

**EXTERNAL REVIEW OF THE
“ENHANCING INDIVIDUAL INCOMES AND IMPROVING LIVING
STANDARDS IN KHATLON, TAJIKISTAN” PROJECT
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LIST OF ABBREVIATIONS

ADF	Association of Dehkan Farms
DDC	District Development Committee
EU	European Union
EHISK	Enhancing Individual Incomes and Improving Living Standards in Khatlon, Tajikistan Project
FAO	Food and Agriculture Organization
JRC	Jamoat Resource Centre
MDG	Millennium Development Goals
MLF	Micro loan fund
MLSP	Ministry of Labour and Social Protection
CVT	Centre for Vocational Training
UI	Urban Institute
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

TABLE OF CONTENTS

EXECUTIVE SUMMARY	5
EXECUTIVE SUMMARY	5
PURPOSE AND OBJECTIVE OF THE EVALUATION	5
METHODOLOGY	6
A. INTRODUCTION.....	6
B. BACKGROUND OF THE PROJECT.....	7
Overview of the Project Area.....	7
Project Description	8
C. ASSESSING PROJECT DESIGN, STRATEGY AND APPROACH	8
Testing the Validity of Assumptions	8
Relevance of Logical Framework	9
Relevance and Adequacy of the Chosen Strategy	9
Relevance and Adequacy of the Approach Regarding Gender	11
D. OVERALL PERFORMANCE ASSESSMENT	12
Result 1. Agricultural Productivity and Market Chain Improved	12
Result 2: Marginalized groups socially integrated and mobilized into income generating activities	22
Result 3 - Rural inhabitants get access to clean drinking water.....	26
Result 4 - A local governance system supporting economic growth	29
E. ASSESSING PROJECT MANAGEMENT AND IMPLEMENTATION MECHANISMS.....	33
F. ASSESSING FINANCIAL ASPECTS.....	34
G. KEY CONSTRAINTS AND FUTURE RECOMMENDATIONS	35
J. OVERALL CONCLUSIONS	39

ANNEX I: TERMS OF REFERENCE	41
ANNEX II: LIST OF KEY PEOPLE MET	46

LIST OF TABLES

Table 1: Land Coverage of Associations.....	12
Table 2: Price for Ploughing	14
Table 3: Repayment status of Bank tools holders to ADF as of March.....	14
Table 4: Repayment Status for Greenhouses as of March 2009.....	16
Table 5: Number of Agro-processing Workshops within ADFs.....	17
Table 6: Repayment Status of Agro-processing Workshops as of March 2009...	18
Table 7: Summary of Finding for Result 1	19
Table 8: Vocational Training Statistics for Boys	24
Table 9: Vocational Training Statistics for Girls.....	25
Table 10: Summary of Findings for Result 2	26
Table 11: Drinking Water Systems	27
Table 12: Summary of Findings for Result 3	28
Table 13: Number of JRCs.....	29
Table 14: Comparative Table on DDC and Council of People's Deputies	32
Table 15: Project Expenditures	34

EXECUTIVE SUMMARY

This report presents the key findings of the external review of the Enhancing Individual Incomes and Improving Living Standards in Khatlon (EIIISK) Project financed by the European Commission/TACIS. The project has been implemented in 6 poorest districts of the Khatlon Oblast, namely Baljuvon, Farkhor, Shurobod, Nosiri-Khisrav, Kumsangir and Pyanj. The Project has been designed to assist with essential basic services as well as to strengthen the institutional capacities of local authorities and the civil society and improve the livelihood of the population.

The main objective of the external evaluation was to review the progress, assess project strategy and impact and give recommendations for the future. The review was undertaken in March 2009. The external evaluator has found that the achievements of the Project are ambiguous: there is certain progress in achieving of such outputs as vocational training of youths, improving access to infrastructure, enhancing awareness about potential water decrease, in the same time the Project obviously didn't achieved its outputs on strengthening local institutional capacity and increase of agricultural productivity. In the same time the issue of overall sustainability of the achieved results are also under doubt. However, the main reasons of low effectiveness not in the chosen strategy or management form but in the project design: the objectives are rather ambitious, given the duration of the project, outputs and activities are quite dispersed.

The external review specialist assessed that the chosen strategy of working closely with Government, collaborating with local communities and building civil society was found to be effective. The Project has invested considerable energy in working to strengthen civil society. The project strategy of closely involving the beneficiary community to assist in project identification and implementation is well considered. The Project has made a special effort to involve women and ask for equal participation of men and women in the different activities and organizations being constituted under the project.

The main entry points that the Project has used are infrastructure, agriculture, health, institutional development. The External Review team found that the selection of these entry points is appropriate and in-keeping with the needs of the districts, where the project has been brought out. However, overall project coverage has been very small. The Project has increased rural incomes and employment but the increase in incomes is not large. Drinking water supply has an impact in terms of time savings of women and its impact on health is considerable but not readily quantifiable. However, these schemes substantially relieve women of their work load. The large infrastructure/irrigation projects have ensured regular water supply to around 600 ha of the irrigated land and 300 ha of household plots in the target districts. This has a significant impact on irrigated agriculture in target jamoats.

PURPOSE AND OBJECTIVE OF THE EVALUATION

The purpose of the assignment was to carry out a standard end-of-project evaluation as it is performed in technical assistance projects. The main users of this evaluation are EC as financing agency and UNDP as implementing agency. These organisations

agreed to conduct a final external evaluation and are the first beneficiaries of its results.

The purpose of the evaluation is to assess the overall performance of the project, assess the level of attainment of objectives and the achievement of results and outputs. Further, to analyse the modality of implementation and the institutional and managerial arrangements. Based on the above results the outcomes and impacts have been derived and sustainability of achievements has been estimated. The constraints and recommendations have been elaborated for future actions in similar project interventions.

METHODOLOGY

The preparation of the evaluation process started in February 2009 with familiarization with project documents and planning of the evaluation activities. The evaluation was carried out by one local evaluation expert. The evaluation process was carried out in close cooperation between the evaluator and UNDP staff in both Area Offices (Kulyab and Shaartuz) as well as with the Communities Programme office in Dushanbe.

The local consultant visited the project sites in both area offices in February – March 2009. The following sources of information were utilized:

- Review of available literature on relevant subjects for the evaluation;
- Review of project reports;
- Interview of key personnel in UNDP and Communities Programme;
- Interviews of representatives of associations, dekhkan farms, local government administration, other donor agencies, as well as local key informants.

The main aim of the information gathering was to receive information on how the service provision by the project was perceived by different stakeholders. The actual figures on achievement levels were received from UNDP staff, farmers, population of the target area independently.

A. INTRODUCTION

This report presents the key findings of an external review of the “Enhancing Individual Incomes and Improving Living Standards in Khatlon, Tajikistan” (EIIISK) Project financed by the European Commission/TACIS and implemented by UNDP Tajikistan Country Office. The project has been implemented in 6 poorest districts of the Khatlon Oblast, namely Baljuvon, Farkhor, Shurobod, Nosiri-Khisrav, Kumsangir and Pyanj. As elsewhere in the country, the district administrations are not able to fulfill properly their function of providing basic public services to the population due to paucity of resources and limited capacity. The EIIISK project was designed to assist improve the livelihood of the population of the selected districts through involvement of civil society in development process, essential rehabilitation and construction of basic infrastructure as well as to strengthen the institutional capacities of local authorities. The Project was started in January 2007 and lasted by the end of 2008.

The main objective of the external review is to review the progress, assess project strategy and impact and give recommendations for the future. The external review is expected to provide UNDP and its partners with the opportunity to get an independent outsiders' reflection and recommendations and to assess the orientation and strategies in the given context, the partners' capacities and the sensitivity of the approach to local conditions. Specific questions were also raised for the review team which focused on the *efficiency, efficacy and sustainability* of different project components. The detailed terms of reference are attached as Annex I.

The external evaluator met with government officials at the district and Jamoat level. The external evaluator also met with 140 people in 14 villages from the project districts. The review specialist also had detailed discussions with UNDP CP project staff in Kulyab and Shartuz area offices. Meetings were also held with UNDP staff in Dushanbe and EU Delegation Office in Dushanbe. The team also visited the infrastructure projects being implemented by UNDP and met with beneficiaries. A list of key people met by the review specialist is given in Annex II. The review was undertaken in March 2009 by Mr. Firuz Shukurov.

B. BACKGROUND OF THE PROJECT

Overview of the Project Area

The project has been working in the Baljuvon, Farkhor, Shurobod, Nosiri-Khisrav, Kumsangir and Pyanj Districts which are situated in the south of Tajikistan in the Khatlon Oblast. The districts were chosen based on their vulnerability and UNDP's previous experience in those districts. Total population of the project area is estimated to be 170 thousand people.

The principal economic activity in the districts is agriculture. Generally cotton, potatoes and vegetables are grown on the irrigated lands. The districts have a good potential and favourable climate for fruit growing. The districts, especially Shurabad, Baljuvan and Panj, also have large reserves of pastureland in the hilly and mountainous areas. Privatization of state-owned land has taken place and most families have received some land. Land distribution is based on the amount of land around the village and the number of members in each household. The available land is distributed among the current population.

The institutional landscape of the districts is sparse. The local governments have been afflicted by lack of resources and there has been virtually no investment in the provision of physical infrastructure. Government's maintenance budget is negligible and has been unable to maintain the existing social infrastructure. While the government has a large cadre of teachers and health practitioners they are poorly paid. The districts' private sector is weak and faces many problems such as access to markets, lack of financial services, lack of proper incentives and poor marketing infrastructure. At the time of project inception it was assessed that civil society needed to strengthen its capacity and find a niche for itself. The increased economic pressure since independence of Tajikistan has put increased pressure on the rural population of Tajikistan. Almost all men under working age are in search of the job in Russian and other CIS countries.

Project Description

The project “Enhancing Individual Incomes and Improving Living Standards in Khatlon, Tajikistan” (EIIISK) started on January 1st, 2007.

The overall goal of the Project is to promote sustainable livelihood of women and men in the selected 6 districts. The four specific objectives of the Project are as follows:

Objective #1 – The improvement of agricultural productivity and marketing chains

Objective #2 – Marginalized groups socially integrated and mobilized through employment and income-generating opportunities

Objective #3 – Local infrastructure improvement through the mobilization of local resources

Objective #4 – Revitalization of development initiatives by promoting community participation and building the capacity of local administrations towards effective local governance

The project has evolved within the frame of the UNDP Country Programme 2005-2009. The project objectives come from Transforming Livelihoods and Redistributing Responsibilities focus areas of the UNDP Country Programme. In the EIIISK project, the main instrument for improving governance and enhancing local capacities was to be undertaken through establishing new and strengthening old Jamoat Resource Centres, facilitating access to information and know-how, organising needs-oriented training and advice for the creation and strengthening of neighbourhood groups and institutions and encouraging planning, monitoring and evaluation of development activities.

As far as the Objective 1 was concerned, ADF were expected to stimulate agricultural production, the processing and marketing of products, with the aim of enhancing subsistence, income and reducing vulnerability in the selected jamoats. Objective 2 has included the improvement of employment of young people, support for the creation of income and assets. Objective 3 has aimed on the improvement of public and social infrastructure at village and jamoat level through mobilization of local resources. Regarding objective 4, new JRCs and DDCs were expected to promote community participation and build the capacity of local administration towards effective local governance.

C. ASSESSING PROJECT DESIGN, STRATEGY AND APPROACH

Testing the Validity of Assumptions

Most of the assumptions made in the Project Document (see Master Logical Framework) regarding the willingness of beneficiaries to get services, supportiveness of local government and self-government stakeholders and availability of respective personnel are valid. In the same time, some assumptions made in project design are implicit and have to be gleaned. While local official organisations and authorities have undertaken many of the management functions regarding the maintenance of

schemes there is limited capacity to finance any major repairs. The expectation that JRC would improve local governance capacity in delivering services to population and support economic growth was vague. Another assumption made was that ADF would improve agricultural productivity and enhance access to local markets. While the ADF has in some degree helped farmers members of ADF in general increase in productivity was not recorded.

Relevance of Logical Framework

The choice of the various activities and outputs are based on the previous experience of UNDP in Tajikistan as well as corresponds to UNDP Country Programme 2005-2009. The logic of the project matrix is average. The reasons are:

(i) The objectives are rather ambitious, given the duration of the project.
(ii) The objective #4 is not verifiable with its indicators. The objective is identified as “A local governance system supporting economic growth”; its indicators are as follow:

- 4 new JRCs and 4 DDCs established and their capacity built;
- Enhanced and increased community participation in community issues through JRCs and DDCs;
- 100 people involved in prioritization and strategic planning and civil society representation improved;
- At least 1,000 beneficiaries raised their awareness through number of training sessions on advocacy, involvement to decision making process;
- At least beneficiaries improved their awareness about HIV/AIDS, malaria, health & sanitation, land tenure, de-mining, labor migration etc;
- 5,000 pages publications issued and information materials distributed in target Jamoats;

It is obvious that none of those indicators are applicable to the objective “A local governance system supporting economic growth”.

(iii) Some of the important activities have not been reflected in the Logical Framework. MLFs have played active role in suitability of the JRCs. All JRCs, including newly established, have a revolving fund counted around 120 thousand TJS as a share in a micro finance institution (MLF) – “Imodi Khutal” or “Vaksh Microfin”, depending on location of JRC. MLFs pay interests to JRCs for using revolving funds, in 2008 it was 16 thousand TJS and in current year it is planned to receive 17 thousand TJS from MLFs. The Project spent \$140,000 on this activity or 76% of total funds allocated on objective 4; however, this relationship has not been reflected in the Logical Framework.

Relevance and Adequacy of the Chosen Strategy

The chosen strategy of the EIIISK project consists of the following key parameters: its decision to work at the jamoat level as lowest tiers of the administrative structure, working in close cooperation with the district Khukumats and delegating the allocative decisions regarding project beneficiaries to a forum, involving communities in the identification and implementation of its projects, and providing a mix of grants and credit-in-kind to its beneficiaries under the agriculture and income generation

activities. This section of the report examines these key aspects of its strategy and gives the views of the external evaluator on each aspect.

Working at the Jamoat Level

EIISK project has chosen to work at the mixture jamoat/district level in the selected districts and has set-up arrangements for project management and decision-making at the jamoat level. This approach contrasts sharply with the approach of other agencies such as the Mountain Societies Development Support Programme (MSDSP) which is working at the village level and with that of Urban Institute which is working only at the district level, [moreover, UI activities are very limited by few cities]. MSDSP's rationale for working at the village level is attributed to its adoption of a participatory model of development in which it wants to involve a majority of village households to steer their own development. UI's choice of working at the district level was fashioned by the mandate of UI to improve services delivery of local government to its' population.

UNDP's choice of working at the sub-district level was fashioned by the fact that this was where the lowest tier of government and this would enhance the chances of participation and would enable UNDP to capitalise upon the proposed reform in local self-government. In the same time EIISK strategy at district level through DDC has enabled it to engage government in ways in which other agencies have been unable to do and to also involve government line agencies present at the district level. UNDP through its JRCs has found a mechanism to deal with households at the village level through its village assessments and during the construction of the infrastructure projects when it interacts closely with the group which has taken the responsibility for implementation of infrastructure projects. One of the main disadvantages of UNDP strategy to work via its JRCs and DDCs is that there hasn't been established good mechanism to build capacity of the local government and self-government. UNDP through its JRCs tries to mobilize local communities in solving local social problems, however no real support to local self-government bodies were provided neither by this project nor by other UNDP projects in the past.

Working Closely with Government

A key aspect of the EIISK strategy has been to work closely with the Hukumats or the Governments at the district level. While many donors talk about working with the Government, in practice, they have maintained an arms length and have feared that too close an interaction may lead to the hijacking of decision making about project activities by government authorities. The EIISK Project is an exception in that both the district and sub-district or Jamoat governments have been invited to be members of the District Development Committee and have voting rights regarding the final choice of projects in their respective areas of jurisdiction. Another dividend of working closely with government has been its offer of assistance in some of the sub-projects being implemented under the Project. Even though the government has not always been able to live up to its commitments, this strategy has led to a good working relationship and building of trust between the government and UNDP CP. The government's experience of working closely with civil society provided by the Project will serve to help them capitalize on the impending changes in local self-government.

Examining the Feasibility of Implementing a Strategy that Targets the Poor and Socio-Economic Development of the District

While there is no inherent conflict in the strategy that aims at targeting the poor and the socio-economic development of the district, there are some aspects of the EIIISK targeting approach which tends to benefit the relatively better off farmers. The agriculture activities tend to be targeted at farmers who have relatively larger holdings of irrigated land and thus the farmers with the marginal or *Lalmi* lands do not benefit from the project activities. The review expert held interviews with farmers who have benefited from the large irrigation infrastructure projects. It appeared that both the poor and non-poor farmers occupied these lands. The infrastructure projects benefit the entire village population and all households have equal access to the benefits that arise from drinking water supply. The income generation component, targeted on vocational training of girls, covers both girls from poor households as well as girls from the non-poor households. The Project has provided grants in its agriculture and income-generation packages, such as mini agro-processing entities, mills, beekeeping, etc. There is need for closer examination of who is getting these packages.

Relevance and Adequacy of the Approach Regarding Gender

The Project has been making a special effort to involve women and ask for equal participation of men and women in the different activities and organizations being constituted under the project. The mainstreaming of women in the institutional development aspects of the programme is commendable. Women are key partners in the JRCs and DDC and in civil society organizations. However, the social norms regarding the roles and responsibilities of women are beginning to change in Tajikistan.

Women are involved in the infrastructure projects and these are as important for them as for the men. The investment in drinking water supply has been of particularly benefit to them. Interviews with women in villages where drinking water schemes have been installed indicated that women have, on average saved between two to four hours which they would previously spend in collecting potable water from a distant source. The health impacts of the provision of safe drinking water are also said to be quite significant although they are more difficult to quantify. Many villagers remarked on the reduction in water borne diseases as a result of the water supply scheme. The Project has worked closely on water born disease training with the local NGOs.

Overall women still play an active role in society and despite the problems with resurgence of traditional norms they are also in government service and participate actively in project activities. Women participate actively at the village level and are also active participants in JRCs. Women are also very keen participants in the village level infrastructure projects. Many of the people hired to look after projects include women. A special effort has to be made to involve women as active participants on the project team. Even though, the staff has received gender training there is need for more training of the male staff members on issues that would increase their gender

sensitivity and enable them to interact with local communities in a more sensitive manner.

D. OVERALL PERFORMANCE ASSESSMENT

Result 1. Agricultural Productivity and Market Chain Improved

Agriculture employs three-fourths of the Khatlon labor force, with the cotton sector the largest employer in rural Khatlon areas. The main agricultural crop remains cotton, which dominates in agricultural production accounting about 75-80% of output. In recent years, cotton was grown on around 45% of farmland, with an average yield of 1.9 tons of seed cotton per hectare, low by international standards and lower than yields before the transition (international standards are 2.5- 3.5 ha per ha). Average yield by other crops are also lower of their potential. Several serious problems impede to improve agricultural productivity, they are: low capacity and knowledge of farmers about new agricultural techniques, lack of access to loans and input provision, lack of access to machinery tools, ramshackle irrigation system, continued state intervention in management of big farms.

Agriculture could be an important driver of growth and poverty reduction, but, as mentioned earlier, the sector lags behind the rest of the economy, in large part because of poor agricultural productivity. The Project tried to address to the above mentioned issues through the following tactics:

- Unite the dehkan farms in associations (Associations of Dehkan Farms). The given approach allows to act collectively to protect their interests
- Support the given associations with machinery bank tools and thus to reduce their cost on hiring of external services or get loan from powerful creditors
- Enhance of farmers' experience in agriculture through creation of demo plots, where the second yield ... are shown, as well as creation of greenhouses for early yields
- Enhance of farmers' knowledge in various issues necessary for successful farm running such as agriculture, live-stock breeding, business management, property law, etc, through creation or supporting of already existed Business Advisory Information Centres.
- Enhance business and market opportunities of farmers through organizing and equipping of agricultural processing workshops.

The purpose of forming Associations of Dekhan Farms (ADFs) by the Project was to give the farmers chance to act collectively to protect their interests. The Project has established 13 ADFs in the target areas. All ADFs were registered with Khatlon Department of Justice as non-commercial non-governmental organizations. All ADFs were provided with office space by Farkhor and Shartuz district authorities and equipped with necessary furniture and equipment from project funds. The ADFs consolidated 181 farms from 6 districts with total land of 9,600 ha including arable land, pasture and forests. The detail information is below:

Table 1: Land Coverage of Associations

UNDP Area	District	Jamoat	ADF	Number of Members/Farms	Total Land
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Office					(in ha)
Kulyab Area Office	Farkhor	Farkhor	Kontcern Maadat	8	350
		Darqad	Surhob	12	240
		Dehqonariq	Zoli Zard	9	368
		Ghalaba	Shohin	7	54.5
	Shurobod	Yol	Nuriddin Mahmudov	12	230
		Dashti Jum	Mirzo Abdullo	9 farms, 2 collective farms and 7 small farms	4,360 ha, from which 425 ha of arable land
	Baljuvon	Baljuvon	Sufi Amon	10	2,000 ha, from which 300 ha is arable land
Shaartuz Area Office	Nosiri-Khisrav	Firuz	Firuz	32	1,000 ha
		Komsomol	Komsomol	10	120
	Kumsangir	Pyanj	Pyanj	12	210
		Kumsangir	Kumsangir	11	209
	Pyanj	Namuna	Namuna	21	186
		Sarmantoy	Sarmantoy	28	260

The structure of ADF is the following: superior body is the general meeting of founders. The duty of the general meeting is to elect a chairman of the general meeting, members and a chairman / director of executive board of ADF and members and chairman of a revision committee. Each ADF has to have one accountant; it can have any other specialist as required.

The Project provided the associations with the trainings, whose topics were identified based on a questionnaire. The trainings covered the following areas:

- Organizational-legal aspects of establishing and functions of the ADFs. Legal aspects of farms' activities, including issues related to reorganization of former collective farms and land reforms.
- Creation of mechanisms for internal interaction, sharing of resources and individual share of members in the ADFs.
- Strategic planning. Team work and resolving conflicts.
- Business - planning and mechanisms for financial stability
- Organization of economic activities, office-work and documentation in the ADF

Bank Tools

The Project has established 13 tool banks under each ADF. The tool banks are stores for agricultural equipment and machinery for use by ADFs members. The external evaluator has found out that main and in some cases the only reason for farmers to

become a member of the ADF was the access to agricultural machinery. Those farmers who have machinery joined the ADFs because they needed spare parts for their tractors. Those farmers who didn't have tractors joined ADFs with the hope to rent the machinery on prices lower than market prices. Indeed, the price for machinery ploughing range from 130 up to 230 TJS per ha depending on region. For the members of ADFs the price of ploughing is cheaper on 30-50%.

Table 2: Price for Ploughing

District	ADF	ploughing price for dehkan farms, Tajik Somoni	ploughing price for members of ADFs, Tajik Somoni	Deduction in costs for ADF members
Farkhor	Kontcern Maadat	160	80	50%
	Surhob	160	80	50%
	Zoli Zard	150	75	50%
	Shohin	170	80	53%
Shurobod	Nuriddin Mahmudov	130	75	42%
	Mirzo Abdullo	140	80	43%
Baljuvon	Sufi Amon	180	100	44%
Nosiri-Khisrav	Firuza	200	100	50%
	Komsomol	175	125	29%
Kumsangir	Pyanj	260	230	12%
	Kumsangir	190	100	47%
Pyanj	Namuna	160	80	50%
	Sarmantoy	150	80	47%

The scheme of organizing bank tools as follows: those farmers, who had machinery or any other equipment necessary for agriculture, requested the ADF board about the spare parts needed for its repair. The list of spare parts passed to UNDP Project staff for further actions. The amount could not exceed USD 3,500. After getting repair of their machinery, the farmers have to return the half of the amount spent on machinery repair during three years to ADF. The disadvantage of this scheme is that ADF doesn't possess means of production but only spare parts of that means. There are risks related to leaving of those members who possess machinery from the association, or pressure that people on decision making. Moreover, since the spare parts' available time could be less than three year the leasing agreements signed by sides are ridiculous in economic content; the proper type of agreement between the association and a man possessing machinery, in view of the external evaluator, is any kind of loan agreement.

Table 3: Repayment status of Bank tools holders to ADF as of March

District	ADF	Amount spent by the Project	Amount to be returned to ADF	Amount returned as of March'09
Farkhor	Kontcern Maadat	USD 3,500	USD 1,750	25% by harvest

District	ADF	Amount spent by the Project	Amount to be returned to ADF	Amount returned as of March'09
	Surhob	USD 3,500	USD 1,750	0
	Zoli Zard	USD 3,500	USD 1,750	0
	Shohin	USD 3,500	USD 1,750	0
Shurobod	Nuriddin Mahmudov	USD 3,500	USD 1,750	0
	Mirzo Abdullo	USD 3,500	USD 1,750	0
Baljuvon	Sufi Amon	USD 3,500	USD 1,750	0
Nosiri-Khisrav	Firuz	USD 3,500	USD 1,750	4,080 Somoni
	Komsomol	USD 3,500	USD 1,750	0
Kumsangir	Pyanj	USD 3,500	USD 1,750	the amount paid back in full
	Kumsangir	USD 3,500	USD 1,750	USD 1,300
Pyanj	Namuna	USD 3,500	USD 1,750	0
	Sarmantoy	USD 3,500	USD 1,750	0

Low returns in bank tool activities are explained by the fact that bank tools in most areas have started operating very late, however, it is expected that the borrowers will return money for spare parts in short time since the repaired machinery is very demanded in farms.

Demonstrative plots

Demonstrative plots represent a field school for farmers, where various agricultural practices are shown, such as second harvest, combined sowing. The demonstrative plots have been established within each ADF. All demonstrative plots show good results and are very popular among farmers; however, farmers don't rush to adopt new practices. There are several reasons for that. The first reason is that such practices require considerable expenses on the first stage, which are not affordable for majority of farmers. The second reason, farmers are not sure that their knowledge and skills will allow them to repeat the experiment. The only site, where the practices shown in demonstrative plot was successful, was ADF Mirzo Abdullo in Shurabad District. In the given ADF farmers after successful experience in demonstrative plot of 600 m2 extended practices on 4000 m2 plot.

Greenhouses

The Project has tried to introduce greenhouses in Shaartuz and Kulyab regions because of the fact that this agricultural practice has not been adopted by the rural population. Indeed, greenhouses are very profitable in conditions of Tajikistan, because allow to be first supplier of certain agricultural goods on markets, thereby, make a higher profits. The climate and other environmental conditions in general of the project districts allows to run greenhouses, however, this agricultural practice has not been applied by farmers of those districts. By introduction of greenhouses the Project aimed to advocate population to use the method and thus increase of their productivity.

Totally 27 greenhouses have been created and 2 have been rehabilitated within ADFs. In the Association "Nuriddin Mahmudov" the members have built additional three

greenhouses under lemons from their own funds. However, not all the experience was successful. For example in ADF “Komsomol” the greenhouses were not profitable in 2008 and only now in 2009 they are seems to be successful.

The scheme of financing of greenhouses under the Project is the following: UNDP spent approximately USD 4,000 to build greenhouses in selected farms among members of ADFs. All greenhouses belong to respective ADFs. The person or farm which runs greenhouse has a leasing agreement with the respective ADF and has to return 50% of the total spending during three years, and hence become a full owner. Since the greenhouses in most project sites have been launched recently, to evaluate the return rate presents difficulties. Summary of expenditures on greenhouses are below.

Table 4: Repayment Status for Greenhouses as of March 2009

District	ADF	Year of launching	Amount spent by the Project	Amount to be returned to ADF	Amount returned as of March'09
Farkhor	Kontcern Maadat	2008	USD2,594	USD 1,297	0
	Surhob	2008	USD2,594	USD 1,297	0
	Zoli Zard	2008	USD2,594	USD 1,297	0
	Shohin	2008	USD2,594	USD 1,297	0
Shurobod	Nuriddin Mahmudov	2008	USD2,594	USD 1,297	800 TJS;
	Mirzo Abdullo	2008	USD2,594	USD 1,297	0
Baljuvon	Sufi Amon	2008	USD2,594	USD 1,297	0
Nosiri-Khisrav	Firuza	2008	USD2,594	USD 1,297	0
	Komsomol	2007	USD2,594	USD 1,297	1,600 TJS; 12%
Kumsangir	Pyanj	2008	USD2,594	USD 1,297	700; 8%
	Kumsangir	2007	USD2,594	USD 1,297	23,308 TJS; fully returned money
Pyanj	Namuna	2008	USD2,594	USD 1,297	0
	Sarmantoy	2007	USD2,594	USD1,297	3,577 TJS; 48%

During conversation with farmers the external evaluator found that the Project hadn't presented any business plans to greenhouse' owners. Thus, greenhouse owners didn't know what to grow and in what quantity to maximize the efficiency of the greenhouses. Since the given agricultural practice is a new for those farmers the enduring advice on greenhouse' management is crucial.

Small enterprises

Unemployment and relatively limited income generating opportunities in the rural areas have created additional barriers for sustainable development, and as a result, the region has a high number of labour migrants. According to official data, the number

of migrants in the Khatlon region is estimated to be 18* percent of the adult population annually. Small enterprises or production plants offer some local economic possibilities. In the frame of EIIISK Project, UNDP planned to support the creation of at least 13 small enterprises, thereby creating employment opportunities for the most marginalized people in the target areas.

The process of selection of business proposals within community was managed by JRC and ADF management. Each community had advised to refer to BAICs for consultations on their business ideas and development of business proposals. Business plans were selected based on their potential to employ staff and be sustainable with little initial support from the Project. Eligibility criteria, developed by the UNDP Project Staff, included following components:

1	Applicant has to be a resident of the target Jamoat and has willingness to start a business
2	Applicant has to have well developed business plan
3	Business plan has to include hiring of at least 5 employees, preferably women when it relates to agro-processing activities:
4	Applicant has to have appropriate premises for equipment instalment and storage
5	Premises have to be fit out with relevant infrastructure: electricity, water supply, close to motorways.
	when it relates to other business activities, such as honey making or mill, among other requirements:
6	Applicant has to have relevant skills, experience and knowledge on the business proposed

Totally 47 small enterprises have been created within the Project including 7 small enterprises on agricultural processing in Farkhor, Shurabad, Baljuvan, 30 agro-processing workshops, 6 mills and 4 beekeeping in Nosiri Khisrav, Kumsangir, Pyanj. Mills are built in the areas, where high demand on wheat processing exists: the given jamoats cultivate wheat, however, no mills in those jamoats had been organized before the Project. Consequently, the position of mills is monopolistic in the jamoats and therefore, there are high probability of business' successfulness. The Project also supported beekeeping in some jamoats. During the interviews the external evaluator revealed that beekeeping was viable since all supported entrepreneurs had previous experience in beekeeping and the product (honey) is highly demanded.

On the time of evaluation, the agro-processing SMEs in Kulyab area haven't started up (except the SME "" in Shurabad), however, they have a good chance to flourish: easy and cheap access to raw stuff (fruits and vegetables) and high production capacity (1,200 jars per shift) allow manufacturing competitive goods and promoting it in big markets, such as Kulyab, Kurgan-Tube, Dushanbe.

Table 5: Number of Agro-processing Workshops within ADFs

* The figure provided by the Unit of the Executive Office of the President on Labor and Social Protection

District	ADF	Year of launching	Agro processing enterprise / workshop	Mill	Bee-keeping	Store
Farkhor	Kontcern Maadat	2008	1	-	-	1
	Surhob	2008	1	-	-	1
	Zoli Zard	2008	1	-	-	1
	Shohin	2008	1	-	-	1
Shurobod	Nuriddin Mahmudov	2008	1	-	-	1
	Mirzo Abdullo	2008	1	-	-	1
Baljuvon	Sufi Amon	2008	1	-	-	1
Nosiri-Khisrav	Firuza	2008	3	3	1(10)	
	Komsomol	2007	6	1	1 (12)	
Kumsangir	Pyanj	2008	6	1	1 (4)	
	Kumsangir	2007	6	1	1(10)	1
Pyanj	Namuna	2008	3			2
	Sarmantoy	2007	6			1 big and 6 small
Total			37	6	4	11 and 6 small

In the same time, agro-processing workshops in Shartuz are not viable. An agro-processing workshop in Shartuz represents 10 women, who are preserving fruits and vegetables manually. The Project equipped them with utensils. There is no demand on their production at the local market; in the same time in order to have access to big markets such as Kurgan-Tube or Dushanbe, their production capacity have to be much higher. Of course such a hand work is not allowed to achieve the output of even small enterprises.

Table 6: Repayment Status of Agro-processing Workshops as of March 2009

District	ADF	Year of launching	Amount spent by the Project	Amount to be returned to ADF	Amount returned as of March'09
Farkhor	Kontcern Maadat	2008	USD 15,564*	USD 7,280	0
	Surhob	2008	USD 15,564	USD 7,280	0
	Zoli Zard	2008	USD 15,564	USD 7,280	0
	Shohin	2008	USD 15,564	USD 7,280	0
Shurobod	Nuriddin Mahmudov	2008	USD 15,564	USD 7,280	800 TJS;

* In Kulyab zone agro-processing workshops have been accompanied by storage facilities (\$9,079 is for mini enterprise and \$6,485 for storage). The external review counts it appropriate and logic, because, relatively high productive SME needs in storage facilities.

District	ADF	Year of launching	Amount spent by the Project	Amount to be returned to ADF	Amount returned as of March'09
	Mirzo Abdullo	2008	USD 15,564	USD 7,280	0
Baljuvon	Sufi Amon	2008	USD 15,564	USD 7,280	0
Nosiri-Khisrav	Firuza	2008	USD9,079	USD4,500	0
	Komsomol	2007	USD9,079	USD4,500	1,600 TJS; 12%
Kumsangir	Pyanj	2008	USD9,079	USD4,500	700; 8%
	Kumsangir	2007	USD9,079	USD4,500	23,308 TJS; fully returned money
Pyanj	Namuna	2008	USD9,079	USD4,500	0
	Sarmantoy	2007	USD9,079	USD4,500	3,577 TJS; 48%

Sustainability of ADF

The main idea of ADFs are to assist target dekhkan farms in acquiring good agricultural governance skills, which would ensure sustainable profitability, improved management practices, higher yields and higher efficiency at farm level. In the same time, the professional associations have to play a vital role in policy dialogue, position, share information, and continue sustained collaboration with local authorities. However, as it was found out thefghjse ADF, established in the frame of the Project, haven't developed such skills. The associations as well as their members are extremely in need of capacity building on business management and accountancy including financial and management accounting, budgeting, input procurement, overall management of an entity. None of the ADFs has a business plan, accounting books kept poorly or aren't kept at all. The stocks (spare parts of machinery, greenhouses, small enterprises) passed by the UNDP to ADFs are not recorded in accounting books and not recognized in terms of accounting. Without basic capacity, the ADFs sustainability is open to question.

Summary of Findings, Result 1

Table 7: Summary of Finding for Result 1

Objective 1. Agricultural productivity and the market chain improved	
<i>Planned activities</i>	<i>Real output</i>
<ul style="list-style-type: none"> 13 farm cooperatives established in targeted Jamoats complementing local economies; 	13 ADFs have been established, impact to local economies is negligible, however, successful operation of 7 small enterprises on agricultural processing in Farkhor, Shurabad, Baljuvan is able make some input to local economies
<ul style="list-style-type: none"> 13 agro-processing workshops established in Jamoats; 	37 agro-processing workshops established in 13 Jamoats, 30 agro-processing workshops are not viable

<ul style="list-style-type: none"> 13 agricultural cellar based storage facilities established in the Jamoats as auxiliary for agro-processing; 	<p>only in Farkhor, Shurabad, Baljuvan storage facilities have been established as auxiliary for small agro-processing entities, in other regions the storage facilities have been created as self operating entities in order to store farmers products before off-takes – they are not viable, since local farmers keep their yields in their houses</p>
<ul style="list-style-type: none"> At least 1,300 farmers improved their knowledge of agricultural best practices and land use rights; 	<p>The sessions on agricultural best practices have been conducted in the frame of Business Information and Advisory Centres; no sessions have been conducted by BIAC or any other entity on land use rights for farmers within the given Project. Land use rights advices have been given, occasionally, by lawyers of BAICs upon requests. How many farmers could improve their knowledge on mentioned issues is unclear since there are no any statistics or reports are kept at BAICs.</p>
<ul style="list-style-type: none"> About 100 poor households are provided with bucket drip feed and roof catchment irrigation systems; 	<p>the activity is still in process in some areas</p>
<ul style="list-style-type: none"> 13 demo plots organized (similar to FFS model) and diversification of crops put in place with composting and conservation techniques; 	<p>13 demo plots are successfully implemented</p>
<ul style="list-style-type: none"> 13 Agricultural Tool Banks in Jamoats organized and number of machinery and equipments procured; 	<p>Agricultural tool banks organized within the ADFs, in most of the cases farmers joined ADFs only because of the cheap access to machinery</p>
<ul style="list-style-type: none"> At least 13 greenhouses built and operational with supplementary components: 13 composting, biomass and bucket dripping systems; 	<p>Totally 27 greenhouses have been created and 2 have been rehabilitated within ADFs. In the Association “Nuriddin Mahmudov” the members have built additional three greenhouses under lemons from their own funds. However, not all the experience was successful. For example in ADF “Komsomol” the greenhouses were not profitable in 2008 and only now in 2009 they are seems to be successful. All greenhouses don’t have supplementary components mentioned by prodocs.</p>
<ul style="list-style-type: none"> At least 30% of beneficiaries are women; 	<p>the project component had indirect impact on women since the majority of ADF members are men. The only direct</p>

	impact could be through 30 mini agro-processing workshops in Nosiri Khisrav, Kumsangir and Panj regions, however, as it has been mentioned above, those entities are not workable.
<ul style="list-style-type: none"> At least 4 WUAs established under farm cooperatives 	WUAs are not established
<ul style="list-style-type: none"> At least 4 irrigation and drainage system constructed or rehabilitated; At least 600 ha of land get improved irrigation water; 	3 irrigation systems have been rehabilitated, covering 580 ha of farms' lands and 300 ha homestead lands. Irrigation system in Farrkhor district is on the balance of Minvodhoz, some construction works such as feeding channels, discharging channels and change of river bed in Komsomol and Panj jamoats are conducted by might of local inhabitants and the channels are still ownerless
<ul style="list-style-type: none"> Productivity of crops increased at least by 15%; 	Increase in productivity of crops is expected only in those area where low productivity was condition on poor access to water and improved irrigation has changed the situation. ADF membership doesn't impact on agricultural productivity, however, decreases some input costs of farmers-members.

Other findings

- ADFs are in need of capacity building on business management and accountancy including financial and management accounting, budgeting, input procurement, overall management;
- The stocks (spare parts of machinery, greenhouses, small enterprises) passed by the UNDP to ADFs are not recorded in accounting books and not recognized in terms of accounting;
- Dekhkan farms, members of ADF are lack of agricultural management skills for sustainable profitability, improved management practices, higher yields and higher efficiency at farm level;
- Those members of ADFs, who have green houses, need specific trainings on agricultural governance and financial management and enduring support from UNDP agricultural specialists for better green house management;
- Agro-processing workshops in Nosiri Khisrav, Kumsangir and Panj districts (Shartuz Office) are not vital since there is no demand on their production at the local markets, and in the same time their production capacity is extremely low in order to have access to large markets such as Kurgan-Tube or Dushanbe.

Result 2: Marginalized groups socially integrated and mobilized into income generating activities

Second objective implies increase income generating capacity of population of targeted Jamoats through two dimensions. First, the proposed plan envisaged to establish 13 Business Advisory and Information Centres (BAICs) in order to provide business advisory and counselling services approximately 1,300 beneficiaries. Second dimension was to organize apprenticeships for young people providing marketable skills. It was intended that 30 percent of the apprentices would be women, and at least 50% would have found jobs following their apprenticeship programmes.

Business Advisory and Information Centres

BAICs, established under the JRCs umbrella, serve as the primary means of providing business consultations to the local population, mostly farmers. In Kulyab area in 4 Jamoats new BAICs have been created, in 3 Jamoats ACTED had created Consultation Information Centres, which have been support by UNDP within the Project. UNDP just continued to support those centres established by ACTED. In Shartuz area totally 6 BAICs have been created. Each BAIC consists of 4 members, they are: agronomist, lawyer, economist and zoologist.

Through the interviews with BAICs' staff and beneficiaries the external evaluator identified that the need for the consultation services exists and grows up. Population has lack of knowledge of existing laws on taxation, entrepreneurship, dehqan farm registration, etc. Farmers are interesting in second sowing, drip irrigation and hotbed technology. In addition, while loans and micro-finance are becoming more accessible, economic and business planning skills as well as basic entrepreneurial knowledge are in high demand. While the population of the target areas has used the services of the BAICs to the extent desired, the need for business consultancies is still demanding.

In order to make demand on BAIC services sustainable, UNDP has partnered with micro-loan organizations (MLO) "Vakhsh Microfin" and "Khuttal", servicing the 13 target jamoats. Thus, potential MLO clients have been expected to first work with BAIC specialists to ensure a sound business plan or model and then apply to for a loan to the MLO. Alternative scheme implies that BAIC specialists make recommendations to the MLO: for example, if a potential borrower or applies for a loan presenting business plan regarding to specific agricultural or cattle-breeding issue, the MLO would refer to the BAIC for professional advice, because the MLO does not employ specialists capable to appraise the clients' business plan. To date, those people, who live in the project site, have received loans from MLFs with assistance of the BAICs.

In partnership with a local NGO "ATAS" UNDP enhanced capacity of BAIC consultants through the following trainings:

- Training methodology; the basic aspects of modern business consultation (consultation methods). Efficiency, essence and value of business consultation in SME development.
- Business planning for SME. Value of economic calculations in business activities.
- Business partnership developing skills and access to foreign markets.
- Effective application of modern technologies in business development.

- Legal aspects in running a business: Creation of necessary SME legal base and registration procedures, tax settlement and customs questions, economic laws and regulations, licensing and certification, administrative sanctions and financial checks, lobbying of SME interests

Observations of external evaluator show that BAICs are in high demand because the services are quite efficient and free of charge. However, true sustainability and success of BAICs are largely depending on affordability and readiness of the farmers to pay for services. None of the BAICs in targeted jamoats provided services after completion of financing from the Project side due to unavailability/non-readiness of farmers and local population to pay for services.

Sustainability of the BAICs

Basic purpose of BAICs is provision of consulting services to farmers and to the population of those areas. BAICs are not sustainable without UNDP support. The Project supported BAIC staff with the salaries, what allowed staff to provide advices to the population. Without UNDP support staff does not provide services. Tariffs are not developed, no demand exists from farmers and population in reception of paid services.

To ensure sustainability of BAICs, tariffs for services should be introduced while the project financing is still supporting the BAICs. However, during the project life, payment for services can be partially covered by the project; the share of payment for a service should be gradually decreased during the project life, in such way, that by the end of the project the payment for service should be fully covered by the client. This approach will help BAICs to develop customers' habit to pay for services. In the same time, the cooperation between JRCs and BAICs should be stronger. JRCs while developing project proposals and implementing projects from different donors should actively attract BAICs in drafting proposal and implementation of different project activities. The given approach will allow BAIC to strengthen their skills and have get additional income.

Vocational Training

The project addressed to the issue of integration of young people of the target Jamoats into employment and income generation opportunities through the provision of marketable, workshop-based skills. The main role in implementation of this subcomponent has been played by JRCs in the target jamoats. The JRCs organised local survey among young people to identify youths wishes and after that arranged practical, on the job training for the targeted beneficiaries, which included skills that are in local demand. In each target area, the JRCs selected focal points for organizing trainings, involving local master craftsmen and setting up community workshops to provide apprenticeships to young people. Totally 414 young people have been trained within the Project frame.

The structure of the workshop has been kept simple for easy local management. A master craftsmen or a person with recognized skills has managed the workshop, staffed by approximately five apprentices. The workshops have offered training through a free apprenticeship programme lasting between three to six months. Each workshop trained

from 12-15 people during the Project. Some workshops continue to train young people on commercial basis. Vocational training has been provided in the following areas: car and agricultural machinery repair; welding and ironing; sewing; gold embroidery; carpentry.

A small startup grant was given to targeted JRCs (up to 5,000 EUR per workshop) to establish workshop facilities, including basic equipment, premises, furniture and necessary educational materials. Remuneration support was provided by the Project for teachers of vocational workshops on time of project operation. UNDP Kulyab Area Office cooperated with the local office of Centre of Vocational Training (CVT) under the Ministry of Labour and Social Protection for expertise and educational content, and in this content all students of apprenticeship programme have been provided by the recognized diplomas of the CVT. Workshops in Shaartuz area didn't cooperate with MLSP authorities, therefore JRCs, themselves, issued certificates, acknowledging satisfactory participation of the student in the apprenticeship programme.

Table 8: Vocational Training Statistics for Boys

Name of Jamoat	Demand	# of Boys participated	type of trade	# of boys actively use their new skills	Comments
Farkhor	not known	15	welder	2 in Dushanbe, 11 in the Jamoat	average increase in earnings 500 Somoni
Ghalaba	not known	15	carpenter	6 Russia, 2 in Dushanbe, 5 at the Jamoat	those in Russia earns 1000 USD, in Dushanbe 1500 Somoni
Dashti Jum	>50	15	carpenter		
Baljuvon	>50	15	carpenter		
Firuza	>30 30 30	15 12 12	carpenter barber welder	not known 2 8 in Russia, 4 in Jamoat,	
Komsomol	36 +40	12, 11	photoshop barber	2 2 in Russian, 3 in Jamoat	
Pyanj		9 12 12	car maintenance barber cell phones repair	3 2 3 disable persons	

Kumsangir	<50 36	12 12	barber carpenter	not known 5 in Russia, 3 in Jamoat	
Namuna	>20 15	8 12	car maintenance barber	2 2	doesn't have money for car service facilities doesn't have money for barber facilities
Sarmantoy		12 12	barber carpenter non popular		carpenter not popular since Pyanj has its own vocational school were carpenters and welders are trained

Table 9: Vocational Training Statistics for Girls

Name of Jamoat	Demand	# of girls participated	Average increase in earnings
Farkhor		15	sewing
Darqad			
Dehqonariq	40	22	sewing
Ghalaba		15	sewing
Yol	>50	25	sewing
Dashti Jum		15	sewing
Baljuvon	>40	15	sewing
Firuza	45	15	sewing
Komsomol	>80	12	gold-embroidery
Pyanj		15	sewing
Kumsangir	<100	15	sewing
Namuna		15	sewing, 6 bought sewing machine
Sarmantoy		12	sewing, 100% busy

Summary of Findings, Result 2

Table 10: Summary of Findings for Result 2

Objective 2. Marginalized groups socially integrated and mobilized into income generating activities	
<i>Planned activities</i>	<i>Real output</i>
<ul style="list-style-type: none"> At least 1,300 beneficiaries are covered by business advisory and counseling services on employment and income generation activities; 	<p>Since the statistical reporting is not established in BAICs, the external evaluator found it difficult to estimate overall quantity of beneficiaries, however, the rough estimation shows that each BAIC has provided services to at least 100 people (it includes workshops on business planning)</p>
<ul style="list-style-type: none"> Number of Business Advisory and information Centers established in JRCs; 	<p>10 BAIC have been created in the frame of the Project and 3 BAIC, which had been created by ACTED before the Project, have been supported by UNDP</p>
<ul style="list-style-type: none"> At least 1,300 beneficiaries participated in workshops on business-planning and management; 	<p><i>see above</i></p>
<ul style="list-style-type: none"> At least 400 vulnerable, unemployed people provided with marketable skills; 	<p>Totally 414 young people have been trained in the Project frame, including 191 girls and 223 boys.</p>
<ul style="list-style-type: none"> At least 30% of all total beneficiaries are women; 	<p>The exact number can be applied only for vocational training, where girls made up of 46%.</p>

Other Findings

- The UNDP team didn't envisaged any activity within the project to ensure that the BAICs are sustainable after the completion of the Project;
- Tariffs for BAIC services are not established, demand from the side of farmers and population in getting of paid services is not cultivated;
- Cooperation with local offices of the MLSP, when conducting vocational trainings seems to be efficient and need to be continued in other projects with similar activities.

Result 3 - Rural inhabitants get access to clean drinking water

Third objective implies rehabilitation and/or construction of 6 water supply systems in most needed villages, through involvement of communities in rehabilitation/construction and in further sustainable maintenance. The objective also implied reduction of water born deceases in the target villages by providing awareness campaigns on health and sanitation issues. The external review has found that investments in water supply infrastructure are a key priority need in target districts due to the fact that there has been little or no investment in this area by the Tajikistan Government over the last fifteen years. Furthermore, very little funding, if any, has been allocated for maintenance of the existing infrastructure or development of new schemes. As a result, the existing water supply schemes are in a dilapidated state and are rapidly eroding. All of the schemes undertaken by the Project are of critical

importance for the villagers. The one area of concern is that if government continues to neglect this infrastructure and does not adequately provide for its maintenance it is likely to deteriorate to a stage whereby it will once again become unusable. The external evaluator examined the district government budgets for the last four years and found that government budget provides very little money for maintenance and repair work. Even though government funding has gradually increased in this category it is a fraction of what is required. The Project development budget is at least 14 to 30 times higher than the government funds for investment in physical infrastructure. If this situation is not remedied, the Project's work is likely to fall into disrepair and its investments will have been in vain.

Totally 4 drinking water systems have been constructed in selected villages. The selection criteria included lack of any alternative water sources, poor sanitary and hygiene conditions, cost effectiveness of the rehabilitation (measured as investment cost per beneficiary), the existence of any social infrastructure benefiting from the rehabilitation such as public school or health centre, readiness of local authorities to support construction, commitment of the community to be involved in construction and further maintenance of a water system. Constructed water systems and their parameters are as follow:

Table 11: Drinking Water Systems

Name of village, jamoat	Number of households benefited	Project input	Community input	Some technical parameters
Jamoat Ghalaba	2255	USD 29,503	labor input appraised in the amount of USD 9,000	pump water system, doesn't work without electricity
Jamoat Yol, Shurabad	1572	USD 34,526	labor input appraised as 30% of total costs	gravity water supply system, distance from source to reservoir – 3.7km, internal network 3 km,
Village Mulkon, Jamoat Baljuvan	714	USD 43,790	labor input appraised as 30% of total costs	gravity water supply system, distance from source to two reservoirs – 6.5km, internal network 2.5 km, 15 water taps
Village Firuza, Jamoat Firuza	1376	USD 47,864	labor input appraised as 30% of total costs	water pump system, distance from pump station to village 19 km,
Shamat village, Sarmantoy, Panj	2594	USD 23,764	labor input appraised as 30% of total costs	gravity water supply system

16 persons (operators) have been trained by the Project to operate and maintain the water systems. According to project proposal, UNDP and local authorities had to organise technical entities for operation and maintenance, however, as the external

evaluator observed, none of the selected jamoats has a structure for maintenance and operation.

Sustainability of the drinking water systems

While the project has made weighty input in construction of water infrastructure and enhancing awareness about potential water disease, the sustainability of results are ambiguous. All construction objects have not had any owner in time of evaluation. According to the Project Proposal it was envisaged the establishment of WUAs, however, no WUAs have been created or planned to create. In the same time as experience of different organisations including ADB, WB and UI shows WUAs are not effective self-management tool for water supply systems in Tajikistan. Another option, which was considered by the Project team, is transfer the property to jamoats. Yet, none of the jamoats, where the water systems have been constructed, has envisaged any funds in their budget estimates for maintenance of the systems. The project documents mention that running costs have to be covered by payments of customers, however, there were no attempts from UNDP to develop tariffs, as well as to work out how payments have to be collected. Therefore, the external evaluator concludes that the systems will work until the first malfunction appears.

Summary of Findings, Result 3

Table 12: Summary of Findings for Result 3

Objective 3. Local infrastructure improved through mobilization of local resources	
<i>Planned activities</i>	<i>Real output</i>
<ul style="list-style-type: none"> 6 drinking water facilities identified, prioritized and rehabilitated through participation of community members; 	4 drinking water facilities have been rehabilitated/constructed with full involvement of local communities
<ul style="list-style-type: none"> At least 6 drinking water supply system rehabilitated and the cases of water borne diseases reduced; 	Since the drinking water facilities have been just constructed the progress in reduction of water diseases can be tracked only next year by comparing health statistics for last 2-3 years.
<ul style="list-style-type: none"> At least 22,000 number of beneficiaries have access to clean drinking water; 	less than 22,000
<ul style="list-style-type: none"> At least 22,000 beneficiaries are aware about health & sanitation issues; 	less than 22,000
<ul style="list-style-type: none"> Investment of substantial amounts of remittances in socially-oriented endeavours; 	the activity have not been discovered by the external evaluation
<ul style="list-style-type: none"> Improved linkages between labor migrants, their families and their communities for the development of productive assets. 	the activity have not been discovered by the external evaluation

Other Findings

- All construction objects have not had any owner in time of evaluation;

- According to the Project Proposal it was envisaged the establishment of WUAs, however, no WUAs have been created or planned to create;
- Another option, which was considered by the Project team, is transfer the property to jamoats. Yet, none of the jamoats, where the water systems have been constructed, has envisaged any funds in their budget estimates for maintenance of the systems;
- The project documents mention that running costs have to be covered by payments of customers, however, tariffs have not been developed and no mechanism have been worked out how payments have to be collected.

Result 4 - A local governance system supporting economic growth

Jamoat level is the major UNDP assistance level under the local governance system and the current project is not exclusion. Through its Jamoat Resource Centers, UNDP Tajikistan seeks to encourage both a more well-organized civil society, and more responsive authorities. JRCs, indeed, is a good tool for local communities to address their local concerns and priorities, and in the same time effective mechanism for UNDP to communicate with local communities. According to UNDP staff, the local communities' satisfaction with their authorities is higher in areas where there are active JRCs.

Jamoat Resource and Advocacy Centres

Each JRC represents non-governmental organization with the purpose of supporting development process in the certain jamoat. JRC's main body is an assembly, to which each village in a Jamoat elects one member. In its turn, the JRC assembly appoints the JRC director, his/her deputy and a bookkeeper to run the daily activities of the organisation. All JRCs, including newly established, have a revolving fund counted around 120 thousand TJS as a share in a micro finance institution (MLF) – “Imodi Khutal” or “Vaksh Microfin”, depending on location of JRC. MLFs pay interests to JRCs for using revolving funds, in 2008 it was 16 thousand TJS and in current year it is planned to receive 17 thousand TJS from MLFs. Such a scheme allows JRC be sustainable.

The primary function of the JRC is to assist UNDP in implementing its activities within various projects, which may include mobilisation of villages in each Jamoat to identify priorities for public investments and communal services, awareness gaps and demand, civic awareness of citizens of identified information needs, any other support the UNDP feels it should be provide to certain Jamoat and/or a community. Based on citizen demands, the JRC organizes committees to mobilize the community on special needs such as business services, support for vulnerable women, engineering advice etc. In the JRCs supported by this project, particular attention is given to issues relating to entrepreneurship, farming and income generation.

In the targeted area, UNDP had already supported nine JRCs before the Project started. In order to enhance the entire area, it was envisaged to establish, equip and train another four JRCs (see table below).

Table 13: Number of JRCs

District	Jamoat	Status
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Farkhor	Ghalaba	has been established in 2005
	Farkhor	has been established in 2003
	Darqad	has been established in 2004
	Dehqonariq	has been established in 2003
Baldjuvon	Baljuvon	has existed before the Project
Shurobod	Yol	has been established in 2003
	Dashtijum	has been established in 2004
Nosiri Khusrav	Firuz	<i>set up under the Project</i>
	Komsomol	<i>set up under the Project</i>
Kumsangir	Pyanj	has been established in 2005
	Kumsangir	<i>set up under the Project</i>
Pyandj	Sarmantoi	has been established in 2005
	Namuna	<i>set up under the Project</i>

As has already been described under Results 1, 2 and 3, the JRCs have had a crucial role in implementing of the Project activities. Business advisory centres, advocacy among farmers to join ADFs, trainings for farmers, small-scale experimental plots, mobilisation of local population to rehabilitate drinking water system and irrigations systems and many others activities were undertaken by JRCs. The JRCs directly have been responsible for implementation of Result 2: more than 400 young people got vocational training.

Sustainability of JRCs

Sustainability of JRCs is not under doubt; most of them are more or less successful. Old JRCs are not limiting their cooperation with UNDP and actively collaborate with other organisations such as ACTED, MSDSP, FAO on different subjects, particularly in dissemination of information reach out with leaflets on topics such as health, agriculture, economic opportunities, migration and disaster risks. As it was mentioned above, each JRC has the revolving fund, which allows them to cover their office spends and salaries for JRC management, what makes them more sustainable. Furthermore, UNDP continuously builds capacity of JRCs, ensuring that JRCs are capable to work independently as any other non-governmental organisation.

Relationship between JRCs and MLFs

Micro loan funds “Vaksh Microfin” and “Imodi Khutal” have been created in 2005. The main mission of these institutions is to assist poor part of the population by development of potential in the decision of economic, social, cultural and environmental problems. Rendering of financial services is the major function of these MLFs; funds render assistance to needy and vulnerable people in creation of profitable small businesses by means of micro loans and trainings. The operational coverage of Vaksh Microfin is expended on Sarband, Bokhtar, Vaksh, Kumsagir, Pyanj, Jilikul, Kabadiyan, Nosiri Khisrav; MLF “Imodi Khutal ” works in Kulyab, Muminabad, Shurabad, Temur Malik, Farkhor, Vose. MLFs “Vaksh Microfin” and “Imodi Khutal” give loans to members of Self-help Groups (SHG), to members of Mutual Responsibility Loan Groups (MRLG), and also to private entities and entrepreneurs, engaged in trade, agriculture, cattle farming, manufacture and services.

UNDP cooperates with these funds since their creation. The cooperation includes interaction with JRCs. Each JRC created by UNDP has share or revolving fund in one of the MLFs, depending on location of JRC. By present, the revolving fund of a JRC in the MLF makes up about 120,000 Somoni. In the same time a JRC assists to MLF to work effectively with population of the given jamoat. JRCs assist MLF staff, namely credit experts, (i) in preparation of lists of potential borrowers in order to eliminate unreliable persons, (ii) in monitoring of actual borrowers, (iii) give consultations to potential borrowers through BAIC including business plans. Moreover, a JRC provides office facilities to MLF representative in a given Jamoat. The MLF, in its turn, pays JRC for the services. In present year, this payment has comprised 16 thousand Somoni.

There is clear advantage for both parties to continue the given practice. JRC has sustainable income, which allows it to cover its operation costs and make JRC very sustainable in long run. Furthermore, BAICs, which renders consulting services, become more demanding among population, since BAIC advices are crucial in loan decision making. The MLFs also have profited, because they have direct access to a remote client, can monitor current clients and can increase potential loan market.

Relevance of the JRCs on local governance capacity building

The term *jamoat* describes the territorial body, the executive structure and the legislative bodies. The primary function of the jamoat (executive structure) is to implement rayon policies but the chairman is also supposed to represent interests of the elected jamoat councils. Since the jamoats have served as the main institution of local self-government in Tajikistan, any activities directed to improve local governance should be addressed first of all on jamoats (executive structure). The functions of jamoats (executive structure) also imply mobilization of communities, management community consultations, analysis and recommendations of representative decisions, fund raising, raising of civic awareness, advocating reforms etc. However, these functions may not be implemented in full measure due to lack of capacity of jamoat administrations. In the same time, in the areas of UNDP coverage, JRCs take the above mentioned functions. Since the jamoat administration cannot compete with JRCs (JRCs better equipped, have prepared staff, UNDP provide JRCs with trainings), the functions of Jamoat are made by JRCs, and therefore, *JRCs demolish jamoat administrations rather than support them.*

District Development Councils

Totally 4 District Development Councils have been established within the Project: Farkhor, Shurabad, Kumsangir, Panj. The DDCs are still in formation period; in time of external evaluation was processing, DDCs' members were on training. In compare with JRCs the DDCs don't have revolving funds. The DDC is the social entity headed by the District Chairman. Members include representatives of local government, local NGOs, jamoats, JRCs and leading local entrepreneurs. The main idea of DDC is to involve the society in decision making at district level and to bring people voice to the local government authorities. The DDCs are advisory and consultative bodies, bringing together representatives of local councils, community leaders and NGOs, and the private sector to identify and target development challenges on the district level. The functions, which UNDP wants the DDCs perform, include:

- assist local government authorities to formulate development strategies and accordingly coordinate development activities;
- mobilize resources from private sector, national governmental and nongovernmental organizations and international organizations;
- allocate these resources in accordance with transparent criteria and policy priorities;
- represent civil society in its relationship with local governments;
- coordinate with other organizations involved in community development and local governance in the area.

In many respects, the DDC structure is reminiscent of the District Council of People's Deputies which is supposed to function at the district level. A comparative table on the District Council and DDC functions has been enumerated below. DDC is an illustration of how a good Council could have contributed to district development. However, the DDC itself cannot be transformed or assume the functions of the Council. DDC functions as a parallel system alongside a weak and under-funded local Council of People's Deputies. Yet surprisingly there has been no discussion of this semi-defunct body which is supposed to approve the district budget. The UNDP CP under the current Project has also not been able to fully realize the potential role of this Council or see if it can be revived and eventually take over the functions of the DDC.

Table 14: Comparative Table on DDC and Council of People's Deputies

Council of People's Deputies	District Development Committee, DDC
Chaired by the District Chairperson/Rais	Chaired by the District Chairperson/Rais
Rais has the right to vote, but doesn't have 'veto' right	Rais has the right to vote, but doesn't have 'veto' right
Deputies are elected	Civil society members are elected (14), Hukumat members are appointed by Rais (2 – from departments)
All Jamoats are represented	Couple of Jamoats are represented
Deputy's term is 5 years	Members of DDC are elected for a ?-year term not identified
Deputies are not full time positions	Members of DDC are not full time positions
By law deputies may have their expenses partially compensated, but in practice they are not	Members of DDC are compensated for travel costs and other incidentals.
Council does not have its Secretariat. This function is provided Hakumat. But deputies do select a Minute-Keeper from among themselves for a session.	There is DDC Secretary post. Besides other functions, DDC Secretary takes over the responsibility to organize DDC meetings by putting agenda, distributing invitations and other preparations, and keeps minutes of the DDC meetings.
Hukumat Department acting as a Secretariat to the Council is not reimbursed for the work.	DDC Secretary is a paid position.
The Council forms standing and temporary Committees.	N/A
By law the Council is provided significant powers, including on budget formation and approval.	DDC doesn't have significant powers
The Council does not seem to recognize its role or assert its authority.	DDC members have just recently started to understand and accept their responsibilities.
Deputies are not trained.	Although not intensively, but DDC members are

	trained.
The Council has no budget	DDC doesn't have a budget at current Project.

It seems that DDC is likely to have a limited space for negotiation and discussion of key policy issues such as land reform and fiscal policy. However, DDC's focus at the district level provides a good opportunity of research on policy issues and development of agenda for feedback to agenda for policy reform. In the same time UNDP CP should recognize that the DDC is likely to be sustainable only as long as the Project exists to provide it support. As such, it should look upon the capacity building of DDC members as well as UNDP intervention on long-term investment in institutional development at the district level.

Summary of Findings, Result 4

Objective 3. A local governance system supporting economic growth	
<i>Planned activities</i>	<i>Real output</i>
<ul style="list-style-type: none"> 4 new JRCs and 4 DDCs established and their capacity built; 	New JRCs and DDCs are established but the capacity
<ul style="list-style-type: none"> Enhanced and increased community participation in community issues through JRCs and DDCs; 	Participation of people in community issues through JRC is increased
<ul style="list-style-type: none"> 100 people involved in prioritization and strategic planning and civil society representation improved; 	JRC and DDC members have been involved in this activity
<ul style="list-style-type: none"> At least 1,000 beneficiaries raised their awareness through number of training sessions on advocacy, involvement to decision making process; 	Since the reporting is not properly established, the external evaluator found it difficult to estimate overall quantity of beneficiaries
<ul style="list-style-type: none"> 5,000 pages publications issued and information materials distributed in target Jamoats; 	information material are distributed in target Jamoats

E. ASSESSING PROJECT MANAGEMENT AND IMPLEMENTATION MECHANISMS

Management and Technical Capacities of the Project

The project team has had the management and technical capacity to implement all the project components. The organizational set-up is adequate for the functions that have been undertaken. Overall management have been performed by CP Office in Dushanbe, the project activities have been implemented by two area offices in Shartuz and Kulyab with technical assistance being provided by local governance specialist, economist, agronomist and engineer in each area office. The area offices have developed excellent formats for technical assessment of schemes, for cost preparation and for disbursement of funds. Agreements are properly signed with communities, ADFs and other beneficiaries, and files are prepared and properly maintained at each UNDP CP area office.

Management and Technical Capacities of the JRCs

The organisational set-up of the JRC is adequate for the functions it performs; however, monitoring and reporting mechanisms are not properly developed. There is no appropriate statistics about how many people have been involved in strategic planning activities, how many beneficiaries raised their awareness about HIV/AIDS, malaria, sanitation, etc, how many publication materials have been distributed in Jamoats, etc. Therefore, there is no a good system for monitoring of on-going project activities and there is little examination and analysis of results and follow-up.

There is need for better transparency in using funds which are being generated by the JRCs through UNDP support and through MLFs and encourage greater participation of community members in managing these funds.

F. ASSESSING FINANCIAL ASPECTS

Overview

The external review specialist compared the real expenditures with expected outputs of the various project activities. From the project expenditures (Table 15) it can be seen that project operational costs constitute 17%, where major expenditures are human resources. The indicator is low and shows that from the financial perspective the project management is efficient. The total costs of implementation are estimated to be in the range of 77%, where major share relates to improvement of agricultural market chain and productivity. However, while reading this figure it should be kept in mind that this includes the cost of irrigation rehabilitation. The JRC and DDC costs are a small fraction of the overall costs and constitute only 9% of overall costs. Physical infrastructure and investments in drinking water and irrigation systems are estimated as 22% of the overall project expenditures including training of operators.

Table 15: Project Expenditures

<i>Name of item</i>	<i>Amount in EUR</i>	<i>Proportion of the real costs</i>
Project operational cost	216,120	17%
Human resources	174,120	14%
Office running cost	42,000	3%
Main project activities	980,275	77%
Result 1 Agricultural productivity and the market chain improved	499,848	39%
Result 2 Marginalized groups socially integrated and mobilized into income generating activities	129,820	10%
Result 3 Local infrastructure improved through mobilization of local resources	186,947	15%
Result 4 A local governance system supporting economic growth	118,115	9%
Other Costs	79,490	6%

By the time of the evaluation almost all set tasks were achieved: creation of associations and creation of tool banks, procurement of equipment, water supply

systems, irrigation rehabilitation and creation of JRCs and DDCs. The project was executed within the given budget. Value for money as compared to the initial budget and activity plans as well as benchmarked to other projects can therefore be assessed as high, i.e. the project was carried out in an efficient manner.

G. KEY CONSTRAINTS AND FUTURE RECOMMENDATIONS

The External review consultant has attempted to summarise some of the principal constraints faced by the project and reiterate the key recommendations in this section under several headings.

Agriculture and Agro-processing

Key Constraints

- ADFs are in lack of capacity on business management and accountancy including financial and management accounting, budgeting, input procurement, overall management;
- The stocks (spare parts of machinery, greenhouses, small enterprises) passed by the UNDP to ADFs are not recorded in accounting books and not recognized in terms of accounting;
- Dekhkan farms, members of ADF are lack of agricultural management skills for sustainable profitability, improved management practices, higher yields and higher efficiency at farm level;
- Those members of ADFs, who have green houses, are lack of specific trainings on agricultural governance and financial management and enduring support from UNDP agricultural specialists for better green house management;
- Small agro-processing workshops based fully on hand labour without usage of industrial equipment are not vital, their production capacity is extremely low to ensure the access to large markets such as Kurgan-Tube or Dushanbe.

Key Recommendations

- UNDP CP should concentrate its efforts on comprehensive and enduring support of established ADFs rather than widen the outreach of the ADF creation practice. ADFs are not workable without UNDP support on initial stages and the capacities of ADF members are extremely low, therefore additional trainings are needed. Particular trainings are necessary for managers and accountants.
- There is need to do a financial audit of the maintenance funds which are being generated by the ADFs and assess how these are being used by the ADF members and institute procedures to safeguard these funds and put in place procedures which will help the farmers manage these funds better.
- There is no estimation of the costs of different components (green houses, beekeeping, mills, etc.) and the benefits that they lead to. There is a need for assessing benefits and costs so that decision between different components for more effective decision-making and greater impact.

- UNDP CP should undertake more systematic research on the impact of the agricultural interventions and assess whether the expected benefits conform to project expectations in subsequent years of plantation keeping in mind the farmers' actual use of UNDP inputs.
- There is need to investigate if there is value added in helping farmers through ADF creation.

Support income generation activities

Constraints

- There is no activity have been envisaged within the Project to ensure that the BAICs are sustainable after the completion of the Project;
- Tariffs for BAIC services are not established, demand from the side of farmers and population in getting of paid services is not cultivated;

Recommendations

- UNDP CP should undertake thorough research of the demand of farmers and population on BAIC services;
- There is a need in better reporting system in BAICs to track quantity of trainings and their real value added on performance of industries;
- BAICs should introduce paid services at the beginning of any project in order to develop customers' behavior to pay for services. Of course during the project life, payment for services can be partially covered by the project; the share of payment for a service should be gradually decreased during the project life, in such way, that by the end of the project the payment for service should be fully covered by the client. This approach will help BAICs to develop customers' habit to pay for services.
- JRCs while developing project proposals and implementing projects from different donors should actively attract BAICs in drafting proposal and implementation of different project activities. The given approach will allow BAIC to strengthen their skills and to have get additional income.
- Regarding vocational trainings, UNDP CP should continue to cooperate with local offices of the MLSP, while conduct trainings for young people to ensure that the trainings conducted are meet some quality standards.

Institutional Aspects

Constraints

- There is limited scope for the DDC to improve good governance since the district Government does not have sufficient autonomy to change key aspects of the policy environment and development resources are limited.

- The DDC is dependent upon the donors' financing and technical assistance in discharging its functions and is unlikely to be sustainable without the donors support.
- Not everyone is aware about the DDC and the participation in election of its members is limited.
- The DDC replicates in many respects the structure and functions of the Council of Deputies and no assessment has been undertaken of the potential role and responsibilities of this body which exists but is not given any real responsibility or resources.
- The same constraint refers to JRC: JRC reproduces the functions of the jamoat administration, and therefore demolish jamoat administration rather than support it.

Recommendations

- There is need for greater conceptual clarity regarding the role of the DDC. It is suggested that the future of the DDC should not be conceived of as an NGO but as a forum for public-private sector partnership. The project has invested in JRCs which can work as NGOs but the strength of the DDC is in its provision of an opportunity for interaction between the civil society, community and government at district level. This interaction needs to be strengthened. Therefore, it is suggested that the future of the DDC should in no case be conceived as an NGO but as a forum for public-private sector partnership.
- The External Evaluator would like to recommend that the DDC should be regarded as a mechanism for reviving the role of Councils of People's Deputies by raising civil consciousness, empowering people to voice their knowledge and will. This can be achieved the following way:
 - First, it would be necessary to bring clarity into the structure and organization of DDC by defining number of permanent members and rotated observers, terms and procedures for their selection, DDC's functions and responsibilities, etc.;
 - Next important step would be, to the evaluation opinion, to raise awareness of population of DDC's objective, membership, selection procedure, and have the right to take part in selecting members for DDC and becoming a member of DDC;
 - DDC members, and preferably DDC observers, have to undergo additional training improve their skills in:
 - Strategic planning
 - Decision making
 - Resource allocation
 - Project implementation, monitoring and evaluation.
 - Start using DDC as a mechanism for allocating donors' resources and informing discussions of key policy issues, such as land reform and

fiscal policy through different mechanisms, like research of policy issues, providing feedback to policy reform agenda etc.

However, it shall be noted that all the above steps will have sense only if DDC will function as a forum for public-private sector partnership, not as an NGO.

- The External Evaluator would like to recommend that the DDC should be regarded as a mechanism for allocating donors' resources and there is not much value to be gained from registering DDC as an independent entity (local NGO).
- It is important to institutionalize mechanisms for citizen feedback with regard to DDC and JRC performance and service delivery to optimize the involvement of citizens, and to capitalize on the closeness between them and their local government and self-government bodies. An institutionalized mechanism for providing feedback will ensure that citizens, if they wish, will have opportunities to publicly ask questions of their interest.
- UNDP CP should do a financial audit of the maintenance funds which are being generated by the JRCs through UNDP support and assess how these are being used by the community members and institute procedures to safeguard these funds and put in place procedures which will help the communities manage these funds better.
- UNDP CP have very good practice in strengthening sustainability of JRCs through JRC-MLF partnership. This practice should be continued in future since there is clear advantage for both parties to maintain and develop such cooperation. JRC has sustainable income, which allows it to cover its operation costs and make JRC very sustainable in long run. Furthermore, BAICs, which renders consulting services, become more demanding among population, since BAIC advices are crucial in loan decision making. The MLFs also have profited, because they have direct access to a remote client, can monitor current clients and can increase potential loan market.

Physical Infrastructure Aspects

Key Constraints

- In the construction of some of the community schemes, the responsibility is handed over to the community for scheme implementation even for tasks in which the community members have little or no previous experience.
- Quality control of materials and scheme quality is weak and compromises long term functioning of infrastructure;
- Spare parts and other components of schemes are difficult to acquire and not easily available.
- All construction objects (drinking water systems) have not had any owner in

time of evaluation;

- Tariffs have not been developed and no mechanism has been worked out to ensure that the payments are collected on time and sufficient for maintenance.
- There is no a good system for monitoring of on-going project activities and there is little examination and analysis of results and follow-up.

Recommendations

- There is need to ensure that qualified specialists implement the physical infrastructure schemes. Community participation does not entail the handing over of specialised work to community members with little experience. This aspect of scheme implementation needs to be rectified immediately in consultation with community members who need to be briefed on the results of using inexperienced labour on maintenance.
- There is need to institute systems which will help to ensure that the quality of material used is of suitable quality and that the construction standards are technically sound and ensure scheme sustainability.
- There is need to calculate the maintenance requirement for each type of scheme and ensure that the Jamoats/communities will be able to maintain the schemes from their own resources.
- There is need to develop a proper system of tariffs and collection mechanisms which will help to ensure the long operational life of infrastructure objects.
- UNDP CP should conduct a more thorough cost-benefit analysis between different investment options and making this information available for external evaluation, donors and public to facilitate transparency.

J. OVERALL CONCLUSIONS

The achievements of the project are ambiguous. While the project has made certain progress in achieving of its outputs the sustainability of outputs are under doubt.

As far as the Objective 1 was concerned, ADF were expected to stimulate agricultural production, the processing and marketing of products, with the aim of enhancing subsistence, income and reducing vulnerability in the selected jamoats. While the Project established necessary quantity of ADFs, increase in agricultural production has not been observed. ADFs are not sustainable without external support and lack of management capacity. Substantial input is needed to ensure that ADFs are able to conduct a policy dialogue, play an effective advocacy role, organise the different interests of members into a common position, share information, and continue sustained collaboration with local authorities.

Objective 2 has included the improvement of employment of young people, support for the creation of income, as well as provision of the BAIC sustainability. Totally

414 young people have been trained within the component 2. Vocational trainings had very positive impact on income generation activities of youth, however JRCs need improve their reporting system in order to monitor and access the impact of UNDP intervention in this direction.

BAICs are not sustainable without UNDP support. The Project supported BAIC staff with the salaries, what allowed staff to provide advices to the population. Without UNDP support staff does not provide services. Tariffs are not developed, very little or no demand has been observed from farmers and population in reception of paid services. BAIC also need to improve their recording and reporting system to ensure proper monitoring and assessment activities of UNDP impact in the given field.

Objective 3 has aimed on the improvement of public and social infrastructure at village and jamoat level through mobilization of local resources. The project has made significant input in improving the life of village inhabitants through construction of water infrastructure and enhancing awareness about potential water decease in project area. However, to ensure the sustainability of the drinking water systems some additional measurements are needed: (i) define the owner of the water systems; (ii) develop tariffs, billing system and payment collection mechanism; (iii) support the owner through trainings on maintenance and business issues. Otherwise, the systems will work until the first malfunction appears.

Regarding objective 4, new JRCs and DDCs were expected to promote community participation and build the capacity of local administration towards effective local governance. JRCs are very important for UNDP functioning at jamoat level. All the activities under current project have been implemented because of JRCs active involvement: advocacy among farmers to join ADFs, trainings for farmers, small-scale experimental plots, mobilisation of local population to rehabilitate drinking water system and irrigations systems, vocational training and many others activities. In the same time JRCs don't play any role in improving the governance at local level.

UNDP has a chance to be involved in improving local governance through newly established DDCs. However, there is need for greater conceptual clarity regarding the role of the DDC. The external evaluator suggested that the future of the DDC should not be conceived of as an NGO but as a forum for public-private sector partnership. DDC allows interaction between the civil society, community and government at district level. This interaction should be strengthened. The DDC also could be regarded as a mechanism for allocating donors' resources.

ANNEX I: TERMS OF REFERENCE



UNITED NATIONS DEVELOPMENT PROGRAMME - TAJIKISTAN TERMS OF REFERENCE

I. Position Information

Title: Evaluation Expert (national)

Type of contact: SSA

Supervisor: UNDP Communities Programme Manager

Deadline for application: 2 December 2008

Duration: 25 working days /December-January 2008

Location: Dushanbe with frequent travels to t

Anticipated deadline for task completion: January 15, 2008

Instruction for submission of applications: Please fill out an **Application form for SC/SSA positions** posted on www.undp.tj by following the *job vacancies* link from this webpage. Please note that no other type of application form will be considered for such positions, other than the one found at the link specified above.

II. Organizational Context

United Nations Development Programme (UNDP) Communities Programme is seeking a consultant to carry out a mid-term evaluation of the “Enhancing Individual Incomes and Improving Living Standards in Khatlon, Tajikistan” project. Support and funding for the project comes from the European Union TACIS programme and UNDP.

The project will target 6 districts in Khatlon: Farkhor, Shurobod, Baljuvon, Kumsangir, Nosiri-Khisrav, and Pyanj. The total population of these districts totals 401,600 people, most of whom live in rural areas.

The districts were chosen based on their vulnerability and UNDP’s previous experience in those districts. The specific nature of poverty in Khatlon requires careful, targeted interventions based on experience in the region. The project proposes an alternative, sustainable way to improve agricultural productivity by increasing the quantity and improving the quality of locally available agricultural products ; provide marginalized groups with the necessary skills and facilities to enter the labour

market ; contribute to the improvement of community infrastructure facilities, particularly drinking water supply systems and bring additional benefits to the proposed local governance interventions, all with the overall goal of improving livelihoods of people in a sustainable manner.

The overall objective of this project is to enhance individual incomes and to improve living standards in 6 districts of Eastern and Western Khatlon. The project is expected to positively change people's livelihoods through the improvement of agro-production and marketing chains, income generation opportunities, and institutional capacity. A multiplying effect through positive externalities is expected to lead to further social and economic development within the districts and throughout the region.

The project has four specific results:

1. Agricultural productivity and market chain improved;
2. Marginalized groups socially integrated and mobilized into income generating activities;
3. Rural inhabitants have access to clean drinking water;
4. Local governance system supporting economic growth.

III. Functions / Key Expected Results

Objectives of the Evaluation

UNDP Communities Programme (Kulyab and Shartuz Area Offices) is completing the second project year and entering the third year to the end of June 2009. There are three main objectives of the evaluation. First it will assess the progress being made towards the intended impact of the project to date, including the achievements of the first and second years. Second it will draw out the lessons learnt to provide guidance and recommendations for effective implementation of the third project year. Third, in the light of the experience so far, it will assess the design and plans for the third year, and identify any modifications that could realistically improve the likelihood of greater project impact.

The main stakeholders of the evaluation are:

District Hukumats of Farkhor, Shurobod, Baljuvon, Kumsangir, Nosiri-Khisrav, and Pyanj;

Jamoats administration of Farkhor, Darqad, Dehqonariq, Ghalaba, Yol, Dashti Jum, Baljuvon, Firuza, Komsomol, Pyanj, Kumsangir, Namuna and Sarmantoi;

Local civil society organizations (CSO) – jamoat resource centers (JRC), district development councils (DDC); business advisory and information centers (BAIC); associations of dehkan farms (ADF) in each target district;

Donor agency – EU delegation in Tajikistan, Dushanbe

UNDP (implementing agency)

The role of the Evaluation Expert will be to design and carry out the entire process of evaluation, ensuring that the Donor Representatives and the UNDP team benefit fully

from the learning and experience of the evaluation process. The Evaluation Expert will be responsible for smooth and effective functioning of the evaluation process and for completing the Final Mid Term Evaluation Report in accordance with guidelines and format outlined in the Annex 1. In particular, the Evaluation Expert is expected to:

Prepare an inception report detailing proposed evaluation methodology, based on a review of documentation, and briefings with key UNDP team members, donor representatives and other stakeholders.

Use the following methods:

Document review

Interviews/group discussions with key personnel in a selection of municipalities

Interviews/group discussions with key UNDP project personnel

Interviews with donors

Other methods as appropriate,

Carry out the evaluation, with the support of UNDP Communities Programme team members

Make a presentation of, and discuss, interim findings and recommendations with UNDP team members and others;

Formulate practical and helpful recommendations for the second project year;

Prepare a final report in English, with a maximum of 30 pages excluding annexes.

IV. Scope of the Evaluation, Methodology and Plan of Work

The evaluation team will review, analyze and provide conclusions/recommendations on the following:

The extent to which the project design and the activities implemented to date are contributing to the stated objectives;

The likely effectiveness of the project approach in achieving stated objectives;

Assessment of external factors affecting the project, and the extent to which the project has been able to adapt and/or mitigate the effects of such factors;

The approach to project management, including the role of stakeholders in the steering committee.

Given the time constraints and large amount of work as well as geographical area that need to be covered, the evaluation will be based upon review of documentation and discussion with staff and other key stakeholders, complemented with field visits to a selected number of projects sites. It is proposed that the work plan should be as follows:

Initial meeting with Donor representatives and UNDP staff to agree the process

Review of project documentation and monitoring records as well as the inception and the first and second progress reports. All programme documentation will be made available.

Interviews with key staff of the Implementing Partner including the Kulyaband Shartuz Area Office respective staff. .

Review of the training material and meetings with participants from some of the learning programmes

Meetings with other key stakeholders including several of the hukumat and jamoat administration staff, and possibly the heads of the districts.

Meetings with the staff of the JRCs and DDCs, as well as the women's network NGOs
 Presentation of draft report and recommendations for 3rd project year in a workshop with key stakeholders.
 After the feedback received; preparation of the Final Report

V. Deliverables

Before evaluation, the methodology of evaluation should be provided for further consideration and approval by Communities Programme Manager;
 Following the field visits and meetings with relevant staff and partners, the evaluation expert will prepare a comprehensive report based on the above objectives. The report should be prepared in English language no later than 30 December 2008.

VI. Evaluation Expert

The evaluation will be carried out by an independent national expert. The expert should have not participated substantively during project preparation and/or implementation and should have no conflict of interest with any proposed follow-up project results. The expert may have an assistant or attract a second expert to carry out the evaluation.

It is required that the expert should be a professional with outstanding analytical and evaluation skills, experience in conducting evaluation missions, excellent drafting skills in English. Knowledge of Tajik and Russian languages is mandatory.

UNDP Communities Programme will organize all meetings in accordance with the proposed evaluation methodology, and will provide logistical support for translation/interpretation, office space and equipment.

VI. Recruitment Qualifications

Education:	University degree (preferably Masters or higher) in social science, public administration, economics, finance or other relevant subject
Experience:	<ul style="list-style-type: none"> • Experienced evaluator with knowledge of organizational processes and management techniques; • Knowledge of public administration, institutional development concepts, reform at the local government level and experience in transitional countries in the region • Knowledge of current public administration, political, economic and social issues in Tajikistan; • Experience working with the officials at regional, district and jamoat levels

	<ul style="list-style-type: none"> • Experience in promoting citizen participation in decision making at the local level • Excellent report writing skills in English language
Language Requirements:	<ul style="list-style-type: none"> • Knowledge of Tajik and Russian languages strongly preferred • Excellent written English required.

Since UNDP Tajikistan currently has a majority of male employees, we strongly encourage qualified female applicants for this position. UNDP seeks to ensure that male and female employees are given equal career opportunities and that staff members are able to keep an appropriate balance between work and private life.

ANNEX II: LIST OF KEY PEOPLE MET

	Name of Person	Title
	<i>K U L Y A B A R E A</i>	
	Mr. Abdullo Guliev	Area Manager, Kulyab Area Office, UNDP CP
	Mr. Aslan Pochoev	Economic Advisor, Kulyab Area Office, UNDP CP
	Mr. Abduholik Holimov	Agroprocessing Advisor, Kulyab Area Office, UNDP CP
	Mr. Kurbonali	Water Engineer, Kulyab Area Office, UNDP CP
	Mr. Safarhoja Sodikov	Chair of Dehkan Farm Association “Surhob”
	Mr.	Chairman of Jamoat “Surhob”
	Mr. Usmonali Safarov	Chairman of Jamoat Resource Centre “Surhob”
	Mr. Baturhon Surhobov	Chairman of Dehkan Farm Association “Shohin”
	Ms. Alieva Zulfia	Deputy Chairman of Jamoat Resource Centre “Dargat”
	Mr. Karim Ashurov	Head of Department of Water Resources at Farkhor District
	Mr. Abdullo Khusaynov	Head of Cascade of Pump Irrigation Stations “Fartabuz”
	Mr. Fayzullo Kholov	Chairman of Jamoat Resource Centre “Farkhor”
	Mr. Qurbon Abdulloev	Chairman of Dehkan Farm Association “Madat”
	Mr.	Chairman of Jamoat Resource Centre “Dehkon Ariq”
	Mr.	Chairman of Dehkan Farm Association “Zoli Zard”
	Mr. Mahmudjon Ermahmadov	Chairman of Jamoat Resource Centre “Dashti Jum”
	Mr. Jamulhon Abdulloev	Chairman of Jamoat “Dashti Jum”
	Mr. Javarshoh Rasulov	Chairman of Dehkan Farm Association “Mirzo Abdullo”
	Mr.	Chairman of Dehkan Farm Association “Nuriddin Mahmudov”
	Mr. Khikmat Begmatov	Chairman of Jamoat Resource Centre “Yol”
	Mr. Mirovali Siddikov	Chairman of Jamoat “Yol”
	Mr. Odinaev Safarhon	Chairman of Dehkan Farm Association “Sufi Amon”
	Mr. Zafar Ghazoev	Chairman of Jamoat Resource Centre “Baljuvon”
	<i>S H A A R T U Z A R E A</i>	
	Mr. Fazliddin Samandarov	Area Manager, Shaartuz Area Office, UNDP CP
	Mr. Mukhtor Khasanov	Programme Analyst
	Mr. Hamza Boboev	Chairman of Jamoat Resource Centre

		“Komsomol”
	Mr. Islomhon Abdiev	Chairman of Dehkan Farm Association “Komsomol”
	Mr. Nurmahmad Abdumurodov	Chairman of Jamoat Resource Centre “Firuza”
	Mr. Yeshi Olimov	Chairman of Dehkan Farm Association “Firuza”
	Mr. Khudoynazar Bukhorov	Chairman of Jamoat Resource Centre “Sarmantoy”
	Mr. Ghafur Salomov	Chairman of Dehkan Farm Association “Sarmantoy”
	Mr. Jumahon Olimurodov	Chairman of Jamoat Resource Centre “Namuna”
	Mr. Zubaydullov Safarov	Chairman of Dehkan Farm Association “Namuna”
	Mr. Mahmadrjab Abdusamadov	Chairman of Jamoat Resource Centre “Kumsangir”
	Mr. Abdunabi Ghayratov	Chairman of Dehkan Farm Association “Kumsangir”
	Ms. Sojida Asoeva	Chairman of Jamoat Resource Centre “Pyanj”
	Mr. Gadoy Naimov	Chairman of Dehkan Farm Association “Pyanj”