1), namely: relevance (R), effectiveness (Effe), efficiency (Effi), sustainability (S), impact (I) and Partnership (Par) which all need to be considered during the FE.

The following questions (adapted from the ToR) are now proposed to be used within the FE should UNDP Tajikistan see this as being necessary.

### “FACILITATING CLIMATE RESILIENCE IN TAJIKISTAN (FCRT)”

#### Questionnaire for direct interview

<b>Name of the respondent:</b>	
<b>Designation:</b>	
<b>Office address:</b>	
<b>Mobile number:</b>	
<b>Email account:</b>	
<b>FGD<sup>22</sup> ID:</b>	
<b>Date of interview:</b>	
<b>Time of interview:</b>	

Evaluation criteria	Serial No.	Questions	Whom to interview?
Relevance/ Impact	1	Was the FCRT programme design realistic in terms of achieving tangible results (in particular in terms of policies linked to CCA <sup>23</sup> )? If yes, please elaborate.	Government official PMU <sup>24</sup> , UNDP Beneficiaries
	Yes <input type="checkbox"/>	To an extent <input type="checkbox"/> No <input type="checkbox"/>	

<sup>23</sup> CCA = Climate Change Adaptation

<sup>24</sup> PMU = Project Management Unit



Evaluation criteria	Serial No.	Questions	Whom to interview?
		Comments:	
Relevance	2	<p>Are the FCRT's objectives and components relevant, according to the social and political context? (Degree of coherence between the project and national priorities, policies and strategies.) If yes, please elaborate</p> <p>Yes <input type="checkbox"/> To an extent <input type="checkbox"/> No <input type="checkbox"/></p> <p>Comments:</p>	Government official PMU, UNDP FGD
Partnerships	3	<p>Are counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry? (Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities.) If yes, please elaborate</p> <p>Yes <input type="checkbox"/> To an extent <input type="checkbox"/> No <input type="checkbox"/></p> <p>Comments:</p>	Project partner Stakeholders
Effectiveness	4	<p>What expected outputs have been achieved thus far? To what extent have the expected outcomes and objectives of the project been achieved thus far? (Degree of achievement vis a vis expected outcome indicators). Please elaborate below.</p> <p>Comments:</p>	Local stakeholders Project partner
Effectiveness	5	<p>Has the project been effective in designing policy guidance for the future development of livelihood security in general and in the intervention sites in particular? (Indication of policy guidance in project outputs, documents, products. Changes in policy attributable to project regarding climate change adaptation in all sectors) Please elaborate.</p> <p>Comments:</p>	Government official
Effectiveness Lessons Learned	6	<p>How well has the project involved and empowered local communities to implement management strategies and interventions as they relate to the FCRT intervention measures adopted? (Involvement of beneficiaries in project development and implementation. Analysis of participation by stakeholders (communities, civil society, etc.).</p> <p>Effect of projects implemented at specific sites. Please elaborate.</p> <p>Comments:</p>	Local stakeholder
Effectiveness	7	<p>i. What caused delays in implementation of the FCRT project, in particular outputs for the project?</p> <p>ii. Where were the implementation 'bottlenecks'?</p> <p>iii. How can these issues be solved?</p> <p>iv. What changes perhaps should have been implemented?</p> <p>v. (Discrepancies between expected outputs/outcome by the end of the project and actual achievements attained.) Please elaborate.</p> <p>Comments:</p>	Government official Beneficiaries
Effectiveness	8	What have proved to be the best FCRT partnerships that demonstrate project activity implementation?	Government official

Evaluation criteria	Serial No.	Questions	Whom to interview?
Partnerships		(Working relationship between PMU, UNDP, and other strategic partners. Board functions) Please elaborate.	PMU, UNDP
		Comments:	
Effectiveness/ Partnerships	9	In what ways are long term emerging effects to the project foreseen?  (Level of coherence between project expected results and project design internal logic.) Please elaborate.	Government official  PMU, UNDP
		Comments:	
Effectiveness/ Partnerships	10	Were the relevant representatives from government and civil society involved in project implementation, including as part of the project?  (Level of coherence between project design and project implementation approach  Role of committees in guidance  Harness effectiveness by analyzing how project's results were met vis-à-vis intended outcomes or objectives  Draw lessons learned/good practices from the implementation and achievement of results) Please elaborate.	Project partners  PMU, UNDP
		Comments:	
Efficiency	11	Was the project implemented efficiently, in line with international and national norms and standards?  (Policies adopted / enacted Policies implemented  Budgetary / financial means to implement policies drawn). Please elaborate.	Government official  PMU, UNDP
		Comments:	
Efficiency	12	How have institutional arrangements influenced the project's achievement of results?  (Quality of risk mitigations strategies developed and followed) Please elaborate.	Government official  PMU, UNDP  Beneficiaries
		Comments:	
Sustainability	13	In what way may the benefits from the project are likely to be maintained or increased in the future?  <ul style="list-style-type: none"> <li>• Social sustainability factors</li> <li>• Political/financial sustainability</li> <li>• Replicability</li> </ul> Is there sufficient public/stakeholder awareness in support of the project's long term objectives?  Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?  Which of the project's aspects deserve to be replicated in future initiatives? Please elaborate.	Government official  PMU, UNDP  Beneficiaries
		Comments:	

Evaluation criteria	Serial No.	Questions	Whom to interview?
Sustainability  Gender and Social Inclusion	14	How did the project contribute to gender equality, women's empowerment and social inclusion?  (At what level? - Specific event? Decision making? Economic solvency)  Please elaborate.	Government official  PMU, UNDP  Beneficiaries
		Comments:	
Sustainability	15	What FCRT programme outputs are sustainable (and over what period)?	Project partner  Government official
		Comments:	
Impact  Lessons Learned	16	How can the notable successes of the project be taken forward if donor funding were to be made available to Tajikistan in the future?	Government official  Project partner
		Comments:	PMU, UNDP
Impact  Knowledge Management	17	How well has the FCRT and its defined interventions been communicated to all governmental / institutional stakeholders in Tajikistan and what challenges were faced to address this? Please elaborate.	Government official  PMU, UNDP  Beneficiaries
		Comments:	
Impact	18	Are there any factors (social/political/environmental/ physical) that influenced or affected the achievement or non- achievement of the stated FCRT outputs/ results? Please elaborate.	Government official  PMU, UNDP
		Comments:	Beneficiaries
Impact  Knowledge Management	19	Have FCRT activities made, or are likely to make, communities more resilient and less vulnerable to climate change impacts on the coast? If so how?  What is the likelihood of replication or scaling up the activities within the project to other areas or within the pilot areas?  Please elaborate.	Government official  PMU, UNDP  Beneficiaries
		Comments:	
Impact	20	For all the impact questions, the FE should consider the following; <ul style="list-style-type: none"> <li>• Clear lines documented communication and feedback with other government bodies.</li> <li>• Change to the quantity and strength of barriers such as change in;</li> <li>• Lack of community-level stakeholder capacity and experience to develop CCA responses.</li> <li>• Insufficient knowledge of climate processes to ensure sustainable resources are available.</li> <li>• Absence of scientific baseline climate assessment and monitoring data.</li> <li>• Evidence of change at project level in light of external factors to enhance impact.</li> <li>• Evidence of enhanced community resilience in key areas</li> </ul>	

Evaluation criteria	Serial No.	Questions	Whom to interview?
		<ul style="list-style-type: none"> <li>Evidence of community feeling safer/more secure from climate impacts.</li> <li>Evidence of feedback loop with community with regards to climate financing and planning.</li> </ul>	
		Comments:	
Efficiency/ Impact	21	2. Was the choice of implementing partners and implementation modalities the optimal one for the Tajikistan? Where were the biggest implementation gaps? If yes, please elaborate.	Government official PMU, UNDP
	Yes <input type="checkbox"/>	To an extent <input type="checkbox"/> No <input type="checkbox"/>	
		Comments:	
Effectiveness/ Impact	22	What was the level of achievement of the expected outputs and results from the FCRT project and were planned activities carried out according to schedule? If yes, please elaborate.	Government official PMU, UNDP
	Yes <input type="checkbox"/>	To an extent <input type="checkbox"/> No <input type="checkbox"/>	
		Comments:	
Impact	23	What was the level of achievement of key project indicators and outputs? Please elaborate.	Project partner
		Comments:	
Efficiency / Impact	24	What was the level of disbursements? Can disbursements be linked to actual results and realistically to impact?	Project partner
		Comments:	
Sustainability / Impact	25	Are there uncontrollable risks/factors at play that are beyond the scope of the FCRT programme intervention? If yes, please elaborate.	Project partner PMU, UNDP
	Yes <input type="checkbox"/>	To an extent <input type="checkbox"/> No <input type="checkbox"/>	
		Comments:	
Impact	26	What coordination mechanisms were in place by the end of the project to ensure a good flow of information? And how could these coordination mechanisms be further improved in the light of any new project	Government official Project partner PMU, UNDP
		Comments:	
Sustainability	27	How is the overall institutional setting for Climate Change Adaptation and supporting climate policy inclusion in Tajikistan and is this changing as a result of the FCRT programme? <b>Please elaborate.</b>	Government official Project partner PMU, UNDP
		Comments:	

Whilst the above “questions” are to be used during any (online) meetings, the review evaluation matrix below serves as a general guide for the FE. It provides directions for the review; particularly for the collection of relevant data by

the International Consultant. It is designed to provide overall direction for the review and shall be used as a basis for interviewing people and reviewing project documents.

Evaluative Questions	Indicators	Sources	Methodology
<b>Relevance (R): To what extent is the project strategy relevant to Tajikistan country priorities, country ownership, and the best route towards expected results? How does the project relate to the main objectives of the environment and development priorities in the local, regional and national level?</b>			
Do the FCRT activities address the gaps in the policy, regulatory and capacity framework at the national level? To what extent is the project suited to local and national development priorities and policies?	Degree to which the project supports national environmental objectives.  Addressing gaps and/or inconsistency with the national and local policies and priorities  Addressing gaps in capacity framework	National policies  Project Document	Document analysis
How relevant are the FCRT's intended outcomes?	Degree to which the project supports national environmental Objectives	Project Document and evaluations/progress reports	Document analysis
Are the FCRT's objectives and components relevant, according to the social and political context?	Degree of coherence between the project and national priorities, policies and strategies.	Govt of Tajikistan, UNDP, PMU etc	Interviews  Document Analysis
Are counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?  Are the stated assumptions and risks logical and robust? Have they helped to determine activities and planned outputs? Is the project coherent with UNDP programming strategy for Tajikistan?	Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities.  Coherence with UNDP operational programming.	Project partners and relevant stakeholders	Interviews  Document Analysis
<b>Effectiveness (Effe): To what extent have the expected outcomes and objectives of the project been achieved?</b>			
What expected outputs have been achieved thus far? To what extent have the expected outcomes and objectives of the project been achieved thus far?	Degree of achievement vis a vis expected outcome indicators	PIRs, APRs etc  Interviews	Document analysis  Stakeholder Interviews
Has the project been effective in designing policy guidance for the future development of livelihood security in the FCRT areas in general	Indication of policy guidance in project outputs, documents, products.	Project outcomes	Document analysis  Stakeholder Interviews

and in the intervention sites in particular?	Changes in policy attributable to project regarding climate change adaptation in all sectors	Norms, policies debated, adopted	
How well has the project involved and empowered mountainous communities to implement management strategies and interventions as they relate to the FCRT intervention measures adopted?	<p>Involvement of beneficiaries in project development and implementation</p> <p>Analysis of participation by stakeholders (communities, civil society, etc.).</p> <p>Effect of projects implemented at specific sites</p>	Project outputs and outcomes	<p>Site Visits</p> <p>Stakeholder Interviews</p>
<p>What caused delays in implementation of the FCRT project, in particular outputs for the project? Where were the implementation ‘bottlenecks’?</p> <p>How can these issues be solved?</p> <p>What changes perhaps should have been implemented?</p>	<p>Discrepancies between expected outputs/outcome by the end of the project and actual achievements attained.</p>	Findings in project documents, achievement indicators	<p>Minutes of meetings/document analysis</p> <p>Site visit observations</p> <p>Stakeholder Interviews</p>
What have proved to be the best FCRT partnerships that demonstrate project activity implementation?	<p>Working relationship between PMU, UNDP, and other strategic partners.</p> <p>Board functions</p>	<p>Findings in project documents (PIRs, minutes of meetings)</p> <p>Indications from interviews</p>	<p>Minutes of meetings/ Project partners and relevant stakeholders</p> <p>Stakeholder Interviews</p>
In what ways are long term emerging effects to the project foreseen?	Level of coherence between project expected results and project design internal logic.	<p>PMU/UNDP</p> <p>Govt of Tajikistan</p>	Stakeholder Interviews
Were the relevant representatives from government and civil society involved in project implementation, including as part of the project?	<p>Level of coherence between project design and project implementation approach</p> <p>Role of committees in guidance</p> <p>Harness effectiveness by analysing how project’s results were met vis-à-vis intended outcomes or objectives</p> <p>Draw lessons learned/good practices from the implementation and achievement of results</p>	Project partners and relevant stakeholders	Minutes of meetings/ Project partners and relevant stakeholders
<b>Efficiency (Effi): Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project’s implementation?</b>			

Was the project implemented efficiently, in line with international and national norms and standards?	Policies adopted / enacted Policies implemented  Budgetary / financial means to implement policies drawn	Policy documents contain sustainability factors policy adopted, implemented)	Documentation analysis  Stakeholder interviews
Was adaptive management used and if so, how were modifications to the project contributed towards obtaining the intended objectives?  Has the project been able to adapt to any changing conditions that were faced?  To what extent did the project-level monitoring and evaluation systems, reporting, and project communications support the project's implementation?	Quality of existing information systems in place to identify merging risks and other issues	Policy documents contain sustainability factors policy adopted, implemented)	Project documents
How have institutional arrangements influenced the project's achievement of results?	Quality of risk mitigations strategies developed and followed	Policy documents contain sustainability factors policy adopted, implemented)	Govt of Tajikistan and PMU/UNDP
<b>Sustainability (S): To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?</b>			
In what way may the benefits from the project are likely to be maintained or increased in the future?	See indicators in project document results framework and log frame		Project documents and reports
Social sustainability factors	Is there sufficient public/stakeholder awareness in support of the project's long term objectives?	Evidence that particular partnerships/linkages will be sustained	Govt of Tajikistan/PMU/UNDP
Political/financial sustainability	Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?	Evidence that particular practices will be sustained	Govt of Tajikistan/PMU/UNDP
Replicability	Which of the project's aspects deserve to be replicated in future initiatives?	Evidence that particular practices will be sustained	Govt of Tajikistan/PMU/UNDP
<b>Gender equality and Social Inclusion (GESI): How did the project contribute to gender equality, women's empowerment and social inclusion?</b>			
Questions to be determined			
<b>Impact (I): What are the potential and realized impacts of activities carried out in the context of the FCRT Project? Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?</b>			

How well has the FCRT and its defined interventions been communicated to all governmental / institutional stakeholders in Tajikistan and what challenges were faced to address this?	Clear lines documented communication and feedback with other government bodies.  Change to the quantity and strength of barriers such as change in;	Project documents  National policies and strategies to implement CCA or related to the mountain environments more generally  Key government officials and other partners  Government websites  Key government officials and other partners  MTR (?)  UNDP reports (PIRs etc)	Documents analyses  Interviews with government officials and other partners  Interviews with Project Beneficiaries  Data analysis  Research findings
Are there any factors (social/political/environmental/ physical) that influenced or affected the achievement or non- achievement of the stated FCRT outputs/ results?	Lack of community-level stakeholder capacity and experience to develop CCA responses.		
Have FCRT activities made, or are likely to make, communities more resilient and less vulnerable to climate change impacts on mountainous regions? If so how?  What is the likelihood of replication or scaling up the activities within the project to other areas or within the pilot areas?	Insufficient knowledge of mountainous processes to ensure sustainable resources are available.  Absence of scientific baseline climate assessment and monitoring data.  Evidence of change at project level in light of external factors to enhance impact.  Evidence of enhanced community resilience in mountainous regions  Evidence of community feeling safer/more secure from climate impacts.  Evidence of feedback loop with community with regards to mountain area planning.		



### ANNEX III: FINANCING INFORMATION

As per the ProDoc, total resources required for the project were defined as being US\$2,066,210. This figure is made up of co-financing from the following sources:

- RTFD - US\$950,130
- UNDP Parallel Co-financing - US\$916,080
- UNDP In Kind – US\$200,000

## ANNEX IV: RATINGS TABLES AND SCALES USED

**Evaluation Ratings Table for (FCRT)**

Monitoring & Evaluation (M&E)	Rating <sup>25</sup>
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic (GESI)	
Institutional framework and governance (partnerships)	
Environmental	
Overall Likelihood of Sustainability	

Ratings Definitions: (one rating for each outcomes above)		
6	Highly Satisfactory (HS)	The outcome has achieved or exceeded all its end-of-project targets, without major shortcomings. This can be presented as “good practice”.
5	Satisfactory (S)	The outcome has achieved most of its end-of-project targets, with only minor shortcomings.

<sup>25</sup> Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

4	Moderately Satisfactory (MS)	The outcome has achieved most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The outcome has achieved its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The outcome has not achieved most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The outcome has failed to achieve its end of project targets.

Ratings for Sustainability: (one overall rating for the overall likelihood of Sustainability)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved after project closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained into the foreseeable future
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on into the foreseeable future
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

## ANNEX V: SIGNED UNEG CODE OF CONDUCT FORM

Evaluators/Consultants:



ETHICAL GUIDELINES FOR EVALUATION

### PLEDGE OF ETHICAL CONDUCT IN EVALUATION



UNEG  
United Nations Evaluation Group

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



#### INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible**.



#### ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



#### RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).



#### BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm**. I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Name of Consultants: Jonathan Warren McCue

Name of Consultancy Organization (where relevant): N/A

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

Signed at *Manchester, UK* on 22 January 2022

Signatures

**ANNEX VI: SIGNED FE FINAL REPORT CLEARANCE FORM**

*(To be completed by the Commissioning Unit (Accrediting Entity – UNDP Tajikistan and included in the final document)*

**Final Evaluation Report Reviewed and Cleared By:**

**Commissioning Unit**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: 28 February 2022

**UNDP Regional Technical Advisor**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: 28 February 2022

## ANNEX VII: FE TERMS OF REFERENCE (EXCLUDING TOR ANNEXES)

### TERMS OF REFERENCE

Organization: United Nations Development Programme  
Project name: “Facilitating Climate Resilience in Tajikistan” funded by the Government of the Russian Federation  
Post Title: International Consultant to conduct Final Project Evaluation  
Period of assignment/services: Estimated 20 days during the period of December-January 2021  
Duty station: Home-based  
Type of appointment: Individual Contract (International Consultancy)

### PROJECT BACKGROUND

Tajikistan is a small landlocked country in the heart of Central Asia, bordered by Afghanistan, China, the Kyrgyz Republic, and Uzbekistan. Roughly one-tenth of its 7 million total population lives in Dushanbe, the capital city. The country has abundant water resources, contributing to its specialization in cotton production and a considerable hydropower generation potential. Only 7 percent of its total land area of 143,000 square kilometers is arable. High mountain ranges across its territory make communication between different parts of the country difficult, especially in winter. Tajikistan is highly susceptible to natural disasters, and is regularly affected by floods, landslides, and droughts. Up to 40 percent of the country’s national workforce is employed abroad (mostly in Russia) and sends home remittances equal to more than one-third of its gross domestic product. However, with global financial crisis and economic downfall in Russia associated with sanctions the remittance incomes are already adversely affected. Preliminary forecasts from IMF and the World Bank suggest that remittance income will fall by more than the 31% fall in remittance income. Lastly, low agricultural productivity and rudimentary safety nets still leave those below the poverty line vulnerable to shocks and stresses, including women who have experienced lowered rates of poverty reduction than men. The above factors combine to make Tajikistan one of the poorest and most vulnerable economies in the world.

Tajikistan is unfortunate to be the most vulnerable to climate change in Central Asia and Eastern Europe. The Third National Communication of the Republic of Tajikistan to the UNFCCC<sup>26</sup> indicates that expected changes to climate-related hazards include an increase in the amount of rainfall and decreased snowfall by 2100. Tajikistan is likely to experience considerable additional economic losses, humanitarian stresses and environmental degradation as a result of current climate variability and future climate change impacts. The direct future climate change impacts likely to adversely affect Tajikistan include an increase in: mean annual air temperature by 2.3°C by 2030<sup>27</sup>; evapotranspiration rates; the variability of rainfall patterns, with average rainfall likely to increase by 8% in the territories up to 2500m above sea level by 2030 and decrease in the mountainous areas by 3% by 2030; the intensity and frequency of climate-related disasters, including floods, mudslides, landslides, droughts and avalanches; the intensity and frequency of extreme weather events, including heat waves, dust storms, haze, strong winds and episodes of heavy rainfall.

Tajikistan is already characterised by significant inter-annual variability in climatic parameters. Due to the mountainous nature of the country, the climate is characterised by a wide-range of temperature, humidity and rainfall. Annual mean temperature varies considerably depending on the elevation of the area in question. For

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<sup>26</sup> The Third National Communication of the Republic of Tajikistan under the United Nations Framework Convention on Climate Change, 2014. [http://unfccc.int/resource/docs/natc/tjknc3\\_eng.pdf](http://unfccc.int/resource/docs/natc/tjknc3_eng.pdf)

<sup>27</sup> The Second National Communication of the Republic of Tajikistan under the United Nations Framework Convention on Climate Change, 2008 <http://unfccc.int/resource/docs/natc/tainc2.pdf>

example, the annual mean temperature varies from 17°C in the south to -6°C in the Pamirs. The Eastern Pamir in particular is known for its drastic variations in climate. Absolute minimum temperature in this mountain range reaches -63°C whilst the maximum temperatures reach 47°C, which shows a temperature range of over 100°C<sup>28</sup>. Similarly, annual rainfall varies considerably across Tajikistan. Annual rainfall in the lowland hot deserts of northern Tajikistan and the cold mountain deserts of eastern Tajikistan average approximately 70-160 mm, compared with 1 800 mm in central Tajikistan.

The project “Facilitating Climate Resilience in Tajikistan” is funded by the Government of the Russian Federation and was designed to access the climate financing and aligned with priorities of the National Development Strategy of the Republic of Tajikistan until 2030. The strategic Project Goal is to contribute to building climate resilient communities across Tajikistan and address specific threats to lives and physical and social infrastructure in disaster prone mountainous regions of Tajikistan, and safeguard investments into sustainable human development against climate-induced natural hazards including avalanches, floods and mudflows. The project is a prerequisite for sustaining and protecting fragile development gains achieved by Tajikistan in the face a likely increase in the frequency of climate-related hazard events. The project is expected to ensure that climate and disaster risk information is effectively utilized to facilitate access to climate finance. The activities planned within the project were expected to complement the policy work being implemented under different UNDP projects.

The project consists of the following component and activities:

Component 1: Climate and disaster risk information is effectively utilized to facilitate access to climate finance  
Activity 1.1. Validate required assessments and undertake consultations for the preparation of project proposals to access climate finance.

Activity 1.2. Develop a package of site level interventions.

Activity 1.3. Develop a range of cost-transfer (e.g., insurance) and funding mechanisms (e.g., income generating investments) for local use in funding risk reduction.

Activity 1.4. Undertake intervention site community consultations.

#### Project Summary

Project title:	Facilitating Climate Resilience in Tajikistan
Geographic location:	Countrywide
Implementing partner:	Committee for Environmental Protection under the Government of the Republic of Tajikistan (CoEP)
Project budget:	\$ 950,130.00
Project start and end date:	January 2018 – December 2019 (with 2 extensions granted until December 2020 and until December 2021)
Date of the last Project Board meeting:	25 December 2020
SDGs supported by the project:	13

#### SCOPE, PURPOSE AND OBJECTIVES

UNDP is seeking for an International Consultant, who, under the overall supervision of the CO Team on Climate Change, DRR, Energy and Environment and direct supervision of UNDP DRM Programme Manager as well as in close consultation with the national stakeholders and other relevant counterparts, will evaluate the activities executed and results achieved, assess impact of project interventions and etc.

Main objectives of the Final Project Evaluation include:

To determine the extent to which the project design has been in line with GoT and UNDP policy/programmatic priorities, and how it contributed to uplifting policies in this sector.

To assess to which extent the project successfully achieved impact through reaching its anticipated outcomes and outputs, as stipulated in the Project Document and Project Results Framework.

Identify factors that have contributed to achieving project results, or, in contrary, impeded the project progress.

Analyze the effectiveness of the partnerships established/maintained with the Government, UN Agencies, donors, local communities and other relevant stakeholders.

<sup>28</sup> The Second National Communication of the Republic of Tajikistan under the United Nations Framework Convention on Climate Change, 2008 <http://unfccc.int/resource/docs/natc/tainc2.pdf>

Identify lessons learnt in the course of project implementation and provide recommendations as necessary.

In particular, the project evaluation should respond to following key evaluation criteria:

#### Relevance

Assess to what extent the project was in line with national disaster risk reduction and response preparedness priorities, UNDAF, UNDP CPD and SDGs.

Assess to what extent the project's overall interventions addressed the needs of the beneficiary government agencies and local communities.

Assess the relevance and impact of technical assistance provided within the framework of the project.

#### Effectiveness

Review and analyze the achievement of projects' results against set targets. Were the projects objectives and outputs clear and feasible?

Assess the performance of the Project with particular reference to qualitative and quantitative achievements of outputs and targets as defined in the Project documents and work-plans and with reference to the Project baseline.

Assess the areas in which the project has the fewest and the greatest achievements.

Analyze the underlying factors within and beyond implementing agency's (UNDP) control that affect the Project (including analysis of the strength, weaknesses, opportunities and threats affecting the achievement of the Project).

Assess the extent to which the project partners been involved in project implementation. What has been the contribution of partners and other organizations to the outcome, and how effective have UNDP partnerships been in contributing to achieving the outcome.

Asses to what extent capacities of national and regional partners/authorities have been enhanced.

#### Efficiency

Assess whether the Project has utilized Project funding as per the agreed work plan to achieve the projected targets.

Analyze the role of the Project Steering Committee (PSC) and whether this forum has been optimally used for decision making.

Assess the timeline and quality of the reporting followed by the Project.

Assess the qualitative and quantitative aspects of management and other inputs (such as equipment, monitoring and review and other technical assistance and budgetary inputs) provided by the project vis-à-vis achievement of outputs and targets.

Identify factors and constraints, which have affected Project implementation including technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the Project design.

#### Sustainability and Impact

Assess preliminary indications of the degree to which the Project results are likely to be sustainable beyond the Project's lifetime (both at the community and national level) and provide recommendations for strengthening sustainability.

Assess the sustainability of the Project interventions in terms of their effect on environment.

Analyze the emerging impact on the communities for both men and women in terms of food security, income and asset enhancement. Asses to what extend the project interventions contributed to economic/livelihood empowerment of the community level beneficiaries, especially vulnerable women, migrant families, etc.

#### Partnership

How the partnerships affected in the project achievement, and how might this be built upon in the future?

Have the ways of working with the partner and the support to the partner been effective and did they contribute to the project's achievements?

How does partnership with municipality government and User Committee (UC) work? Does it create synergies or difficulties? What type of partnership building mechanism is necessary for future partnership?

How the partnership with local government (municipality) deviates from bidding process? What kinds of systems were developed for mutual accountability between partners, user group and UNDP and how well did they work?

#### Gender equality and Social Inclusion

To what extent have issues of gender and marginalized groups been addressed in the design, implementation and monitoring of the project?



To what extent the project approach was effective in promoting gender equality and social inclusion - particularly focusing on the marginalized and the poor through construction of community infrastructure and livelihood recovery interventions?

To what extent has the project promoted positive changes of women, differently abled people and marginalised group? Were there any unintended effects?

#### Lessons learnt/Knowledge Management

Analyze areas for improvement for programming, especially with respect to project design, relevance, and capacity of institutions for project decision making and delivery.

Identify significant lessons or conclusions which can be drawn from the Project in terms of effectiveness, efficiency, sustainability, and networking. Special attention may be given to the security situation and the coping strategies developed by the project to maintain work momentum.

#### **EVALUATION METHODOLOGY SUGGESTED**

The proposed evaluation methodology employs results-oriented approach and integrates cross-cutting issues (human rights, gender equality, environment etc.) into the evaluation.

The key elements of the methodology to be used by the evaluation team will consist of (but not limited to) the following:

- Documentation/desk review.
- Interviews with key partners and stakeholders.
- Questionnaires.
- Participatory techniques, SWOT analysis and other approaches for gathering and analysis of data.

#### Evaluation team composition

The evaluation will be conducted online (using zoom, Microsoft teams, email skype and/or other phone interviews and email communication).

#### Documents to be reviewed:

Some of the background documents to be reviewed as part of the outcome evaluation are as follows:

- United Nations Development Assistance Framework (2016-2021);
- Country Programme Document (CPD) 2016-2021;
- Project Document “Facilitating Climate Resilience in Tajikistan”;
- Annual Progress Reports for the entire project period;
- Monitoring and Evaluation tools (minutes of the Project Steering Committee meetings etc.).
- Publications and social media resources, as relevant.

#### **EXPECTED OUTPUTS AND DELIVERABLES**

The consultant is expected to provide the following key deliverables within the period of his/her assignment: Inception report, comprising a proposed methodology, workplan and schedule; Draft evaluation report for comments; Address comments, questions and clarifications; Final evaluation report (addressing comments, questions and clarifications); Project evaluation presentations and other relevant products.

It is expected that draft report will be submitted to the UNDP in two working weeks after interviewing all stakeholders and the final report with all comments and recommendations incorporated submitted to UNDP for final endorsement not later than in two working weeks after receipt of consolidated formal feedback with comments to a draft from the UNDP (in the form of audit trail).

*The draft Report and Final Reports:* The Report should be logically structured, contain evidence-based findings, conclusions, lessons, and reasonable number of recommendations, and should be free of information that is not relevant to the overall analysis. The Report should respond in detail to the key focus areas described above.

*Presentation:* For presenting and discussing the draft final report interactively, the consultants will facilitate a concluding workshop for the Project stakeholders.

#### **PLANNED ACTIVITIES**

#	Deliverable	Approx. Timeframe	Approx. Days
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Desk review of the contextual and project related documents	November	4 days
Provision of inception report, comprising of the evaluation methodology, questionnaires and evaluation approach		
Distance/virtual meeting with project stakeholders	November	5 days
First draft of the Project Evaluation report submitted and accepted by UNDP.	December	10 days
Feedback on the draft evaluation report incorporated	December	1 day
Final Project Evaluation report with recommendations in a form and substance satisfactory to UNDP, submitted within 2 weeks after the receipt of final comments from UNDP. The presentation of key Project Evaluation findings prepared and presented at the Final Project Workshop meeting	December	5 days

## EXPECTED DELIVERABLES

1	Provision of inception report, comprising of the evaluation methodology, questionnaires, and evaluation approach	20 November 2021
2	Draft Evaluation Report submitted and accepted by UNDP.	01 December 2021
3	Final Evaluation Report submitted within 2 weeks after the receipt of final comments from UNDP. Report reviewed and accepted by UNDP and	15 December 2021

## REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

### Academic Qualifications:

At least Master's degree in Development Studies, Environmental Sciences, Public Policy, International Relations, Economics or other relevant field.

### Years of Experience:

At least 5 years of experience in conducting projects/programme evaluation of similar thematic foci (i.e. climate change/resilience, disaster risk management) with UN agencies, international organizations and Government.

### Functional Competencies:

Strong analytical skills.

Strong networking and coordination skills and demonstrated ability to liaise and involve partners.

Strong interpersonal skills with ability to work under pressure and to establish and maintain effective work relationships with people of different backgrounds.

High sense of responsibility, attention to detail, willingness to take initiative, excellent communication skills.

Knowledge and understanding of international and country-level DRM contexts.

Similar experience in Tajikistan or Central Asia is an asset.

### Language:

Written and verbal fluency of English language.

Knowledge of Russian and/or Tajik is an asset.

### Corporate Competencies:

Affinity with the mandate and role of the United Nations.

Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability.

Treats all people fairly without favoritism.

## PAYMENT

Payments are in lump sums, and done upon provision of the output, i.e. upon delivery of the services specified in the TOR that contributed to the overall project deliverables as stated above under "Expected Deliverables".

20% - Upon successful completion of Deliverable 1; 40% - Upon successful completion of Deliverable 2; 20% - Upon successful completion of Deliverable 3.