



**UNDP OUTCOME EVALUATION**  
**POVERTY REDUCTION AND ACHIEVEMENT OF MDGs**

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## LIST OF ACCRONYMS

ABD	Area Based Development
ADF	Association of Dehkan Farms
AESR	Association of Entrepreneurs of Sughd Region
AFT	Aid for Trade
AO	Area Office
AMFOT	Association of Microfinance Institutions of Tajikistan
AWP	Annual Work Plan
Bas	Business Associations
BCF	Business Challenge Fund
BCPR	Bureau for Crisis Prevention and Recovery
BEE	Business Enabling Environment
BSC	Business Support Centres
BPPS	Bureau for Policy and Programme Support
CCI	Chamber of Commerce and Industry
CIS	Commonwealth of Independent States
CP	Communities Programme
CPD	Country Programme Document
CPAP	Country Programme Action Plan
CSO	Civil Society Organizations
DCC	Donor Coordination Council
DDP	District Development Programme
DFID	UK Department for International Development
DRMP	Disaster Risk Management Programme
DRS	Districts of Republican Subordination
ECBLSP	Empowering Communities with Better Livelihoods and Social Protection
FEZ	Free Economic Zone
GBAO	Gorno-Badakhshan Autonomous Oblast
GDP	Gross Domestic Product
GEF	Global Environment Facility
GFATM PIU	The Global Fund to Fight AIDS, TB and Malaria Programme Implementation Unit
GIZ	German Society for International Cooperation
GNI	Gross National Income
GoRT	The Government of the Republic of Tajikistan
HACCP	Hazard Analysis Critical Control Point
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ICST	Institute for Civil Servants Training
INGO	International Non-governmental Organization
JDP	Jamoat Development Plan
JICA	Japan International Cooperation Agency
JRC	Jamoat Resource Centre
LCC	Limited Liability Company
LED	Local Economic Development
LIRP	Livelihood Improvement and Rehabilitation Project
LSIS	Livelihoods Standard Improvement Strategy
LITACA	Livelihood Improvement in Tajikistan – Afghanistan Cross-Border Areas
M&E	Monitoring and Evaluation

MCO	Micro-Credit Organization
MDG	Millennium Development Goals
MDO	Micro-Deposit Organization
MoEDT	Ministry of Economic Development and Trade
MFI	Micro-Finance Institution
MCF	Micro-Credit Fund
MLO	Micro-Loan Organization
MLRWR	Ministry of Land Reclamation and Water Resources
MoF	Ministry of Finance
MTC	Modular Training Centre
MSDSP	Mountain Societies Development Support Programme
NDS	National Development Strategy
OVOP	One Village – One Product
OECD-DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
PE	Poverty-Environment
PEF	Poverty-Environment Fund
PEI	Poverty-Environment Initiative
PPD	Public Private Dialogue
PPP	Public Private Partnership
ProDoc	Project Document
PRS	Poverty Reduction Strategy
PEER	Public-Environmental Expenditure Review
PEI	Poverty Environment Initiative
RCC	Resettlement Coordination Commission
REACT	Rapid Emergency Assessment and Coordination Team
RGP	Rural Growth Programme
RT	The Republic of Tajikistan
SCISPM	State Committee on Investments and State Property Management of the Republic of Tajikistan
SENACAM	Support to Effective National Aid Coordination and Monitoring of NDS/LSIS
SDC	Swiss Agency for Development and Cooperation
SME	Small and Medium Enterprises
SEA	Strategic Environmental Assessment
TPC	Trade Promotion Centres
SUE	State Unitary Enterprise
SW Centre	Single Window Centre
TAPRI	Tajik-Afghan Poverty Reduction Initiative
TB	Tuberculosis
TDS	Trade Development Strategy
TEPC	Trade and Export Promotion Centre
TJS	Tajik Somoni
ToT	Training of Trainers
TWG	Thematic Working Group
UNICEF	United International Nations Children's Emergency Fund
UNDAF	United Nations Development Assistance Framework
UNEP	United Nations Environment Programme
UNDP	United Nations Development Programme
UNTFHS	United Nations Trust Fund for Human Security
UNFPA	United Nations Fund for Population Activities
UN WFP	United Nations World Food Programme

US\$	US Dollar
VTI	Vocational Training Institutions
WTO	World Trade Organisation

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## EXECUTIVE SUMMARY

The UNDP country programme for the period of 2010-2015 aims to achieve the objectives set out in the National Development Strategy of the Republic of Tajikistan for the period up to 2015 (NDS), in accordance with the UN Millennium Development Goals. Promotion of the national development policies and programmes are undertaken through a combination of policy support for the MDGs and capacity development support for service delivery, strategic planning, and resource mobilization. Under the CPD, the Outcome 1 aims to enhance poverty reduction and economic development programmes, with a particular focus on the rural poor, women and marginalized people (e.g. returning labour migrants). To reach this outcome, UNDP supported the Government in formulating and implementing sectoral strategies and policies in selected economic and social sectors to support achievement of MDGs and the implementation of the government's NDS through interventions for business development and public-private partnerships; access to financial, microcredit/financing, legal, income generation and business support services; and through strengthening national capacities to negotiate and efficiently coordinate development finance with international donors and to encourage trade and foreign direct investments. UNDP organised its strategies towards achievement of the Outcome 1 within the umbrella of the Communities programme, which currently includes eight projects, with the total of 42,459,428 USD. An annual average investment of the Communities Programme during the five years equals to 8,491,885.6 USD. This document represents the Evaluation of the Outcome 1 of the UNDP CPD for Tajikistan.

### Evaluation Objective

Evaluation assesses collective results of UNDP interventions towards achieving positive contributions to the Outcome 1 of the UNDP Country Programme Document: *«Poverty reduction and economic development conditions re improved, with particular focus on the rural poor, women and marginalized people, represent one of the largest portion of resources spent by UNDP in the country»*. The findings and recommendations of the outcome evaluation will be used to identify UNDP involvement in the Sustainable and inclusive economic development area in Tajikistan within the corporate planning frameworks and documents for the new programming period 2016-2020 such as new United Nations Development Assistance Framework (UNDAF) and Country Programme Document (CPD) which will ensure achievement of the expected development outcome (s).

This outcome evaluation was conducted in the period of June – August 2015 with the objective to assess the progress and achievement of the outcome as well as the contribution of UNDP's support towards the desired outcome.

### Development Context

Following the break up of the Soviet Union, Tajikistan has come through civil war in 1990s, and since the last peace accord of 1997, the country faced ongoing reforms to stabilize its macro-economy. More than 75% of the population is living in rural areas and agriculture comprises more than 20% of GDP and employing 70% of labour force. Besides agriculture, primary drivers of Tajikistan's economy are aluminium production, cotton growing and remittances from migrant workers. Cotton make up for 60% of agricultural output, supporting 75% of the rural population, and using 45% of irrigated arable land. Economic growth of Tajikistan was positive since the end of the conflict, and averaged 6.9% annually until 2007. The global economic crisis hit the country by a significant reduction in the rate of GDP growth in Tajikistan (from 7.9% in 2008 to

3.9% in 2009), after which the economy started to recover. In 2014, Tajikistan's GDP was estimated at 9.2 billion USD, and GDP per capita was 1099 USD in 2014. Tajikistan's record of poverty reduction was overall positive. The national poverty rate fell from 96 per cent in 1999 to 47 per cent in 2009 and an estimated 36 per cent in 2013. The poverty rate was 32% in 2014, and the extreme poverty rate (measured by food poverty line) went down from 20% in 2012 to 16.8% in 2014. Challenges for poverty reduction are found in insufficient level of the private sector employment opportunities, particularly for young people and women. The overall level of poverty in Tajikistan is 32%, and extreme poverty (in 2013) - 14.3%. However, high level of inequality in income distribution means regional and gender disparities. According to Tajikistan official statistics, the rate in Tajikistan remain unchanged at 2.40 per cent in March of 2015 from 2.40 per cent in February of 2014, while the latest Labour Force Survey, in 2009, calculated 11.5 per cent of unemployment in Tajikistan. The unofficial data indicates that unemployment rates in Tajikistan vary from 30-45%. Health indicators in Tajikistan remain among the lowest in the Europe and Central Asia region, though there were some important improvements captured by indicators. Higher education (ages 18–24) is largely inaccessible to poorer families. Some 72 per cent of university students come from richer households compared to 13 per cent from poor families. The primary education enrolment rate is 98 per cent, with gender parity. Nonetheless, gender inequality is pervasive in Tajikistan despite a legal framework that protects women's rights. Violence against women and girls is widespread. Tajikistan has a Gender Inequality Index value of 0.383, ranking it 75 out of 149 countries in the 2013 index. While Tajikistan's Human Development Index (HDI) value for 2013 is 0.607, ranking the country at 133<sup>rd</sup> position out of 187 according to Human Development Report 2014.

#### Evaluation process and methodology

The evaluation was structured into three phases: Inception (June - July 2015), Data collection (July 2015), and Analysis and Reporting (July-August 2015). It encompassed two sub-activities carried out simultaneously: qualitative and quantitative data collection focusing on the relevance and performance of UNDP towards achievement of Outcome 1; as well as a project level assessment reflecting on overarching themes and issues (such as contextual influences at local and national levels) affecting implementation of projects contributing to the Outcome 1. The overall approach to the evaluation was utilization-focused, gender and human rights responsive, and followed a mixed method approach.

The evaluation used three main sources of data: i) people; ii) documents, files, publications and relevant literature; and iii) observations during the site visits to local communities outside of Dushanbe for data collection through interviews, focus groups, field visits and data review. Triangulation was applied to ensure validity of data and to synthesize information derived from different data sources.

### **KEY FINDINGS**

#### Relevance

UNDP's interventions within the framework of the Outcome 1 have been *relevant* to the needs and priorities at national and local level in Tajikistan in the area of poverty reduction and economic development. The Outcome 1 is in line with the country strategies, the National Development Strategy, the Poverty Reduction Strategy 2010-2012 and the Living Standard Improvement Strategy 2013-2015 and consistent with the international commitments for achievement of MDG 1 by Tajikistan and UNDP's mandate. The Outcome 1 interventions

targeted the most vulnerable by increasing access to economic opportunities through a range of interventions aimed to build capacities, provide economic and social infrastructure, enhancing strategic planning at different levels, etc. Gender equality, environment and human rights were cross cutting themes pursued by the interventions within the Outcome 1, and field inquiry and data review show there was special attention given to integrate the principles of gender balance, care for environment and human rights in interventions.

### Achievement of the Outcome

Evaluation findings as regards contribution to envisaged results are *positive*, overall. Definitive progress has been made towards achieving the intended outcome to improve conditions for poverty reduction and economic development. UNDP's contribution to this outcome has yielded results particularly for rural poor, women and marginalized groups through its good governance and improvement of livelihoods interventions and partnership building strategies. Interventions within the Communities programme have been developed to produce holistic approach to improving conditions for economic development, particularly of the rural poor, women and marginalized people. These interventions brought important results through enhancing livelihoods of targeted populations and improving access to and benefit from economic and business activities. The work with government counterparts brought results through improvement of capacities of national and local levels of government and local self-governing bodies to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner. The most significant contribution is the improving access to and building skills and training, which, besides their main contributions for improvement of socio-economic opportunities, also became a launching pad for the beneficiaries to access other services external to the project disbursements, thus fulfilling one of the key elements for increased equity in socio- economic opportunities. UNDP's efforts to integrate its work within different sectoral areas (such as Environment and Energy, Disaster Risk reduction, health, etc) created an opportunity to leverage funds and achieve stronger results for vulnerable groups.

The main factors supporting progress towards achievement of objectives has been UNDP's framework for cooperation with the government and development partners in the area of poverty reduction and strengthening economic development. The framework is founded on three pillars: strengthening systems, strengthening services and creating enabling environment to strengthen economic development and poverty reduction. There is evidence of strong interest, dedication and commitment of partners and UNDP, and interviewed stakeholders agree that the UNDP interventions have been valuable and positive experience to all parties and brought change, particularly at local level.

Main hindering factors and contextual influences limited results achievement. These include a challenging country level and regional social, political and economic context and limited potential for regional cooperation. At governmental level, there are challenges with implementation of reformist agenda due to low capacities and turn over of staff that affect the prospects for sustainability of interventions supported by UNDP. This is accompanied with the poor set of monitoring indicators that prevent adequate measurement of actual progress of the country in reforms.

### Partnership strategy



UNDP invested significant efforts in developing partnerships with a range of stakeholders. Evidence shows strategic and dynamic partnership with the Government and private sector. Also, partnerships with other UN Agencies and civil society are effective and appropriate. UNDP is part of the Donor Coordination Council, and nurtures partnerships with Multilateral and Bilateral Donors and International Financial Institutions in order to leverage its financial and human resources and achieve more significant results.

### Efficiency

UNDP made successful efforts to use available project resources strategically and efficiently. Synergies and complementarity of efforts were ensured through close cooperation with the government and alignment of interventions to national priorities. Evaluation data derived from document review and stakeholder consultations indicate that UNDP complemented and generated synergies with the work of government, while there were no cases of duplication of efforts with other development partners.

### Sustainability

Overall, sustainability prospects of the projects implemented within the Outcome 1 are mixed. The current strategic and legal framework governing poverty reduction and economic development is supportive for the further development and expansion of economic and poverty reduction/improvement of livelihoods programmes and approaches. However, continuation of reforms is dependent on external funding due to the limited government funding to the capital investments and developmental measures, particularly at local and district level. UNDP's contribution to social and business infrastructure is, overall, sustainable and brings positive benefits for local population. Investment in building capacities, guidance and supporting new CSOs (e.g. Water Users Associations, Farmers' association, Association of microfinance organizations) has been a good sustainability and governance tool. However, some interventions show mixed sustainability prospects. The Trust Funds, the Vocational education centre depend on external funding, while micro-finance organisations established with support of UNDP in the past are operational at the moment and independent from UNDP, but will struggle to meet the new requirements set by the Amendments to the Law. The Communities Programme does not have an elaborated sustainability strategy.

### Lessons learnt

The Evaluation process generated the following lessons learnt:

- Investment in economic development and poverty reduction reforms remains relevant for Tajikistan.
- Partnership between UNDP and Tajik Government is a good vehicle for supporting reforms in the area of poverty reduction and economic development.
- Long-term investment in partnerships, cooperation and coordination contributes to achievement of results.
- Bottom up approach can bring about the desired legislative/policy changes at higher level through experiences, tested models and beneficiary satisfaction.
- Structural reforms in the area of poverty reduction and economic development require time and continuous effort.
- UNDP has added value of facilitator.

### SWOT Analysis

<b>Strengths</b> <ul style="list-style-type: none"><li>• Relevance</li><li>• Participatory approach to programming and implementation</li><li>• Expertise</li><li>• Local presence</li><li>• Community Mobilisation</li><li>• Synergy</li></ul>	<b>Weaknesses</b> <ul style="list-style-type: none"><li>• Lack of developed sustainability strategy for interventions</li><li>• Uneven geographical distribution</li></ul>
<b>Opportunities</b> <ul style="list-style-type: none"><li>• Investing in different steps of value chain for agricultural production, namely processing and marketing products</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>• Deteriorating situation in the country and in the region</li></ul>

### Recommendations

#### **Strategic recommendations**

- Continue the practice of combining good governance and poverty reduction and economic development
- Support the Government in the process of outsourcing services (PPP)
- Continue supporting efforts for economic development through direct support to business development and enabling environment.
- Intensify robust partnerships with private sector towards achievement of objectives set forth in the new cycle of CP and UNDAF
- Continue the practice of encouraging government contribution to joint development initiatives from early stages so that the sense of ownership by the government is increased.
- Consider investing in support to vulnerable groups to develop further links in the value chain of agricultural production

#### **Operational recommendations**

- Develop Sustainability strategy for Communities programme
- A knowledge management/retention plan for capacity building activities with government counterparts
- Develop clear exit strategy for UNDP's support to DDP process.
- Develop a clear exit strategy for Modular Training Centre under the Ministry of Labour, Migration and Employment of the Republic of Tajikistan

# INTRODUCTION

## 1.1 TAJIKISTAN CONTEXT ANALYSIS

Landlocked in the midst of Central Asia, Tajikistan has one of the world's highest mountains, which cover 93% of its territory. Located at the gateway to Central Asia, Tajikistan has come through civil war in 1990s, and since the last peace accord of 1997, has worked to stabilize its macro-economy and implement structural reforms. More than 75% of the population is living in rural areas. The country is prone to seasonal and natural disasters. The national economy is predominately agrarian comprising more than 20% of GDP and employing 70% of labour force<sup>1</sup>. Despite demonstrating positive economic indicators, Tajikistan's economy remains vulnerable to external shocks caused by its weak economic base and a heavy reliance on remittances by labour migrants.

### Growth

Tajikistan's economy has experienced significant achievements after the civil war in 1990s. The GDP of Tajikistan increased at an average rate of 9.6% over the period of 2000–2007 according to the World Bank. The primary drivers of Tajikistan's economy are aluminium production, cotton growing and remittances from migrant workers. Cotton make up for 60% of agricultural output, supporting 75% of the rural population, and using 45% of irrigated arable land<sup>2</sup>.

The Republic of Tajikistan demonstrated high rates of economic growth. Between 2006 and 2014, it averaged 6.9% annually. The period of implementation of the National Development Strategy (NDS) in regards to economic growth can be divided into 2 phases - period up to 2009 and after it. The growth has been quite high in the first phase, and lasted until the global financial crisis, which was marked by a significant reduction in the rate of GDP growth in Tajikistan (from 7.9% in 2008 to 3.9% in 2009), after which the economy started to recover in the second phase.

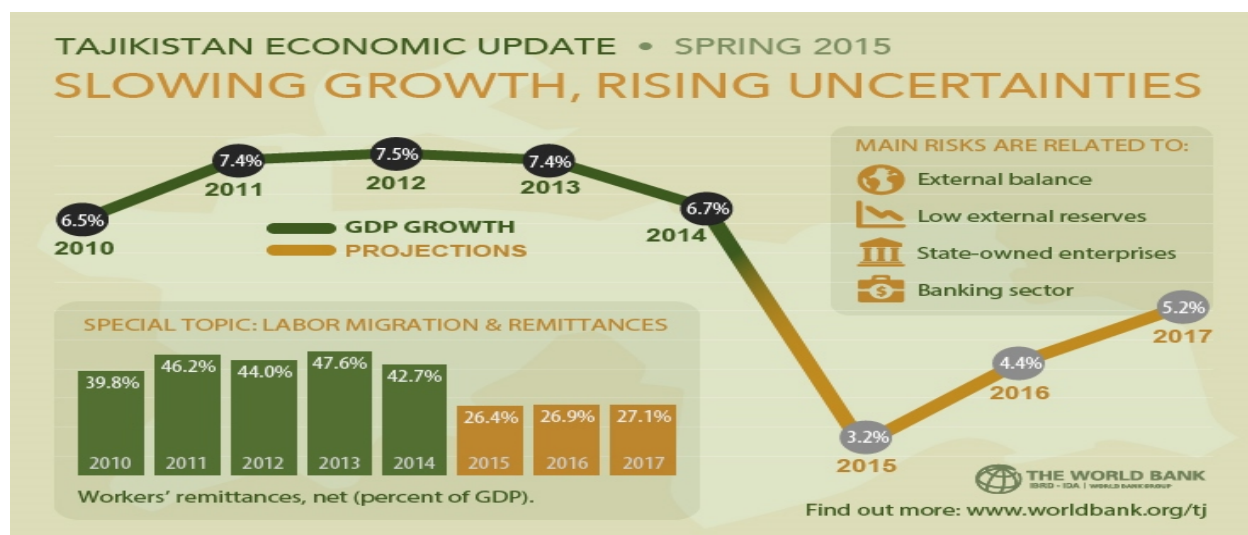
Tajikistan's GDP is estimated at 9.2 billion USD in 2014. According to the World Bank estimations, the economic growth of Tajikistan is expected to decrease to its lowest point - 3.2 per cent in 2015 and then to recover gradually (see below World Bank's chart on economic update 2015)<sup>3</sup>.

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<sup>1</sup> Summary: 'JICA Country Analytical Work for the Republic of Tajikistan'

<sup>2</sup> <http://www.worldbank.org/en/country/tajikistan/overview>

<sup>3</sup> <http://www.worldbank.org/en/country/tajikistan/publication/tajikistan-economic-update-spring-2015>



### World Bank Tajikistan Economic Update 2015

The GDP per capita was 739.73 USD in 2010, which rose to 1099 USD in 2014<sup>4</sup>. Tajikistan's economic growth slowed to 6.7 percent in 2014 from 7.4 percent in 2013 due to weak global prices for key export goods and the low expansion of services as the amount of remittances from Russian Federation decreased<sup>5</sup>. The slow down performance of the growth of Tajikistan's economy in 2014 and 2015 is mainly linked to remittances inflows which fell sharply by 8.3% in 2014. For instance, remittances made up 49.6% of Tajikistan GDP, whereas in 2014, remittances reduced to 41.7% of the GDP<sup>6</sup>. According to the National Bank of Tajikistan<sup>7</sup>, the amount of remittances received in the first half of 2015 decreased by 32% in comparison to the same period of 2014. The drop of remittances flow is linked to economic recession in Russia. Current Tajikistan's economy remains highly dependent on migrant remittances, mainly from Russia. Because of sanctions posed by the US and European economies on Russia, the Russian currency has weakened which in turn exerted pressure on the Tajik currency, the Somoni. After two years of stability, the Somoni depreciated by 11 per cent in 2014 and another 5.2 per cent in the first 2.5 months of 2015<sup>8</sup>. Also, revenues decreased because of the price drop on cotton and aluminium as the main products of Tajikistan for export. Agricultural output growth also decreased due to bad weather conditions in the first half of 2014<sup>9</sup>.

According to Asian Development Bank (ADB)<sup>10</sup>, inflation has increased to 6.1% in 2014 from 5.1% in 2013. The rise has mainly emanated from increases of 10.3% for food and 6.0% for services. Prices for other goods increased by only 3.0%, held down in part by falling global prices, in particular, for petroleum products, Tajikistan's main import product.

Tajikistan joined the World Trade Organisation (WTO) in March 2013. As part of its commitments, Tajikistan has agreed to undertake a number of important initiatives to further open its trade and enhance the process of Tajikistan integration into the world economy. The

<sup>4</sup> <http://data.worldbank.org/indicator/NY.GDP.PCAP.CD/countries/TJ?display=graph>

<sup>5</sup> The World Bank Group – Tajikistan Partnership Program Snapshot, April 2015

<sup>6</sup> <http://data.worldbank.org/indicator/BX.TRF.PWKR.DT.GD.ZS/countries/1W-TJ?display=graph>

<sup>7</sup> <http://www.news.tj/en/news/volume-remittance-flows-tajikistan-reportedly-drops-32-percent>

<sup>8</sup> ADB, Asian Development Outlook 2015: Financing Asia's Future Growth

<sup>9</sup> ADB, Asian Development Outlook 2015: Financing Asia's Future Growth

<sup>10</sup> *ibid*

accession to WTO requires Tajikistan to create a transparent and expectable environment for trade and foreign investment.

Export is deemed to be an alternative source of potential growth of Tajikistan's economy. Yet, the share of exports fell from 49% of GDP in 2000 to 14% in 2013, showing a marked decrease in the contribution of exports to the economy. Currently, imports exceed exports significantly. The products exported by Tajikistan are estimated at \$893M, for imported products, the estimation is \$3.84B<sup>11</sup>. Tajikistan has very low export diversification. The main export commodities are aluminium (44.2% - 2012), cotton fibre (16.5% - 2012), and electricity (1.6%).

Turkey is the largest purchaser of Tajik goods. The key export markets are: Turkey 30.2 per cent, Russia 8.3 per cent, Iran 7.0 per cent, China 6.7 per cent, South Korea 6.7 per cent, Afghanistan 6.0 per cent, and Italy 5.1 per cent. A plurality of Tajik imports come from China. The key import markets are: China 45.9 per cent, Russia 16.4 per cent, Kazakhstan 6.8 per cent, and the US 4.1 per cent.<sup>12</sup>

## Poverty

It is considered that Tajikistan has done significant achievements in regards to poverty reduction. The national poverty rate fell from 96 per cent in 1999 to 47 per cent in 2009 and an estimated 36 per cent in 2013.<sup>13</sup> The poverty rate was 32% in 2014, and the extreme poverty rate (measured by food poverty line) went down from 20% in 2012 to 16.8% in 2014<sup>14</sup>. However, poverty in Tajikistan has a strong seasonality feature, whereby poverty rates can fluctuate significantly from one quarter of the year to the other<sup>15</sup>. Some people may exit poverty, for instance, during agricultural seasons of harvesting crops and fall again under poverty line in winter, when jobs are scarce.

One of the main challenges for poverty reduction<sup>16</sup> is deemed to be the insufficient level of the private sector employment opportunities, particularly for young people and women. Tajikistan is ranked 166 out of 189 economies in the World Bank's Doing Business 2015. In 2014, Tajikistan occupied 177<sup>th</sup> position, so better performance has been estimated by 11 points by World Bank's Doing Business measurement. Yet, the World Bank Doing Business 2015 report indicated exceptionally low scores for getting construction permits (168), 178 for getting electricity, 169 for ease of paying taxes, and 188 for trading across borders<sup>17</sup>.

In recent years, the level of poverty in the country shows a clear downward trend (see Graph 1 below). However, it should be noted that the level of poverty is still very high, and poverty itself is multidimensional.

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<sup>11</sup> <https://atlas.media.mit.edu/en/profile/country/tjk/>

<sup>12</sup> UNECE (2013);

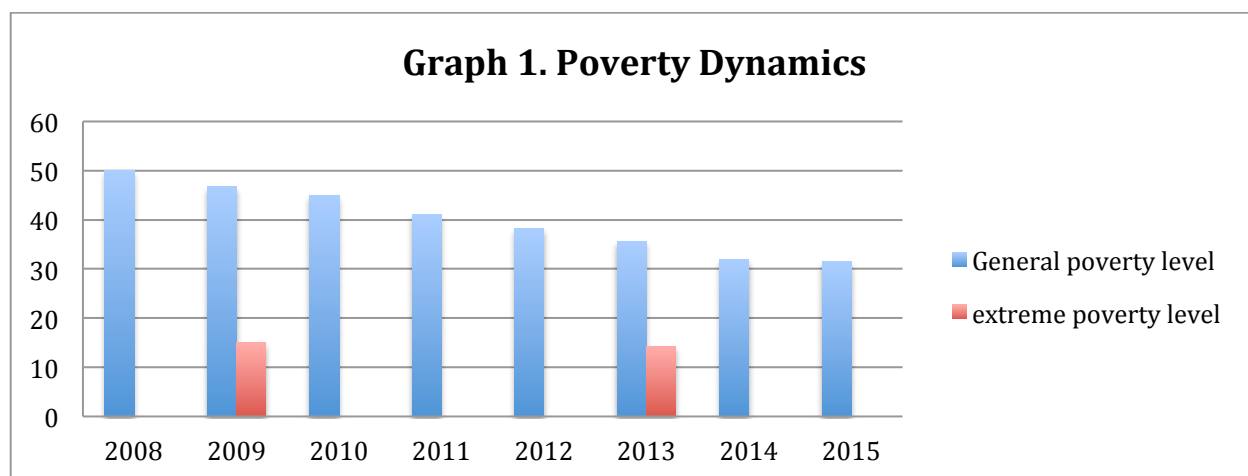
<sup>13</sup> J.P. Azevedo, A. Atamanov, and A. Rajabov, "Poverty Reduction and Shared Prosperity in Tajikistan: A

<sup>14</sup> <http://www.stat.tj/en/news/282/>

<sup>15</sup> The World Bank Group – Tajikistan Partnership Program Snapshot, April 2015

<sup>16</sup> The recent presidential addresses to the Parliament and nation have set quantitative targets for national development by 2020: to double GDP and to reduce poverty to 20 per cent, while also expanding the middle class.

<sup>17</sup> <http://www.doingbusiness.org/data/exploreeconomies/tajikistan>



*The Agency for Statistics under the President of Tajikistan, the NDS Review Report*

As it can be observed from Graph 1, the overall level of poverty in Tajikistan is 32%, and extreme poverty (in 2013) - 14.3%. However, high level of inequality in income distribution leads to extreme poverty being highly sensible to changes in the value of the poverty line<sup>18</sup>.

Until 2009 economic growth has not led to reduction in inequality in Tajikistan. After 2009, the Gini coefficient has started to improve. It seems that several factors influenced the improvement of the situation, in particular: the restoration of the dynamics of growth of remittances to the country, but more importantly, the growth of budget expenditures in the social sphere, and in particular to social protection. However, in the long-term Gini coefficient remains at the level of 2003.

With respect to regions, data shows high disparities. Thus, the value of total poverty in the territories ranges from 19.2% in Dushanbe and to 51.5% in Gorno-Badakhshan Autonomous Oblast (GBAO). In addition, in rural areas the poverty rate is higher, at 39.2% compared to 28.5% in urban areas. Poverty has an adverse effect on the lives of children. For example, the difference in the level of poverty of is 5.6% between those who are over 15 years old, and those who are from 0 to 15 years. In the whole country, the child poverty rate as of 2009 was 50.7%, while in rural areas this figure is higher than in urban areas. In Tajikistan, gender dimension of poverty is prevalent. The evidence shows that the bulk of unemployed are women, while men are more involved in labour migration (90%)<sup>19</sup>.

## **Social development**

Even though the economy of Tajikistan has grown significantly since 2000, the country still has major challenges — developing diversified industry, reducing the decline of high literacy rates, developing and maintaining an up-to-date national health infrastructure, creating more employment opportunities, and investing in overall infrastructure development all over the country.

According to Tajikistan official statistics on the number of people registered as unemployed, the

<sup>18</sup> NDS Review Report

<sup>19</sup> *ibid*

rate in Tajikistan remain unchanged at 2.40 per cent in March of 2015 from 2.40 per cent in February of 2014. Unemployment Rate in Tajikistan averaged 2.43 per cent from 2000 until 2014, reaching an all-time high rate of 3.13 per cent in January of 2000 and a record low of 2 per cent in December of 2004<sup>20</sup>. Yet, the latest Labour Force Survey, in 2009, calculated 11.5 per cent of unemployment in Tajikistan<sup>21</sup>. The unofficial data indicates that unemployment rates in Tajikistan vary from 30-45%<sup>22</sup>. The Ministry of Labour, Migration and Employment reports 799'000 citizens left Tajikistan in search of employment. However, unofficial estimation by experts refers to about 1 million of Tajik nationals who are on labour migration<sup>23</sup>.

Health indicators in Tajikistan remain among the lowest in the Europe and Central Asia region, though there were some important improvements captured by indicators. For example, the infant mortality rate declined from 65 per 1,000 live births in 2005 to 34 per 1,000 live births in 2012<sup>24</sup>. The total government health expenditure over the past decade ranges from 4.6 to 5.3 per cent of GDP. However, public funds for health spending remain one of the lowest in Central Asia<sup>25</sup>.

Higher education (ages 18–24) is largely inaccessible to poorer families. Some 72 per cent of university students come from richer households compared to 13 per cent from poor families<sup>26</sup>. The primary enrolment rate is 98 per cent, with gender parity. Nonetheless, gender inequality is pervasive in Tajikistan despite a legal framework that protects women's rights. Violence against women and girls is widespread.<sup>27</sup> Tajikistan has a Gender Inequality Index value of 0.383, ranking it 75 out of 149 countries in the 2013 index<sup>28</sup>. While Tajikistan's Human Development Index (HDI) value for 2013 is 0.607, ranking the country at 133<sup>rd</sup> position out of 187 according to Human Development Report 2014<sup>29</sup>. Between 1990 and 2013, Tajikistan's HDI value dropped from 0.610 to 0.607. Tajikistan is coming under the category of countries with medium human development. Since 2005, there is a tendency of an increase in the indicator mainly due to the increase in per capita income. Comparing the results of Tajikistan's HDI value in 2013 (0.607) with 2010 (0.596), the indices show the following trends — life expectancy at birth has increased from 66.8 to 67.2; no changes in expected years of schooling which remains 11.2; the results for mean years of schooling, which is 9.9, also remains the same as it was in 2010; whereas, Gross National Income (GNI) per capita has increased from 2,083 USD in 2010 to 2,424 USD in 2013<sup>30</sup>.

## **Private Sector Development and Financing Economic Development**

Tajikistan has been taking initiatives to develop the private sector. Since 2008, the Tajik government improved its regulations to register a business by eliminating cumbersome procedures, reducing minimum capital requirements, establishing regulatory framework to set up a one-stop shop, lowering corporate income tax rates, passing new law for the creation of a

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<sup>20</sup> <http://www.tradingeconomics.com/tajikistan/unemployment-rate>

<sup>21</sup> World Bank Group / Tajikistan Economic Update/No.1/Spring 2015

<sup>22</sup> [http://tbinternet.ohchr.org/Treaties/CESCR/Shared%20Documents/TJK/INT\\_CESCR\\_NGO\\_TJK\\_16814\\_E.pdf](http://tbinternet.ohchr.org/Treaties/CESCR/Shared%20Documents/TJK/INT_CESCR_NGO_TJK_16814_E.pdf)

<sup>23</sup> UNDP (2010), National Human Development Report 2008-2009 Employment in the Context of Human

<sup>24</sup> The World Bank Group – Tajikistan Partnership Program Snapshot, April 2015

<sup>25</sup> World Bank Group – Tajikistan Partnership Program Snapshot

<sup>26</sup> The World Bank Group – Tajikistan Partnership Program Snapshot, April 2015

<sup>27</sup> According to "Medical and demographic assessment of Tajikistan (2012), 19% of all women (15-49 year old) and 1/5 of married women reported different types of domestic violence

<sup>28</sup> Human Development Report 2014

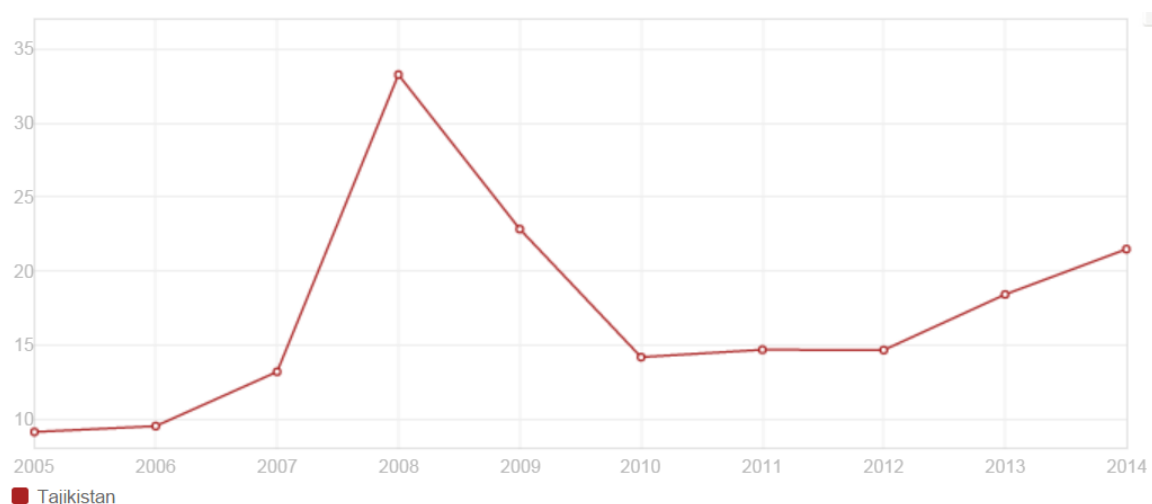
<sup>29</sup> *ibid*

<sup>30</sup> Explanatory Note to the 2014 Human Development Report composite indices

credit bureau and introducing amendments to the customs code aimed at reducing the number of documents required for trade.

In spite of a number of reforms to improve businesses environment and attract internal and external investments, private investments contributions to Tajikistan economy remain low. Tajikistan is ranked 166th out of 189 economies by 2015 Doing Business report. Tax administration remains one of the most challenging aspects for business environment development in Tajikistan. To tackle the issue, a new tax code was developed. The main changes to the tax code include the abolition of the retail sales tax, elimination of the road user tax by 2017, and introduction of simplified filing and payment procedures. The State Tax Committee of Tajikistan is expected soon to begin reviewing its operations to make the changes functional<sup>31</sup>. According to the World Bank, domestic credit to the private sector (% GDP) has increased 14.6% in 2012 to 21.5% in 2014<sup>32</sup> (see the graph 2 below).

**Graph 2: Domestic credit to private sector (% of GDP)**



### *The World Bank Group Data*

Since Tajikistan's economy is highly vulnerable to external shocks, such as reduction of remittances flow or price drop of cotton or aluminium, the Ministry of Economic Development and Trade (MoEDT) has developed a risk mitigation plan in 2015–2016. The plan defines strategies to increase foreign exchange reserves, enhance revenue collection, and reduce quasi-fiscal risks, focusing on the development of the financial operations of two large state enterprises, Barki Tojik and Agroinvestbank. Also, it aims to strengthen governance in state-owned enterprises by introducing international financial reporting mechanisms, resorting to external auditing and improving financial and operational transparency. In addition, the plan emphasises the importance of developing social assistance and support programs, as well as interventions to further improve the investment climate in the country<sup>33</sup>.

## **Investment environment**

<sup>31</sup> World Bank Group / Tajikistan Economic Update/No.1/Spring 2015

<sup>32</sup> <http://data.worldbank.org/indicator/FS.AST.PRVT.GD.ZS/countries/TJ?display=graph>

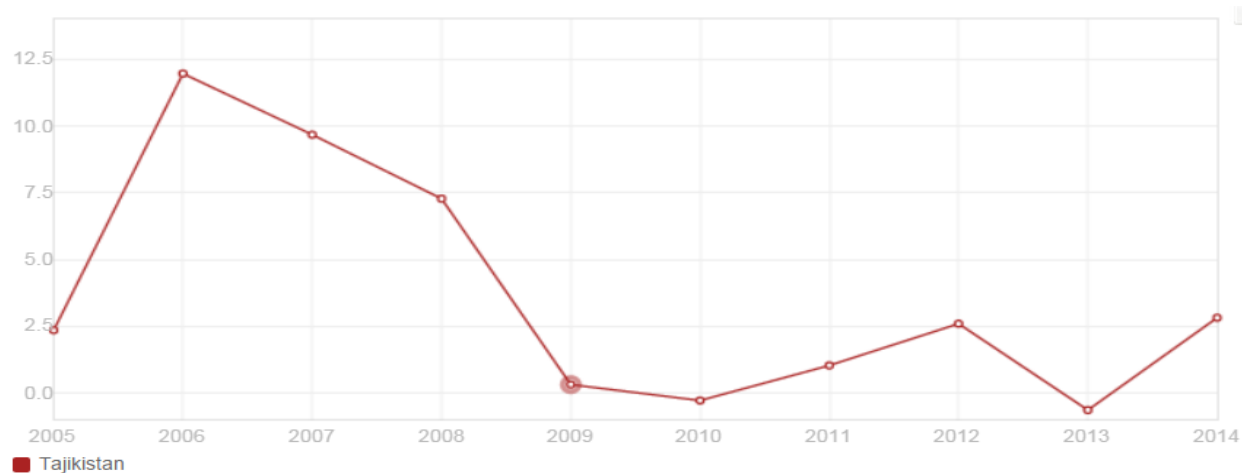
<sup>33</sup> ADB/Asian Development Outlook 2015/Financing Asia's Future Growth



The Government developed a new law on public-private partnerships (PPPs), adopted in early 2013, to promote greater investment in infrastructure and social services. The high level of corruption is seen as a major obstacle, demotivating foreign investment to the economy of the country<sup>34</sup>. Corruption in public sector is widespread in Tajikistan although the country has better corruption ranking performance than Uzbekistan or Turkmenistan in Central Asia. According to the Corruption Perceptions Index of Transparency International, Tajikistan is currently ranked 152th out of 174 in the world, with a score of 23 out of 100. This ranking level indicates a slight improvement in comparison to Tajikistan 2012's 157 ranking and 22 score<sup>35</sup>.

The net inflow of foreign direct investments increased from -0.6% of GDP in 2013 to 2.8% of GDP in 2014<sup>36</sup> (see the graph 3).

**Graph 3: Foreign direct investment, net inflows (% of GDP)**



*The World Bank Group Data*

The indicative investment programme agreed upon between Asia Development Bank (ADB) and the government of Tajikistan consists of \$59 million in 2014, \$54 million in 2015, and \$54 million in 2016<sup>37</sup>. These funds do not include possible additional sub-regional resources for regional projects and potential co-financing from other development partners and the government. The 2014–2016 indicative assistance pipeline includes projects that develop the power sector and strengthen private sector participation in technical and vocational education and training.

Tajikistan's inability to obtain large levels of investment can be explained to some extent by unfavourable economic conditions and its geographical location. At the same time, the main reasons for this situation are excessive administrative barriers, corruption, insufficient development of the public and private infrastructure and weaknesses in addressing key economic problems (low labour productivity, insufficient competition, low investment and underdevelopment of the private sector). Nevertheless, Tajikistan is expecting large investments from China in the volume of at least \$6bn in Tajikistan over the next three years. Also, Tajikistan has reached significant agreements to increase food exports to the Russian Federation and export

<sup>34</sup> UNECE National PPP Readiness Assessment Report: Tajikistan

<sup>35</sup> <https://www.transparency.org/cpi2014/results>

<sup>36</sup> <http://data.worldbank.org/indicator/BX.KLT.DINV.WD.GD.ZS/countries/TJ?display=graph>

<sup>37</sup> ADB/Asian Development Outlook 2015/Financing Asia's Future Growth

surplus summer energy to Afghanistan and Pakistan under the Central Asia South Asia Electricity Transmission and Trade Project<sup>38</sup>. These measures are expected to counterbalance the drastic reduction of remittances flow to Tajikistan.

## **Development strategies**

### *National Development Strategy*

*Core focus:* In 2005, Tajikistan developed and adopted National Development Strategy (NDS), which sets the course of direction for long-term development process of the country in accordance with Millennium Development Goals (MDGs). As a principal strategic document, the NDS defines and provides priorities and generic vision for government policies, focusing on sustainable economic growth achievement, expansion of public access to basic social services and poverty reduction<sup>39</sup>.

The NDS is based on a new approach to development and growth, which is structured around experience gained elsewhere in the world and lessons learned and conclusions drawn from the country's earlier development experience, as well as from development realities at grass roots level. As a principal document for long-term development, all government sectoral and regional conceptual frameworks, strategies, programmes and plans have been formed based on the development agenda provided by the NDS. Also, it serves as a strategic tool for engaging in a dialogue with the private sector and non-governmental organizations.

*Objectives and Pillars:* The NDS is structured around its sectoral sections. The sectoral sections of the NDS are organised into three blocks – Functional, Production and Social blocks<sup>40</sup>.

The functional block aims at establishing appropriate institutional and functional environment for development. This block is comprised of the following sectors - public administration reform, macroeconomic development, investment climate development; establishment of enabling environment for private sector and entrepreneurship development, regional cooperation and integration into the global economy. The Production block is responsible for the physical environment to enhance economic growth. It consists of the following sectors - development of the agro-industrial complex, food security and the development of infrastructure for communications, energy and industry.

The Social block concentrates strategies on the expansion of access to basic social services and improvement of the services. The following sectors form the basis of the block - health care system development, improvement of the education system, expansion of access to drinking water supply, enhancement of sanitation, housing and municipal services, advancement of social welfare benefits, promotion of gender equality; and environmental protection and sustainability.

### *Living Standards Improvement Strategy*

*Core focus:* The “Living Standards Improvement Strategy (LSIS) of Tajikistan for 2013-2015” has been developed as a mid-term strategy, contributing to the implementation process of the

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<sup>38</sup> Ibid

<sup>39</sup> National Development Strategy of the Republic of Tajikistan for the Period to 2015

<sup>40</sup> Ibid

“National Development Strategy up to 2015”. The LSIS is a three-year programme which includes the implementation of strategic and priority areas of the national economic and social development goals. At the same time the “LSIS of Tajikistan for 2013-2015” provides a linking platform for harmonising sectoral and regional strategies and programmes, and streamlines the course of direction of development activities towards achievement of NDS goals. LSIS maintained continuity with the Poverty Reduction Strategy- 3 (PRS), covering the period 2010-2012, in addressing priorities of the long-term NDS.

*Objectives and Pillars:* The LSIS has following key sections: Functional Section - strengthening the basis of development, Economic Activity Section - strengthening sustainable economic development, The Social Sector – ensuring the development of human potential, Managing the Process of Strategy Implementation – funding sources for the implementation and monitoring and evaluation of the LSIS<sup>41</sup>.

In the functional section, it aims to strengthen the general development foundations for improving the public administration, ensuring sustainable economic development based on the development of the private sector, and attracting investments for strategic and priority aims.

The economic activity section focuses on achieving national economic development priorities, ensuring the development of the energy, industry and infrastructure sectors, as well as making provisions for food security.

In the social sector, the emphasis is on creating new jobs, developing human potential, enhancing the quality of education, further increasing access to high quality health care services, expanding access to drinking water, taking into account environmental protection and sustainable development measures, and striving for gender equality in the country.

## 1.2 BACKGROUND OF UNDP COUNTRY PROGRAMME OUTCOME 1

***Outcome 1: Poverty reduction and economic development programmes are enhanced, with particular focus on the rural poor, women and marginalized people.*** UNDP scaled up support to the MDGs, targeting macro-level economic policy development and implementation at the national and sub-national levels. UNDP provided advisory support to the national government in formulating and implementing strategies and policies in key economic and social sectors. UNDP strengthened national capacities for efficient aid coordination and increase trade and foreign direct investment. At the local level, UNDP focused on poverty reduction initiatives to support the economic development of farmers and small businesses, particularly the rural poor, women and marginalized people. Support included: increasing access of individuals to microcredits, grants, and various sustainable business support services and enhancing rural economic livelihoods. Taking into account the significance of labour migration to the economy of Tajikistan, UNDP continued to encourage migrants to invest remittances in community-based initiatives as well as through the Trust Fund mechanism as a significant contributor to local economic development. Most of the activities within the output are implemented through Communities Programme. Other UNDP programmes and clusters indirectly contribute to poverty reduction. Contributions are particularly made through the Democratic Governance, Crisis Prevention and Recovery, Environment and Sustainable Development and interventions to reduce the burden of HIV/AIDS, Malaria and Tuberculosis. Also, joint UN projects contribute to the overall outcome 1.

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<sup>41</sup> Living Standards Improvement Strategy Of Tajikistan For 2013-2015

## Main outputs and initiatives expected to contribute the outcome

The UNDP CPAP for 2010-2015 outlines the following key UNDP outputs and relevant targets, which would contribute to achievement of the outcome 1.

**Outcome 1. Poverty reduction and economic development conditions are improved, with particular focus on the rural poor, women and marginalized people.**

Indicator:	Baseline:	Target:
1) % decrease in poverty level	1) 53% of population is under the poverty line	1) The rate of poverty decreased to 45%
2) the rate of economic growth in country based on MDG and NDS targets	2) 7% economic growth in 2008 and 1.8% in 2009	2) To reach an average 5% growth for next 6 years
3) the rate on Human Development Index (HDI)	3) 124th out of 179 on HDI	3) 120th out of 179 on HDI

## Expected Outputs, targets and Indicators

**1.1. Sectoral strategies and policies in selected economic and social sectors are formulated and implemented to support achievement of MDGs and implementation of National Development Strategy (NDS).**

Indicator:	Baseline:	Target:	Means of Verification:
<i>Indicator #1:</i> Number of sectoral strategies /policies developed and implemented in support of MDGs & NDS	<i>Baseline:</i> Several sector specific strategies have been attempted with limited success, due to inadequate planning/coordination	<i>Overall Target:</i> Strategies/policies in 3 sectors (agriculture, business development and microfinance) are developed and successfully implemented <i>2011 – 2013 Target:</i> One strategy / year developed and implemented	Press releases, Project progress reports; <i>Frequency:</i> Annually

**1.2. A business registration, regulatory and taxation framework is developed that is more transparent and favorable for the promotion of businesses and public-private partnerships, leading to improved economic development.**

Indicator:	Baseline:	Target:	Means of Verification:
<i>Indicator #1:</i> The implementation of a new framework to support business development, as a means to improve Tajikistan's ranking on "Ease of doing business"	Tajikistan is 151st on "ease of doing business" among 180 countries in the world	A new registration, regulatory and taxation framework is established and implemented to better support business development, that results in a 7-position improvement in Tajikistan's ranking on "ease of doing business" to 144 <sup>th</sup> .	'Doing Business Report'; <i>Frequency:</i> Annually

**1.3. Low-income households, women and small and medium enterprises (SMEs) are provided with access to a broad range of financial, microcredit/ financing, legal, income generation and business support services.**

Indicator:	Baseline:	Target:	Means of Verification:
<i>Indicator #1:</i> Number of low-income households provided with access to micro-credit, grants and business support services; percentage of women provided access (disaggregated by sex and age)	Lack of financial services and business support services resources for low-income and female headed households in rural communities.	At least 1,000 new low-income households (at least 35% female-headed) benefit from access to microcredit/deposit, grants and business advisory support, leading to improved economic livelihoods <i>2010 – 2015</i> <i>Annual Target:</i> At least 100 new low-income households benefit from access to micro-credit; 50 households from BAIC services; and 50 from grant access	Press releases, project progress reports, mass-media new, Report from MFIs

<i>Indicator #2:</i> Number of SMEs established and registered; % female-led SMEs	7000 SMEs registered	At least 300 additional SMEs registered; 30% by women Yearly Targets (2010 – 2015): Establish and register 50 SMEs per year. At least 30% of SMEs led by women	Statistical report, mass-media news, project progress reports
<i>Indicator #3:</i> Number of public-private partnerships established to improve public service delivery	Poor public-private cooperation in public service-delivery	At least 3 public-private initiatives on better public service delivery piloted <i>2012 – 2014 Annual Target:</i> 1 public-private initiative piloted per year	Project progress reports, mass-media news

**1.4. National capacities are strengthened to negotiate and efficiently coordinate development finance with international donors, such that trade and foreign direct investments increase.**

<b>Indicator:</b>	<b>Baseline:</b>	<b>Target:</b>	<b>Means of Verification:</b>
<i>Indicator #1:</i> % increase in foreign direct investment and exports	Insufficient state support to attract foreign investment and promote exports	Effective promotion of investments, such that international direct investment increases and exports increase by 20% from 2008	Report from governmental agencies, publications; <i>Frequency:</i> Annually
<i>Indicator #2:</i> Number of information tools and reports developed to coordinate and manage foreign aid	While there is a Foreign Aid Report and Development Partners Profile Report produced by the Government annually and an aid coordination unit, there are limited information tools for aid coordination	Creation of foreign aid and development partners reports, as well as new information tools such as website and database implemented to support effective aid coordination	Report from governmental agencies, publications

### 1.2.1 Programme/Projects Implemented within the Outcome 1 Communities Programme

Project/donor /budget	Project outcome	Project outputs	Strategies and activities
<b>AID FOR TRADE</b> Donor: Government of Finland, Government of Luxembourg and UNDP  Budget: USD 2,831,399	<ul style="list-style-type: none"> <li>Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded'</li> </ul>	<ul style="list-style-type: none"> <li>Trade related policy documents at the national and local level developed and better adjusted to international trade agreements;</li> <li>Capacity of National Trade Promotion Institutions and trade stakeholders in international trading and promoting sound business environment is strengthened;</li> <li>Economic activities within agricultural value chains are based on sustainable use of natural resources.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a trade related baseline study at the national and Oblasts level, with consideration of gender aspects, wherever applicable;</li> <li>Legal review of national trade related documents and WTO requirements for Tajikistan. Result: legal review is supported with on-demand advice from trade expert;</li> <li>Support to establishing a Working Group at the Ministerial level to introduce adjustments to National Trade Policy documents and provision of international and national expertise. Result: Ministerial Working Group is supported through topic-related trade expert;</li> <li>Support to establishing Expert and Working Groups on the national and at Oblasts level for elaboration of trade related policy documents. Result: expert and working groups on trade policy are established on the national level and in at least 2 Oblasts;</li> <li>Provide national and international technical expertise for the formulation of trade related policy documents. Result: at least 6 papers and expert consultancies supported;</li> <li>Provision of technical assistance for the design of a Trade Road Map Action Matrix and the implementation of selected priorities through UNDP instrument "Small Grants Programme". Result: implementation of Action Matrix priorities is supported through the provision of on-demand advice from experts and grants;</li> <li>Support to establishing National and at least two Oblasts Trade Promotion Centres. Result: National and at least 2 Oblast Trade Promotion Centres are</li> </ul>

Project/donor /budget	Project outcome	Project outputs	Strategies and activities
			<p>established;</p> <ul style="list-style-type: none"> <li>• Support to establishing a TCDP at the national and Oblasts level providing regular trainings. Result: latest by mid 2015, the Trade Capacity Programme conducts annually at least 2 trade-related trainings, satisfying at least 70 % of participants;</li> <li>• Providing Trade Promotion Centers with support to conduct follow-up actions for SMEs on TCDP trainings on compliance to export standards for agro-processing companies (e.g. Good Management Practice, HACCP, and ISO). Result: at least 2 follow-up measures on compliance with export standards are supported per year;</li> <li>• Support CCI in organizing the participation of selected SMEs (including those headed by women) at trade fairs/exhibitions and business forums in CA countries. Result: Capacity of CCI in organizing delegations visits of entrepreneurs is built, new business links established, locally produced products promoted at regional markets, export turnover increased by 10% at least;</li> <li>• Awareness raising of BCF among the private sector. Result: awareness campaigns are conducted at least every second year in at least 4 Oblasts.</li> </ul>
<b>The Tajik-Afghan Poverty Reduction Initiative (TAPRI)</b> Donor: Government	<ul style="list-style-type: none"> <li>• To alleviate poverty through improvement of cross-border cooperation and promotion of sustainable economic and social development and improved livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>○ Better opportunities and conditions for economic development, poverty reduction and improved livelihoods in targeted</li> </ul>	<ul style="list-style-type: none"> <li>• Provide access to affordable financial services through microfinance institutions;</li> <li>• Promote cross-border trade and transit opportunities.</li> <li>• Support agriculture value chain for local producers and processors.</li> <li>• Capacity development for SMEs, including through micro finance activities;</li> <li>• Improve access to water and energy (electricity) for</li> </ul>



Project/donor /budget	Project outcome	Project outputs	Strategies and activities
of Japan  Budget: USD 5,240,424	in specifically targeted Tajik and Afghan borderlands communities.	borderlands communities are created.  <ul style="list-style-type: none"> <li>Social and community infrastructure and capacities of local communities, authorities and civil society in districts are improved on each side of the border for participatory decision making and planning for effective rural development, poverty reduction, improved livelihoods and cross-border cooperation.</li> </ul>	development and poverty reduction; <ul style="list-style-type: none"> <li>Develop capacity for local government;</li> <li>Support development for civil society;</li> <li>Facilitate participatory planning exercises;</li> <li>Support public service delivery, including socio-economic infrastructure, Disaster Risk Management, environmental protection and cross-border activities;</li> <li>Implement awareness raising campaigns on cross-border issues;</li> <li>Arrange study-tours and experience-sharing between border communities;</li> <li>Facilitate joint, cross-border Disaster Risk Management activities;</li> </ul>
<b>Project for Livelihood Improvement in Tajik-Afghan Cross-border Areas</b>  (LITACA) Donor: Government of Japan through Japan International Cooperation Agency (JICA)	<ul style="list-style-type: none"> <li>Strengthened living standards of selected rural communities in the bordering areas of Tajikistan and Afghanistan</li> </ul>	<ul style="list-style-type: none"> <li>Communities in the bordering provinces of Tajikistan and Afghanistan enjoy better governance, access to rural infrastructure and services as well as economic development opportunities;</li> <li>Cross-border communities have better opportunities for cross-border interactions, dialogue and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing capacity to manage local development processes ;</li> <li>Rehabilitation of rural infrastructure and services;</li> <li>Enhancing job and income opportunities for sustainable local economic development;</li> <li>Cross-border information and experience exchange;</li> <li>Cross-border economic cooperation;</li> <li>Cross-border disaster risk management</li> </ul>

Project/donor /budget	Project outcome	Project outputs	Strategies and activities
Budget: USD 10.7 million			
<b>Livelihood Improvement of Rural Population</b>  <b>LIRP</b> Donor: Government of the Russian Federation  Budget: USD 6.7 million	<ul style="list-style-type: none"> <li>Contribute to increasing employment and business development in nine of the most vulnerable districts of Tajikistan</li> </ul>	<ul style="list-style-type: none"> <li>District authorities are capable efficiently plan and monitor local socio-economic development;</li> <li>Support development of favourable investment climate, entrepreneurship and employment at the local level;</li> <li>Support rural initiatives aimed to address the local population priorities, creation of new jobs and entrepreneurship development;</li> </ul>	<ul style="list-style-type: none"> <li>Training and retraining of about 90 civil servants;</li> <li>Elaboration /review of DDPs of 7 target districts aligning with the national development strategies;</li> <li>Introduction and efficient use of the monitoring system for the local socio-economic development;</li> <li>Establishment of the Consultative Councils on local economic development consisting of representatives of the local authorities and private sector;</li> <li>Conducting investment capacity analysis of each district with involving international (in particular Russian) experts;</li> <li>Rehabilitation of the vocational training system in each district;</li> <li>Conducting trainings courses on agribusiness, entrepreneurship, arable farming, sustainable economic management, efficient nature management;</li> <li>Grant support at least 16 small initiatives with total coverage not less than 200,000 persons (funding of one initiative up to \$44,000 with coverage not less than 4,000 persons);</li> <li>Provision at least 625 micro-credits aimed to create new jobs and additional income for unemployed and development of small entrepreneurship;</li> <li>Conducting information campaign for at least 15,000 persons;</li> <li>Provision of support services for producers and processing of agricultural products;</li> </ul>
<b>Poverty and Environment</b>	<ul style="list-style-type: none"> <li>Comprehensive strategies and</li> </ul>	<ul style="list-style-type: none"> <li>P-E approaches and tools for integrated</li> </ul>	<ul style="list-style-type: none"> <li>P-E mainstreaming into long-term national development strategy 2016-2030. Green Economy</li> </ul>

Project/donor /budget	Project outcome	Project outputs	Strategies and activities
<b>Initiative</b> Donor: Poverty Environment Facility  Budget: USD 2 million	strengthened institutions at the national and local levels enabled to better address existing poverty and environmental issues and facilitating transition to greener, inclusive and gender equitable growth.	development policies, plans and coordination mechanisms applied; <ul style="list-style-type: none"> <li>Knowledge base built for institutionalization of cross-sectoral budget and expenditure frameworks and environment-economic accounting systems;</li> <li>Regional cooperation and knowledge sharing facilitated to integrate pro-poor environmental outcomes into regional institutions and sustainable development processes;</li> </ul>	principles to be applied while developing this strategic framework; <ul style="list-style-type: none"> <li>Scaling up P-E mainstreaming at the district level to Khatlon region;</li> <li>Integrating P-E indicators into M&amp;E and reporting of the mid-term and long- term development strategies;</li> <li>Integrating PE into water sector policies;</li> <li>Integrating PE into UNDAF and UNDP Country Programme Document (CPD);</li> <li>Introducing Strategic Environmental Assessment (SEA) and Public Environmental Expenditure review (PEER) methods as tools to enhance P-E mainstreaming;</li> <li>Introducing the concepts, knowledge, methodologies and tools on Green Economy and the Economic Valuation of Ecosystem Services to support the PE mainstreaming process;</li> <li>Building national capacities in the development and use of green accounting systems for P-E mainstreaming into national account systems;</li> <li>Identifying best practices, experiences and technologies on designing and implementing policies integrating P-E and gender equality issues in priority sectors and exchanging them among countries;</li> <li>Organizing exchange visits between PEI and non-PEI countries in order to facilitate knowledge sharing and support key partnerships at the regional level (Central Asia and CIS);</li> <li>Identifying possible policy interventions to create synergies with regional dynamics;</li> </ul>
<b>Support to Effective</b>	<ul style="list-style-type: none"> <li>Improved mechanism of funds allocation for</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened/built capacity of government</li> </ul>	<ul style="list-style-type: none"> <li>Provide technical assistance in optimizing the budget allocation process for Flagship Initiatives</li> </ul>

Project/donor /budget	Project outcome	Project outputs	Strategies and activities
<b>National Aid Coordination and Monitoring of NDS/LSIS (SENACAM)</b>  <b>Component 1</b> Donor: DFID, UNDP  Budget: USD 2,516,337	LSIS 2013-2015 priorities and established and implemented an effective and sustainable M&E system mechanisms in the MEDT, line ministries and agencies for the monitoring and implementation of the NDS and LSIS, which would ensure the link of national strategies monitoring system with sectoral and regional programs.	authorities at national and local levels to implement democratic governance practices and effectively and strategically plan, finance and implement initiatives;	and agreed Work Plans; <ul style="list-style-type: none"> <li>• Ensure linkage of Flagship Initiatives resources with the existing DDPs;</li> <li>• Strengthening the monitoring and analytical capacity in MEDT and line ministries;</li> <li>• Improving the citizens feedback mechanism on the implementation of the NDS, LSIS and DDP</li> </ul>
<b>SENACAM Component 2</b> Donor: Budget:	<ul style="list-style-type: none"> <li>• Improved national aid coordination, management and M&amp;E systems based on Shared Principles for cooperation between the Government and development partners.</li> </ul>	<ul style="list-style-type: none"> <li>• SCISPM is able to effectively manage and coordinate foreign aid, using developed AIMS and Global partnership monitoring results</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthened national aid coordination capacity and facilitated public-private dialogue;</li> <li>• Ensured effective participation of Tajikistan at the Global Partnership and its monitoring;</li> <li>• Increased transparency and accountability through the expansion of the national Aid Information Management System;</li> </ul>
<b>Strengthening conflict mitigation and prevention capacities in</b>	<ul style="list-style-type: none"> <li>• Enhanced cross-border cooperation along the Kyrgyz-Tajik border to reduce the risk of violent conflict,</li> </ul>	<ul style="list-style-type: none"> <li>• Community leaders/ authorities in Tajik-Kyrgyz cross-border areas have access to reliable and balanced information about local conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Create conducive environment for cross-border dialogue to take place and provide on-the-job training and mentoring to local dialogue facilitators;</li> <li>• Conduct inter-community dialogue/ consultations and agree on practical confidence building measures;</li> </ul>

Project/donor /budget	Project outcome	Project outputs	Strategies and activities
<b>the cross-border areas of Tajikistan</b>  <b>Donor: BPPS</b> (Bureau for Policy and Programme Support)  Budget: 582,500 USD	integrating conflict monitoring, dialogue and confidence-building measures into a comprehensive approach	dynamics and trends and how they can be addressed; <ul style="list-style-type: none"> <li>• Cross-border communities along the Tajik-Kyrgyz border establish/ strengthen mechanisms for dialogue, deliberation, and joint problem-solving;</li> <li>• Cross-border linkages, trust and cooperation between communities along the Tajik-Kyrgyz border are increased as a result of jointly agreed and implemented confidence building measures;</li> <li>• UNCT's analytical capacity to identify potential conflicts and risks to development is strengthened through conflict-sensitivity training, monitoring and data analysis.</li> </ul>	<ul style="list-style-type: none"> <li>• Support communities to plan and formulate practical measures to be implemented with technical and financial support of UNDP;</li> <li>• Support communities to plan and formulate practical measures to be implemented with technical and financial support of UNDP</li> <li>• Consolidate data collection and information analysis for diagnostic and monitoring purposes;</li> <li>• Commission a nation-wide representative survey on citizens' perception of socio-economic issues and levels of satisfaction with government services;</li> <li>• Conduct conflict-sensitivity and awareness-raising presentations and trainings for UNCT members;</li> </ul>
<b>Rural Growth Programme</b> Donor: DfID, UNDP Budget: 11,000,000	<ul style="list-style-type: none"> <li>• Improved capacities of local governance actors (particularly at district and Jamoat levels) for local economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Improved capacity of the local authorities in monitoring and implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Provide funds for the implementation of local priorities under the continuation of TF mechanism;</li> <li>• Monitor, evaluate and provide technical support to implementation of the projects approved under the new phase of Trust Fund;</li> </ul>

Project/donor /budget	Project outcome	Project outputs	Strategies and activities
<b>Empowering Rural Communities with Better Livelihood and Social Protection</b>  <b>UN Security Trust Fund</b>  Donor: UNDP, UNDP, UNFPA, UNICEF, UN Women, UN WFP, UNTFHS and SDC  Budget: USD 3.5 million	<ul style="list-style-type: none"> <li>Cross-border, regional and national issues are better managed through strengthening capacities for promoting conflict prevention and social cohesion and improving cooperation with local, regional, and international partners.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced income and food insecurity among vulnerable households in the 5 districts of Rasht Valley through improved and environmentally sustainable use of available land;</li> <li>The vulnerable are better protected from and prepared for threats to their security due to natural disasters;</li> <li>Risk of internal conflicts reduced through improved access to water, irrigation, pasture, energy and effective counterstrategy against drug trafficking in the region;</li> <li>Rural women and vulnerable children (especially girls) are empowered through access to support structures, civil registration, improved access to post-primary education and health services</li> </ul>	<ul style="list-style-type: none"> <li>Improved income generation and food security for vulnerable groups through improved and environmentally sustainable use of available land;</li> <li>Increased income-generation opportunities for women in female headed households ;</li> <li>Reduced risk of natural disaster through environmentally sustainable land management practices;</li> <li>Improved access to economic and social infrastructure (sustainable energy, drinking and irrigation water and road to pasture) ;</li> <li>Capacities in conflict management of local authorities, JRCs, indigenous NGOs and activists in conflict prone communities are enhanced ;</li> <li>Improved access to legal, social, and psychological support as well as information on civil registration process for women;</li> <li>Improved access to school for rural girls and better health and other public services for women;</li> </ul>
<b>Strengthening conflict management</b>	<ul style="list-style-type: none"> <li>National and local levels of government will have the capacity</li> </ul>	<ul style="list-style-type: none"> <li>Increased social cohesion and confidence-building between local and</li> </ul>	<ul style="list-style-type: none"> <li>Review and amendment of DDPs through participatory discussions;</li> </ul>

Project/donor /budget	Project outcome	Project outputs	Strategies and activities
<p><b>capacities for dialogue in conflict-prone areas of Tajikistan</b></p> <p><b>Donor:</b> BCPR and UNDP</p> <p><b>Budget:</b></p> <p><b>BCPR -</b> \$500,000.0</p> <p><b>UNDP -</b> \$100,000.0</p>	<p>to implement democratic governance practices and effectively and strategically plan, finance, and implement development initiatives in an inclusive and participatory manner</p>	<p>national levels through strengthening capacities of local authorities and communities to undertake collaborative development processes in a conflict sensitive manner.</p> <ul style="list-style-type: none"> <li>• Strengthened Kyrgyz-Tajik transboundary dialogue mechanisms for effective water management, improved local cooperation, and confidence building in border areas.</li> <li>• Enhanced conflict analysis capacities and conflict-sensitive principles integrated into the work of UNDP/UNCT.</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity development for local governments on conflict sensitive analysis, responsiveness, transparency and etc.;</li> <li>• Citizen perception survey/information collection disaggregated by age report</li> <li>• Introduction of gender responsive citizen perception mechanism in the local governance system;</li> <li>• Introduction of best inclusive participation mechanism ensuring systematic joint decision making at the local level;</li> <li>• Implementation of initiatives fostering gender responsive participation (public hearings, open door meetings, joint working groups, local government regulations and etc.);</li> <li>• Enhancement of the existing and development of additional information and data sharing mechanisms and arrangements;</li> <li>• Support to bilateral cooperation and conflict prevention through facilitating regular working meetings, visits, seminars and roundtables;</li> <li>• Developing proposals and action plans aimed to support joint water-related operations in the basin, and facilitate selection of priority activities to improve joint water management at the national and trans-boundary level;</li> <li>• Provision of trainings for local stakeholders on water and security issues (conflict prevention, mitigation and resolution, sustainable water use, income generation, water metering, water saving</li> </ul>

Project/donor /budget	Project outcome	Project outputs	Strategies and activities
			<p>measures, etc.).</p> <ul style="list-style-type: none"> <li>• Pilot implementation of selected priority proposals and the action plan developed to support joint water related operations in Isfara river basin;</li> <li>• Conflict-sensitive planning, implementation, and monitoring manual is developed and introduced as a guide for programme and project staff;</li> <li>• Capacity development for relevant UNDP and UNCT staff and government officials in conflict sensitive programming with at least 40% of female participants;</li> <li>• Development of conflict sensitive and gender responsive indicators for UNCT M&amp;E framework</li> </ul>



## 2 PURPOSE OF THE EVALUATION

A team of two consultants, one International Consultant – Team Leader and National Consultant, has been commissioned to undertake Country Programme Action Plan (CPAP) Outcome 1 Evaluation of the UNDP Tajikistan. The Outcome 1 aims to enhance poverty reduction and economic development, with a particular focus on the rural poor, women and marginalized people (e.g. returning labour migrants). To reach this outcome, UNDP supports the Government in formulating and implementing sectoral strategies and policies in the economic and social sectors to support achievement of MDGs and the implementation of the government's NDS; facilitated development of a more transparent business registration, regulatory and taxation framework that promotes businesses and public-private partnerships; provided income households, women and small and medium enterprises (SMEs) with access to a range of financial, microcredit/financing, legal, income generation and business support services; and, lastly, strengthened national capacities to negotiate and efficiently coordinate development finance with international donors and to encourage trade and foreign investments.

The UNDP CPAP indicative resources for Outcome one per year were 9,200,000 USD from regular and 6,000,000 USD from non-core sources. Donor contributions to implement the Outcome 1 within the Communities programme for the period of 2010-2015 were 43,818,375 USD.

Outcome evaluation assesses not only progress towards or achievement of the outcome but also provides recommendations on the realignment of programme design and reporting arrangements to be adopted both for the immediate (new Communities Programme Plan Document for 2016-2020), short term (UNDP CPD) and long term (UNDAF). The findings and recommendations of the outcome evaluation will be used to identify UNDP involvement in Sustainable and inclusive economic development area in Tajikistan within the country planning frameworks and documents for the new programming period 2016-2020 such as United Nations Development Assistance Framework (UNDAF) and Country Programme Document (CPD) which will ensure achievement of the expected development outcome(s).

To respond to the aim of the Evaluation, a careful methodology for the Evaluation was developed in order to provide an opportunity to both look at what progress has so far been achieved but also understand how to improve and build on elements for the next CPD. At the centre of the evaluation was a review of whether **outcome results** as stated in the CPAP are achieved and what is the progress made towards their achievement. The ToR also set out the necessary tasks for the evaluation team to review, analyse and provide conclusions/recommendations on the following:

- The outcome should be assessed within the context of the overall national policies and strategies response as well as in the context of UNDP mandate in the field of poverty reduction and economic development.
- Identify contribution of key UNDP outputs to achievement of the outcome results.
- Review the contribution of the UNDP outputs towards attainment of targets set in Millennium Development Goals, UNDAF and CPD/CPAP and national strategic plans according to NDS/PRS/LSIS and sectoral national programmes and action plans on poverty reduction and economic development.

- Analyse the underlying factors within and beyond UNDP's control that affect the outcome (including analysis of the UNDP strength, weaknesses, opportunities and threats affecting the achievement of the outcome).
- Identify whether UNDP's inputs and other interventions can be credibly linked to the achievement of the outcome, including the key outputs from programmes, projects and soft (i.e. policy advice and dialogue, advocacy and brokerage/coordination services) and hard assistance that contributed to the outcome.
- Review whether UNDP's partnership strategy was appropriate and effective including the range and quality of partnerships and collaboration developed with government, civil society, donors, the private sector and how it has contributed to improved programme delivery. Analyze the degree of stakeholder and partner involvement in the various processes related to the outcome.
- Analyse the overall status and effectiveness of UNDP's collaboration with other organisations of the United Nations system within the framework of the UNDAF Thematic Group on Poverty Reduction and Governance.
- Review the extent of mainstreaming and addressing of gender, environmental and human rights issues in UNDP programming and how it has contributed to the achievement of the outcome.

## **Evaluation Questions**

The ToR outlined the requirement for the Evaluation team to review, analyse and provide conclusions/recommendations on but not limited to the following areas of impact, sustainability, efficiency and effectiveness and provides the areas of interest in the scope of evaluation as outlined in Annex 2 of this Report. The evaluation matrix in Annex 1 presents the approach of the evaluation in a way as to elaborate evaluation questions, structure the answers, by defining the judgment criteria and relevant indicators, together with approach to data collection and the type of analysis.

## **3 EVALUATION METHODOLOGY**

According to the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC) Evaluation Quality Standards and the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, selection and application of adequate evaluation methodology is crucial to produce reliable data that allow for valid evaluative judgments that are useful for learning and making decisions.

Upon analysis of the CPAP document and the results framework for the Outcome 1, the needs and expectations from the Evaluation by UNDP, the evaluation team applied "mixed methods" to optimise the potential of the analysis and to reach sound evaluation. In line with that, the methodology applied for this Evaluation included qualitative and quantitative methods and instruments, such as focus groups and interviews, as well as document review, and meetings with UNDP staff, government partners, donors, UN agencies and other international and national partners.

The evaluation methodology was based on ratings of each of the five OECD-DAC established evaluation criteria: relevance, efficiency, effectiveness, impact and sustainability:

- a) **Relevance:** concerns the consistency of activities and targets with national and local development programmes and national development challenges, and the needs of intended beneficiaries. It also relates to the relevance to UNDP's corporate and human development priorities, as well as the UNDAF and UNDP country programme.
- b) **Effectiveness:** refers to the manner in which the intended outcome targets were achieved. Measuring effectiveness will involve - to the extent possible - an assessment of cause and effect, and judging the extent to which observable changes be attributed to project activities.
- c) **Efficiency:** refers to how economically resources (funds, expertise and time) were used to achieve results.
- d) **Sustainability:** refers to the extent to which the benefits of the results will continue beyond the support provided. Assessing sustainability involves evaluating to what extent capacity can be maintained.
- e) **Impact:** from UNDP's perspective, this measures, to the extent possible, the changes in human development that are caused by the projects activities. However, impact evaluation usually faces a number of challenges, mainly because is very difficult to attribute impacts to certain activities, especially when a limited period of time has passed since implementation.

Additionally, the evaluation studied the extent of partnership and cooperation, its effects on implementation of the intervention and possibilities of duplication.

### 3.1 EVALUATION DESIGN

The evaluation was carried out in three phases:

- The inception phase and the document review;
- The fieldwork phase comprises the field visits to the target communities and follow-up interviews.
- Analysis and report writing phase. This phase was marked by two main points of consultation, the field work de-briefing meeting with the UNDP team, and the final presentation of the report.

The evaluation was completed through two sub-activities to be carried out simultaneously: qualitative and quantitative data collection.

The work for the qualitative data collection was primarily conducted through interviews and other interactions with those organisations and individuals, as well as stakeholders and partners that were involved in the interventions contributing to Outcome 1. In addition, the Evaluation team conducted a comprehensive review of historical information and reports pertaining to the Communities Programme since its inception, and earlier, as necessary. This information was analysed and the results were tailored to answer the main evaluation questions outlined in the ToR.

Qualitative data was collected by using a number of methods including:

- **A critical desk review of materials related to the Outcome**, as well as any material that was provided by UNDP such as programme and projects' reports and annual work plans, performance management plan, data on achievement of performance indicators, etc. This review extended to documents external to the UNDP that are identified by the consultant

through own research or through informants, which have a bearing on the evaluation questions.

- **Interviews with UNDP teams at headquarters** and in the field offices.
- **In-depth, semi-structured interviews** with representatives from the government counterparts. Semi-structured interviews were conducted as appropriate and valuable technique, because they allowed partners to present and explain points freely. Purpose of in-depth interviews was to familiarise and assess the use of UNDP delivered outputs by beneficiaries, be it a government institution, CSO, or local community.
- **In-depth interviews with a variety of representatives of the beneficiaries and partners** (e.g. of SMEs established, income generation activities supported, District governments, CSOs, international and local stakeholders and public sector institutions) who participated in each project.
- **Field visits and meetings with partners in target communities** as envisaged in the ToR, as a minimum. These visits were an opportunity to meet some of the beneficiaries, to conduct field observation, and gather best practices and lessons learned from programme implementation as well to observe changes towards achievement of the outcome. Particular attention was paid to interviews with women who participated in the activities in order to gauge the impact of programme activities on them. Selection of people for interviews was based on non-probability sampling without resorting to random selection due to time and resources constraints.
- **Interviews with other international donors or implementing agencies**, especially those involved in supporting economic development and poverty reduction in Tajikistan, as well as representatives of other UN Agencies. This will allow obtaining information about the expertise of other development organizations and their partnerships with UNDP in delivering development initiatives related to Outcome 1.
- **Focus Group Discussions (FGDs)** to obtain qualitative information to strengthen analysis and understand the relationship between the interventions and the results they have achieved, within the given context in the country where applicable and if it shows as valuable in the course of the evaluation. Focus groups discussions were conducted with final beneficiaries of UNDP interventions (e.g. women, owners of businesses or income generation activities supported, graduates of vocational trainings, trained and supported local government representatives, representatives of business development and disaster mitigation funds, etc.) Focus group discussions were held during the site visits to communities. Selection of participants of focus group discussions was conducted by UNDP.

**Quantitative** data collection methods consisted of:

- Review of data sourced from the interventions on indicators related to the Outcome 1 of UNDP CPAP
- Collection and review of secondary data from the analysis of the strategic framework, including but not limited to the Poverty Reduction Strategy for 2010-2012 and Living Standards Improving Strategy of RT for 2013-2015 years, and the National Development Strategy of the Republic of Tajikistan for the period of 2007-2015.
- Review of data from other secondary sources.

## **Data Analysis**

After finishing data collection, the Evaluation team processed and consolidated raw quantitative and qualitative data collected. The analysis was based on the Evaluation Matrix developed during the first phase of the evaluation process.

Quantitative data collected was analysed using established evaluation techniques and industry standard data analysis tools. These tools enabled evaluators to evaluate not only descriptive statistic but also more advanced analytical exercises such as measures of correlation (say, between geographic region and success rate).

For qualitative data resulting from stakeholder interviews, where much of the evidence may be anecdotal or inferred, the Evaluation team used triangulation to identify any inconsistencies and ensure reliability. Triangulation assisted the team to reduce the “response bias” in which respondents tend to tell the evaluator what they want to hear.

Evaluation findings and recommendations for future UNDP interventions were presented for comment before Team leader’s departure. The final report was submitted after comments of UNDP are fully integrated.

### **Regions/communities visited during the field work**

During the field work, Khatlon region of Tajikistan was visited by the evaluation team. In Kulob city – meeting with Deputy Governor of Khatlon took place; in Qumsangir district - meetings were held with local district government officials, working group of District Development Programme (DDP) and members of a local farmer’s association; in Shartuz – interviews with local UNDP Officer Area (OA) staff and a beneficiary of a microcredit loan were conducted; in Hamadoni district – UNDP’s work with local government, Hamadoni DDP working group and a local NGO “Ravonbakhsh” was discussed; in Vose district – interviews with UNDP’s supported microcredit organisation and its beneficiaries were held; and in Farkhor district – interviews with a local PPP and farmers’ association were conducted.

### **3.2 EVALUATION LIMITATIONS**

There are several limitations inherent to the design of this evaluation.

1. As some informants may decline to participate, there is a possibility of *selection* bias, i.e. those respondents who choose to participate might differ from those who do not in terms of their attitudes and perceptions, affiliation with government/non-government structures, and socio-demographic characteristics and experience. This may apply to in-person interviews and FGDs.
2. Since a number of questions will deal with issues that took place in the past or changes that have taken place since the UNDP CP began, *recall* bias cannot be excluded. Some respondents may find it difficult to accurately compare organizational arrangements/capacity three or more years ago to the current situation.
3. There is a known tendency among respondents to under-report socially undesirable answers and alter their responses to approximate what they perceive as the social norm (*halo* bias). The extent to which respondents will be prepared to reveal their true opinions may also vary for some questions that call upon the respondents to assess the performance of their colleagues or people on whom they depend for the provision of services. To mitigate this limitation, consultant will: provide the respondents with confidentiality and anonymity guarantees, where possible; conduct the interviews in settings where respondents feel comfortable; and establish rapport between the interviewer and the respondent.

## 4 KEY FINDINGS

### 4.1 RELEVANCE OF THE INTENDED OUTCOME

The relevance of the UNDP CPAP Outcome 1 interventions have been assessed using available data, facts and statistics for the period of 2010-2015 as well as relevant legal and strategic documents of the Government and commitments to address the issues of poverty reduction and economic development, as well as achievement of MDSs as well as UNDP strategies in the country. Interviews with key stakeholders were also used to triangulate findings. The basic shortcomings in the area of poverty reduction and economic development have been already presented in Context Analysis and they were also highlighted in a number of reports, studies, assessments and researches of government and international partners.

Interventions contributing to Outcome 1 are primarily organised within the Communities Programme umbrella, ensuring broad and holistic approach, which is appropriate given the existing knowledge of and data on the poverty and economics issues, and in view of experiences gained from previous phases of UNDP support to government and final beneficiaries. Also, projects and interventions in other portfolios (Rule of Law, Energy and Environment and the Disaster Risk Reduction) contribute to this Outcome.

The evaluation has found evidence through desk research and field phase that **there is alignment of UNDP Outcome 1 design and its objectives with needs and priorities at national and local level in Tajikistan in the area of poverty reduction and economic development.** Poverty reduction and strengthening economy is recognised by decision-makers as essential and as such integrated in the strategic framework of the government, primarily through the National Development Strategy, the Poverty Reduction Strategy 2010-2012 and the Living Standard Improvement Strategy 2013-2015. Interventions contributing to the Outcome 1 have been designed in a way, which ensured compliance with the strategies. In this respect, Communities programme and its Projects have been steered by management boards whose membership was composed of representatives of relevant competent authorities with the mandate to guide and ensure coordinated actions within their administrative unit (jamoat, district and regional level) for achieving the goals of related projects in a concerted manner.

**The Outcome 1 is in line with the country strategies, the National Development Strategy, the Poverty Reduction Strategy 2010-2012 and the Living Standard Improvement Strategy 2013-2015.** The *National Development Strategy*<sup>42</sup> sets the goal: “to strengthen social and political stability and to achieve the economic prosperity and social well-being of the people of Tajikistan in an environment shaped by the supremacy of the principles of a market economy, freedom, human dignity and equal opportunities for each person to realise his or her potential” and related priorities of “Development of the private sector and attraction of investments, based on the expansion of economic freedoms, strengthening property rights and the rule of law, and development of public-private partnerships” and “Development of human potential aimed primarily at increasing the quantity and quality of social services for the poor and achieving the MDGs, expanding public participation in the development process and strengthening social partnerships”<sup>43</sup>. UNDP has addressed these needs by combination of policy support for the MDGs and capacity development support for service delivery, strategic planning, and resource

<sup>42</sup> Government of Tajikistan (2006); National Development Strategy up to 2015; [http://amcu.gki.tj/eng/images/stories/nds\\_en.pdf](http://amcu.gki.tj/eng/images/stories/nds_en.pdf) accessed in July 2015

<sup>43</sup> Government of Tajikistan (2006); National Development Strategy up to 2015; p. 11 [http://amcu.gki.tj/eng/images/stories/nds\\_en.pdf](http://amcu.gki.tj/eng/images/stories/nds_en.pdf) accessed in July 2015

mobilization, within interventions on the areas Poverty Reduction and Achievement of MDGs, Reducing burden of HIV/AIDS, Malaria and Tuberculosis, Good Governance, Crisis Prevention and Recovery, and Environment and Sustainable Development. The strategic document emphasizes the need to involve all relevant national and international actors in a coordinated effort in order to implement the country's national development strategies. UNDP has thus engaged a wide range of stakeholders and partners in its implementation and management, embracing in the partnership with government counterparts and international and local partners not only the poverty reduction and economic development but also the environment and energy, governance, disaster risk reduction, health, labour and social welfare, representatives of local communities and CSOs.

**The Outcome 1 is fully consistent with the international commitments for achievement of MDG 1 by Tajikistan and UNDP's mandate.** Tajikistan signed the United Nations Millennium Declaration in 2000 and took up the actions towards achieving all eight MDGs, put forward in this Declaration, by 2015. The Outcome 1 interventions address the shortcomings identified by the *Millennium Development Goals* notably the persistent poverty, low rate of employment and the gender gap and low human development.

The Outcome 1 is relevant for the priorities of UNDP for support to the global push to achieve the MDGs, by "assisting countries to identify, and prioritize, bottlenecks to MDG achievement and their solutions, and providing policy and technical advice to countries as they work to accelerate MDG progress"<sup>44</sup>.

**The Outcome 1 interventions remained appropriate and relevant in time, as demonstrated by strategies adopted during its lifetime.** An illustrative example is the *Living Standards Improvement Strategy 2013-2015* which calls for "*strengthening of the general development foundations for improving the public administration, ensuring sustainable economic development based on the development of the private sector, and stimulating investments for the strategic and priority aims*" as set out in the National Development Strategy.

**The Communities programme planned to ensure an equity focus by orienting grant and domestic investment towards the most vulnerable. The Project was relevant to the needs of local communities, rural population and particularly women, in the area of poverty reduction and providing economic opportunities.** The Outcome 1 has been designed on the basis of in-depth needs assessments and by the use of consultations and engagement of a large spectrum of stakeholders in implementation of the Outcome 1 interventions: state, regional, district and local (jamoat), public and non-governmental, decision makers and operational staff, professionals and, beneficiaries.

**The Outcome 1 interventions targeted the most vulnerable** by increasing access to economic opportunities (through capacity building, provision of economic and social infrastructure, more favourable micro-credit lines, enhancing strategic planning at different levels, providing agricultural producers with agricultural tools, taking preventive disaster risk reduction initiatives, raising awareness about agricultural techniques and approaches, and providing farmers and traders with updated marketing information). As shown in the section on achievement of the Outcome, UNDP has contributed to reaching its targets.

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<sup>44</sup> UNDP; UNDP's Core Mandate and Priority Areas, [http://rconline.undg.org/wp-content/uploads/2011/11/RC-Briefing-Package-UNDP-profile\\_2111.pdf](http://rconline.undg.org/wp-content/uploads/2011/11/RC-Briefing-Package-UNDP-profile_2111.pdf) accessed in July 2015



**Gender equality, environment and human rights were cross cutting themes pursued by the interventions within the Outcome 1, and field inquiry and data review show there was special attention given to integrate the principles of gender balance, care for environment and human rights in interventions.** UNDP has taken steps to integrate standards of human rights, good governance, environment protection and gender in the formulation of target groups, final beneficiaries and indicators. Progress reports report gender disaggregated data and contain specific discussion on possible gender issues raised during the implementation of interventions. Also, clear links with environment protection are visible in planning and reporting. Human rights implications are less visible, yet in discussions with UNDP teams, it seems that the human rights implications are the overarching principles taken into account in projects' implementation.

#### **4.2 PROGRESS TOWARDS ACHIEVEMENT OF THE OUTCOME**

UNDP organised its strategies towards achievement of the Outcome 1 within the umbrella of the Communities programme, which currently includes eight projects, with the total of 42,459,428 USD. An annual average investment of the Communities Programme during the five years equals to 8,491,885.6 USD (see the table 1 below).

<b>Table 1: UNDP Investments 2010 -2015</b>						
	2010	2011	2012	2013	2014	2015
Annual UNDP Investments	\$4,994,178	\$9,585,870	\$7,735,321	\$3,824,252	\$5,316,202	\$11,003,605
Average Annual Investment	<b>\$8,491,885.6</b>					
Total Investments	<b>\$42,459,428</b>					

Throughout the years of Communities Programme implementation, UNDP and its partners have invested significant efforts on a number of areas of importance as presented in the Table in Section 1.2.1. This section provides an assessment of the extent to which the implemented interventions were effective in contributing to overall outcome of reducing poverty and achievement of MDGs.

**Contribution to envisaged Communities programme outcomes has been positive, overall.** Communities' programme has been designed as comprehensive umbrella programme whose composition provides for tackling most challenging issues for poverty reduction and economic development in holistic and comprehensive manner. Interventions are well planned and projects complement each other, reinforcing concepts, models, approaches and best practices, with good governance at their core enabling for strengthening accountability, transparency, efficiency and effectiveness and most importantly active inclusion of citizens and responsiveness to their needs. Communities' programme also invests efforts in integrating other UNDP interventions within different sectoral areas, bringing stronger results to local communities.



**Contribution to poverty reduction and improvement of economic development conditions, with particular focus on the rural poor, women and marginalized people has been positive, overall.** A number of projects implemented within the Communities programme umbrella modelled holistic approach to improvement of economic conditions at local level through 1) access to affordable financial services of microfinance institutions and 2) through support to agriculture value chain for local producers and processors (through modelling new technologies and approaches and through provision of agricultural tools). This was a critical investment in improvement of livelihoods and targeting poverty reduction, particularly in rural areas. Rationale for this was the fact that agricultural producers and rural population are particularly vulnerable to poverty due to fragility of land resources and lack of access to investments into their production. UNDP's strategy to tackle these challenges was to invest into building micro-finance opportunities for local population with special focus on most vulnerable (women headed households, people living with TB, people from remote and hard to access regions, people living in post-conflict areas (e.g. Rasht valley), etc.), to invest in knowledge and new skills and also invest in agricultural tools that are critical for improvement of agricultural production. UNDP understands microfinance as the most flexible form of financing for the population, especially in rural areas, where the intervention of large banks is minimal. Microfinance institutions became involved through tendering process for the right to the allocation of resources provided by UNDP, with emphasis mainly on micro-lending funds, which, according to the legislation, are public organizations and fulfil a social function at the same time. Micro-credits are issued to the rural poor, particularly women, to start their own business, as well as entrepreneurs to create new jobs. Size of microcredit varies from 50 USD to 1,500 USD for individuals, and from 10,000 USD to 30,000 USD for legal entities and entrepreneurs<sup>45</sup>. Most important value of these organisations, supported by UNDP, has been the lower interest rate for such loans, which provided more favourable conditions of financing economic activities. Also, loan officers are tasked to reach out to vulnerable groups, allowing them to get the loan without spending time and resources to collect and submit the documentation to the organization's headquarters, which allowed saving much needed resources. Within these efforts, more than 8000 (40% women) rural poor, private entrepreneurs, women got access to credits, enabling them to become self-employment and also to employ other people. Development of the micro-credit sector including UNDP's experience in implementing microfinance projects in rural areas of the Republic of Tajikistan since the early 2000s lead to adoption of the Law "On Microfinance Organizations" in 2006, which structured the work of such organisations and reinforced their operations in rural areas. However, the Law and bylaws now require a threshold of 1 million USD for micro-finance organisations to be certified for operations. Such organisations supported by UNDP have been successful and have very high rate of return of investment (stated by interviewed organization as 95% repayment of loans), however they may face difficulty to reach this threshold and their future operations are under question. Options are to join forces of two or more such organisations to be able to pass the threshold, but this poses a risk of being 'swallowed' by bigger players, which may require them to play according to the market, i.e. increasing their interest rates and requirements. This would certainly affect negatively their social nature – supporting most vulnerable with more favourable credit conditions.

#### **Case Study: Microcredit organisation “Rushdi Vose” in Vose district**

Rushdi Vose, microcredit organisation, was founded in 1996 with the support from UNDP. First, it belonged to UNDP's founded local Jamoat Resource Centre and worked with revolving funds.

<sup>45</sup> According to the Regulation 137 of the National Bank of the Republic of Tajikistan the maximum amount of microcredit issued by microcredit funds cannot exceed 50,000 USD for individuals and 70,000 USD for legal entities.

After changes in the law, the initiative evolved into a microcredit organisation.

Rushdi Vose started from Temurmaliq jamoat and now its services are expanded across Vose and Hamadoni districts. UNDP provided the microcredit institution with 360,000 USD to work with, and the organization increased its balance to 4 million Somoni (613,000 USD) through positive operations. About 40,000 people have borrowed money from the organisation since 2002. The return rate is very high, 99%. The interest rates range from 1,5% – 2,5% per month, the rates are 18% - 30% per year respectively. The last time when UNDP supported the organisation was in 2013 when 50,000 USD grant was transferred to the microcredit organisation for supporting people with TB through microcredit schemes. The low interest rates are provided to vulnerable people, such as people with TB with the purpose of allowing them to get involved with business activities and increase their income. With better income, people with TB can have better food, ensuring food safety and adequate nutrition, which is a requirement for TB patients.

During the site visit, evaluation team had the opportunity to interview some of the clients. A local client of the organisation, Pirov Saidsharif, indicates that he borrowed 4,000 USD for cultivating cotton in 3ha of land. He used the money for purchasing pest chemicals, improving beekeeping and enhancing irrigation of his land. Because of the increased business activities, he is now able to provide his family with decent food, especially for his son who has TB. As a result, the health conditions of his son have improved. Another beneficiary, a female client, Salomova. M, says that she offers sewing services. She acquired sewing skills during vocational training provided by UNDP. Now, she sews dresses, pillows, duvets, etc. The loan allowed her to set up a business and provide her family with additional income, improving the food consumption of her family members who have TB.

Income from the interest rates allows not only covering overhead costs but also supporting disaster risk reduction (DRR) activities in the district. For instance, 20,000 – 30,000 Somoni is annually allocated for projects for prevention of disaster risks or other social issues.

It is the ease of documentation requirements that attracts many people to take loans from the organisation. If all conditions are in place, it may take one hour to approve credit from the organisation. Since it is located in Vose district, people find it easier not to travel to other districts and rely on the services provided by the organisation. In 90% cases, they do not collect collaterals from their clients in order for loans to be released. The loan officers just study the credibility of the client history and decide whether to give loans or not. Loans are mainly taken for agricultural farming activities, entrepreneurship initiatives, repairing and construction of houses, beekeeping, livestock farming, business activities of producing doors and windows, and organising weddings or other events.

Investment in micro-credits was coupled with interventions of modelling new approaches to promoting environmental friendly technologies and green production. UNDP interventions allowed for modelling bio-production through demonstration plots. One example of such demo-plot was organised by Aid for Trade project, which organised a demo-plot for bio-cotton production also using the control group of traditional plot to calculate return of investment between the two types of producers. The demo-plot showed that, while investment in bio-cotton production is higher than that of traditional plot, the return is also higher, allowing for positive balance in profit from organic cotton production. Such demonstration sites were a good way of introducing and modelling new approaches and sharing knowledge and new skills among local producers. They were also an opportunity to apply and get micro-finance was significant

investment in local economic development and thus improvement of livelihoods of local agricultural producers.

#### **Case study: Agroforestry demo projects in Gissar and Shahrinav**

According to Food and Agriculture Organisation of the United Nations (FAO)<sup>46</sup>, 98% of the agricultural land in Tajikistan is suffering from land erosion, which is prevalent in foothill and sloping land areas due to inappropriate land and water usage. Mitigating land degradation processes in Tajikistan, Global Environment Facility (GEF) provided funds through Small Grants Programme to UNDP to work with local NGOs. A project for agroforestry aiming at mitigation of land degradation and sustainable livelihoods improvement of farmers has been awarded with 6,514 USD grant from UNDP. The project has been designed, developed and implemented by a local NGO, Source of Life.

Agroforestry is an effective and efficient way of a mitigation response to land degradation, where agricultural and forestry technologies are combined to tackle the issue. For example, trees are grown among or around cultivated crops, resulting in land erosion reduction, improvement of soil fertility, biodiversity development and, of course, economic benefits to farmers.

The project involved scientists in agriculture sector, in delivering agricultural projects. This approach allows bringing the wealth of knowledge of the local scientists to the projects and, on the other hand, the scientists also obtain an opportunity to further enhance their practical and theoretical knowledge as well, which they share with their students at the university.

The agroforestry project was implemented during the time period from March to September 2014. Within the framework of the project, two demo agroforestry sites, with observed land erosion and landslides, were selected in Gissar and Sharinav districts with 1ha in each district. First, so-called farmer schools were organised for 60 local farmers, providing trainings and opportunity to acquire theoretical background of the agroforestry approach by the CSO staff and contracted scientists. Then, practical skills and knowledge on how to grow trees and crops together were transferred to the participants in the demo sites. The participants took active part in developing the demo sites, benefiting from the opportunity to apply acquired agricultural practices.

There were 5,554 saplings of cherries and walnuts planted in the two demo sites. Tomato, corn, bell pepper, aubergine, potato and so forth were cultivated in between the planted trees. The experience showed that less water is needed for irrigation of the crops in agroforestry environment, plus, land degradation decreases while soil fertility improves. The demo sites now belong to four farmers who still continue to demonstrate successfully how fruit trees and vegetables are grown together while preventing land degradation of the slopes. Currently, farmers are collecting cherries and selling them in local markets. Planted walnuts take more time to bring expected fruit production; so more benefits are expected from the agroforestry sites in the foreseen future. In addition, the involvement of the university's scientists in the project has made it possible to share the new approach with students and other agriculture scientists in Tajikistan.

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<sup>46</sup> <http://www.fao.org/nr/land/projects-programmes/cacilm-initiative/cacilm-project/tajikistan/en/>

Finally, UNDP supported local associations of farmers with agricultural tools (tractors, accessories), which were additional support to farmers to improve the quality and quantity of their products. Associations of farmers received tools, which are then distributed as per need among local farmers. Field inquiry shows that farmers were able to have two harvests thanks to improved cultivation of crops and better use of land. This was a positive investment, but the issue of governance of these tools remains on the Associations – will they be able to ensure good governance and fair distribution of tools to all farmers involved in the Association. UNDP ensured that mechanisms for distribution are transparent and fair, but it will be up to the Association to maintain such mechanisms after UNDP's supervision fades out.

Another important investment of UNDP over the years has been in vocational education and training. UNDP supported establishment of the first Modular Training Centre under the Ministry of Labour, Migration and Employment of the Republic of Tajikistan that offers a variety of trainings for unemployed persons in collaboration with the State Agency on Social Protection, Employment and Migration at local levels. . Besides this, UNDP supported vocational trainings in local communities, with specific focus on women in rural areas and long-term unemployed. Field inquiry shows positive experiences of people acquiring knowledge through such trainings and improved income generation opportunities. Women particularly have positive views of the vocational trainings (primarily sewing courses) as they can use the skills for their own family needs and also for small income generation when selling their products in their local environment. The field inquiry showed that in one community 25 women from Dashtigulo jamoat of Hamadoni district joined the local NGO of Ravonbakhsh agreed with local government for production of school uniforms for local school. This is a good example of organised use of vocational training, but this is an exception rather than a rule. Other experiences show that training participants organise their own economic activities primarily, whereby men mainly get construction work in Russia and women organise their activities at home. UNDP data shows that more than 1,797 (48% women) unemployed, disabled peoples and TB patients went through the vocational training courses. Out of that, 59,7 % are now employed and self-employed, including 40% women. As such, the vocational training brings positive changes at individual level, but it is not clear what will happen to the Modular Training Centre under the Ministry of Labour, Migration and Employment of the Republic of Tajikistan upon expiry of UNDP support, as it has not yet managed to acquire any other form of support to its activities.

**Contribution of UNDP has been significant in improvement of capacities of national and local levels of government and local self-governing bodies to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner.** UNDP's contribution to strengthening capacities of local communities, state and lower level of government authorities and civil society for participatory decision making and planning for effective rural development, poverty reduction, improved livelihoods and cross-border cooperation has been the backbone of UNDP's strategies towards achievement of the Outcome 1. UNDP's support to the government of Tajikistan at different levels was primarily directed towards strengthening planning and policymaking. UNDP introduced the district development planning process and assisted government in developing these plans (District Development Plan – DDP). UNDP has started off with leading the process together with the government, and gradually changing its role to facilitation and supporting the process. The success of the planning mechanism was confirmed by the adoption of the Decree by which the DDP process is mandatory for all districts across the country. To date, 41 districts out of 67 have their district development programmes. This was a positive achievement of UNDP, though the DDP development process still requires handholding by UNDP in numerous districts, which still do not have sufficient capacities to plan and adequately include their partners. UNDP also supported the government in planning and

developing a number of strategies and legislative documents. Of particular importance has been support to development and monitoring of the strategic framework for poverty reduction and economic development (PRS, LSIS, NDS, approximation of local legislation and mechanisms with WTO requirements, etc.). This support has been viewed as positive by the government, especially as capacities and extent of knowledge for related issues (particularly for WTO) was very low.

Government counterparts interviewed within the scope of this evaluation agree that monitoring of policies, international aid and socio-economic indicators has been improved thanks to UNDP's interventions. Particularly positive support was recognised in strengthening linkages between poverty and environment and energy and also poverty and disaster risk reduction. UNDP supported development of the database of international aid, which was further sustained by the government Decree whereby all international donors need to report their investments and achievements. The database is a strong tool and offers a wealth of opportunities to reflect on achievements of investments, but also focusing the assistance to most needed areas. However, evidence gathered within this evaluation shows weak capacities and low level of awareness of government of the potential of such database, coupled with lack of clear strategy of sustaining this tool upon UNDP's complete handover to the government. The State Committee on Investments and State Property Management of the Republic of Tajikistan reported lack of staff or any resources for sustaining the database after UNDP's support expires.

Support to the planning processes also included building capacities of civil society and enterprises to be included in these processes, through trainings, study visits, exchanges and active inclusion in decision making processes. Through this support, civil society organisations became stronger to advocate for their interests and rights, even though there is room for improvement still for inclusion of civil society, particularly at lower levels of government.

UNDP also encourages public-private dialogue through its interventions, particularly encouraging inclusion of private sector in decision making processes and in development and implementation of projects of interest for communities. Within its interventions, UNDP has invested in improvement of social and community infrastructure, improving access to water, irrigation, pasture, energy, and social services, as well as in business infrastructure. Throughout the process of DDP development, private sector, government and civil society are encouraged to work together, to identify priorities for local economic development. Many of the priorities are concerned with tackling necessary improvements/ repairs to public infrastructure, much of which has fallen into disrepair over the past twenty years. Within the priorities are needs for reliable water supply, irrigation, and other types of public infrastructure and services as key preconditions for achieving rural development. Within efforts to include all development partners in transparent prioritization and financing of infrastructure project, a Trust Fund (TF) mechanism was introduced through the Rural Growth Project. The purpose of this intervention was to provide opportunities for financing local economic development initiatives while also enhancing local capacity to manage local budget funds in a transparent and participatory manner. Under this mechanism, UNDP channelled funds using the general public account system to the districts i.e. provided direct support to local budgets based on agreements (LOAs) with the district administrations to use the funds only for the priorities for economic development identified in district or jamoat level development plans. Private sector and government were invited to contribute to the Fund from district budgets, and from communities. The Trust Fund has attracted private investments and the positive side of it was the prioritization of projects, which were conducted in inclusive and participatory manner. Good governance of the project selection and implementation was ensured through public hearings, check lists for ensuring all

steps in the process have been conducted as per standards and principles of good governance and infrastructure safety, and that the process was transparent by information sharing. The Trust Fund Mechanism contributes to confidence building between citizens and local governments by applying participatory approach whereby they jointly discuss priorities and frames of available capacities and resources of the local governments. Increasing community contributions are indicators of increasing trust/confidence in local governments. Infrastructure (re)constructed in this manner is well received in the communities as evidenced by site visits and many of such projects attracted investments in kind and financial by private sector. However, the Trust Fund is donor driven mechanism and it is not certain that it will continue to be used once donor funds expire. UNDP data shows that 131 local development projects from the priorities of Districts and Jamoats Development Programmes/Plans were supported and implemented through established Trust Fund mechanism. The significant level of contributions (in cash and in kind) was leveraged from the Republican, Oblast and district governments as well as the private sector and communities. The total cash contribution from government was 9%, the community and private sector contribution was 36%, and the remaining 55% came from the UNDP/donor funds, although the level of contributions varied significantly among districts (probably depending on a combination of different local capacities and the type of the subprojects). Out of the Trust Fund projects, 60% were directed for the rehabilitation of irrigation water infrastructure. UNDP data shows that these projects created 12,097 jobs; out of which 8,387 are for women (69.3%). The projects resulted in reclaimed/improved 11,358.75 ha of land. Further analysis shows that estimated overall gross income from sub-projects implemented in year 1 was \$6,690 691; while return on investments was \$3,15 per \$1 of invested TF funds. There are examples where maintenance and functioning of new infrastructure has been delegated to private sector through concessions and/or contracts for services. For example, the reconstructed water supply network in Gulshan jamoat of Farkhor district was delegated to the Limited Liability Company (LLC) “Obi Nushoki” for full water supply network functioning. While there are challenges in ensuring fair distribution of water to all inhabitants and issues with illegal connections, the company still operates with positive balance and is able to invest in network extension.

#### **Case Study: Water for Gulshan Jamoat through PPP “Obi Nushoki”**

Drinking water natural resources have been always scarce in Gulshan jamoat of Farkhor district in Khatlon region. Supplying the local population with drinking water, the Soviet government put up a water supplier system in place, pumping water out from 9 km far away wells and bringing the water to local communities in Gulshan jamoat. The system was built in 1970s and came under the control and maintenance of a local collective farm. After the collapse of the Soviet Union and consequent abolishment of collective farms in the early 1990s, the drinking water system in Gulshan was left without owner who could manage the service effectively. As a result of drinking water shortage, locals had to use irrigation water for consumption, which caused the spread of infectious diseases such as dysentery, typhoid, hepatitis and diarrhoea. The school attendance has decreased considerably, especially for girls who were busy with fetching water.

In 2003, UNDP rehabilitated the water system in Gulshan jamoat. The water system came under the balance of Gulshan jamoat. However, as a local government for a few villages, Gulshan jamoat, with its limited resource and mandate, was not able to take over the management of the water system. Therefore, the jamoat has decided to hand over the water system to a private company. Thus, LLC “Obi Nushoki” was founded in 2007. This unique PPP initiative resulted in provided drinking water to 10,176 people from five villages of the Gulshan jamoat, local secondary school and jamoat hospital. The water is extended to people through

8860 metres lines of pipes. Additional 3300 people from other villages also gain access to the water system. Previously, people were 13 years without having access to nearby drinking water sources. The fees per person are 1.85 Somoni, which is a standard fee all over Tajikistan. Out of 850 client households, 288 households are provided with water through water meter. The fees with the water meter are different, 2.35 Somoni is charged for 1000 litter of water. The project is sustainable because the collected water fees are covering the operational expenses of the PPP, though it is challenging to renew the water system with the income the company has. Another positive impact is that, according to UNDP Kulob AO, after the PPP involvement, school attendance for girls has increased by 10%.

Despite the initiatives of the company for replacing iron pipes with the new plastic ones, many pipes still remain old, affecting the performance of the whole system. There are other villages with the total population of 1540 who do not have easy access to drinking water, and the company is planning to covers these villages as well if the system gets renewed. They are planning to dig two more wells to obtain more water for the population. Also, with further funding, there is a possibility of bringing water to the villages all the way from the Panj River.

Although significant achievements have been attained, the PPP company faces new challenges such the increase of the population size, deterioration of pumps, pipes and electricity lines and inappropriate usage of water by clients. Therefore, the company needs further support to make a strategic turn to resolve the challenges through renewing the water system equipment, strict control mechanism over the usage of water and raising awareness campaigns among locals.

On a general level, investments in infrastructure rehabilitation/construction brings high value for citizens: for example, health infrastructure ensured access to primary health infrastructure for 3,785 population of Somoniyon mahalla, which is 10.7% of the population of jamoat Chorku (35,365) bordering with Kyrgyzstan, and for 8,290 population of jamoat Yangihayot (bordering with Kyrgyzstan), which is 7.2% of the population of Jabbor Rasulov. In 2010-2011, under different projects, access to pure drinking water was improved to 92,135 people (51% female) in 20 communities within 11 districts. Almost 100% of the population in these communities benefit from the assets created. In addition, hospital in Ghafurov and central water supply station in Shaartuz have been supported with improving water supply to patients as well as the whole population of Shaartuz district centre.

#### **Case Study: Health centre in Lohuti village, Istiqlol jamoat**



Prioritisation of the project for construction of a new health centre in Lohuti village saw appalling conditions for provision of health services, whereby the health centre was confined to one room with limited health capacity located within the premises of a local secondary school. Such limited capacities could not ensure accommodating sufficient health care workers and provision of adequate basic health care services to people in need. For more sophisticated health services, locals had to go all the way from the Istiqlol jamoat to the health care centre in the district centre of Qumsangir. This major issue of the Istiqlol jamoat had been raised and discussed by the locals and authorities before it was reflected in the district development plan (DDP) as a immediate priority for the jamoat. Since infrastructure projects within LITACA project are prioritised on the basis of DDPs, the need for building a new health centre in Lohuti village come to attention. UNDP supported construction of premises and acquisition of basic equipment for the new health centre in Lohuti village, with in-kind support by local citizen who gave land for the health center. The health centre was officially opened on the 6<sup>th</sup> of July 2015 and, housing 4 rooms, where 10 staff members (doctors and nurses) provide basic health services to more than 5,500 population of the jamoat. Sanitation measures were also ensured; a bathroom and toilets both inside and outside of the building were built. Field inquiry shows delight of local population with access to the new health centre and its location is adjacent to most community members of the Istiqlol jamoat.

The health centre is now in the balance of the Ministry of Health and Social Protection of Tajikistan, the staff members are provided with salaries from the respective ministry. Therefore, the questions of ownership, maintenance and sustainability have been resolved. This infrastructure project is an outcome of good collaboration between local community, local government and UNDP.

Besides these efforts, public-private dialogue venues have also been established with support of UNDP, at national and lower levels of government. Public-private dialogue is understood as a platform for interaction between public and private sectors as part of reforms, discussion and solution of issues related to business and investment climate improvement, development of private sector and the economy as a whole. Thus far, three PPDs have been established in Isfara, Istaravshan and Panjakent districts of Sughd to enhance the business environment enabling issues in the district level and improve the capabilities of public services to private sector. Also, UNDP was engaged in process of drafting the Law on Public-Private Partnerships, and provided support to the Public-Private Partnership Centre, particularly in terms of capacity



building and introducing local models for PPP. Understandably, these are still new concepts in Tajikistan and avenues for further UNDP support in the upcoming period.

**UNDP's efforts to integrate its work within different sectoral areas (such as Environment and Energy, Disaster Risk reduction, HIV/AIDS) brings stronger results.** The UNDP's approach to implementing interventions as "one UNDP" has been operationalized within efforts to avoid *stove-piping* through enabling synergies and closer integration of projects falling within different sectors (for example, environment and poverty, energy and poverty, disaster risk reduction and livelihood improvement). Such approach brings stronger positive outcomes for people affected by interventions and better value for money. For example, the project through which a hydropower station was rehabilitated (through the energy and environment project) links Burunov jomoat of Vahdat district inhabitants to electricity supply enabling uninterrupted function of social services (health, education, social welfare) and also electricity supply to households, which otherwise would not have electricity during winter seasons. Joint efforts of social infrastructure- protection of schools, hospitals, etc. in areas prone to hazards and recovery of water supply and sanitation systems have contributed to safer communities able to invest in their development. Prevention of landslides and reforestation through cultivation of orchards enabled synergies with microfinance activities (revolving funds, microcredit organisations) ensuring potential for disaster risk prevention and opportunity for small income generation activities. The Disaster Risk Fund is another good example whereby institutions allocate loans with interest rate, and the accumulated interest rate is granted to community projects. The Fund Administration Council conducts assessment and approves funds for community actions (e.g. cleaning of irrigation canals, flood retention, etc.) Ownership is strong and communities contribute by in-kind or financial support and the revolving funds are in place.

#### **4.3 UNDP CONTRIBUTIONS TO THE OUTCOME 1: POVERTY REDUCTION AND ECONOMIC DEVELOPMENT CONDITIONS ARE IMPROVED, WITH PARTICULAR FOCUS ON THE RURAL POOR, WOMEN AND MARGINALIZED PEOPLE**

Definitive progress has been made towards achieving the intended outcome to improve conditions for poverty reduction and economic development. UNDP's contribution to this outcome has yielded results particularly for rural poor, women and marginalized groups through its good governance and improvement of livelihoods interventions and partnership building strategies.

When the outcome indicators are taken into account, Republic of Tajikistan has moved forward in many senses in terms of poverty reduction and economic development, as presented in Table below. UNDP's Outcome 1 has had three indicators, two of which have been achieved and the third one on the way for achievement. However, while the poverty rate in Tajikistan has decreased as per official statistics, it is also true that the disparities and inequalities have increased, leaving some regions/population groups in higher risk of poverty than others. This section discusses UNDP's contribution to the Outcome 1 particularly in terms of its achievement of changes at individual, institutional and community levels.

*Table x. Outcome indicators as per the Country Programme document*

<b>Outcome Indicator:</b>	<b>Baseline:</b>	<b>Target:</b>	<b>Achievements - 2015</b>
1) % decrease in	1) 53% of population is	1) The rate of	From 46,7% in 2009

poverty level	under the poverty line	poverty decreased to 45%	to 32% in 2014
2) the rate of economic growth in country based on MDG and NDS targets	2) 7% economic growth in 2008 and 1.8% in 2009	2) To reach an average 5% growth for next 6 years	The average annual growth of the country for the past 5 years was about 6-7%.
3) the rate on Human Development Index (HDI)	3) 124th out of 179 on HDI	3) 120th out of 179 on HDI	Tajikistan occupies 133rd out of 187 countries in Human Development Index.  Comparing HDI value results for Tajikistan, the HDI value has increased from 0.596 in 2010 to 0.607 in 2013. (Details of the progress of indices' results have been covered in the context analysis)

Outputs, notably relating to capacity development, support to income generation activities and rural growth, investment in infrastructure, partnerships and good governance, provision of technical support to local partners have contributed to increase the chances of effectiveness of projects thus positively influencing the outcome. A review of project documents as well as engagements with the development partners (government, private sector, civil society and international donors and partners) indicate that the interventions towards achievement of outputs constitute significant contribution to the achievement of the desired outcome.

UNDP's support was instrumental for formulation and implementation of sectoral strategies and planning documents at different levels to further operationalise achievement of MDGs and implementation of National Development Strategy (NDS). UNDP has been supporting the government to develop and monitor relevant strategies, at the same time investing in operationalization of the strategic documents at lower levels of governance. This was done through investment in capacities for development planning, development and integration of indicators and reporting against them towards better understanding of the current context and needs.

Evidence gathered through field inquiry, desk review and interviews shows positive contributions of UNDP towards improving access to a broad range of financial, microcredit/financing, legal, income generation and business support services to low-income households, women and small and medium enterprises (SMEs). Within these efforts, over 8,000 people have been offered an opportunity to increase the potential of their agricultural or SME income generation activities. Field enquiry shows that these efforts were fruitful as interviewees report duplication of harvests, increased income from sale of the products and success in returning the

loans, which is a good indicator that the investments were needed and brought benefit or at least positive balance. Modelling new approaches to agricultural production, provision of tools and loans is an important drive for local population to invest in agricultural production as means to improve their livelihoods. Within these improvements, new hurdles arise: two harvests require new solutions for storing products (refrigerators, drying, packing workshops, etc.) and their adequate and timely distribution to final destinations (mainly abroad). This is the area of further UNDP's support.

Third area of UNDP's contribution as per Outcome related Outputs was towards development of more transparent and favourable framework for business registration, regulatory and taxation framework for promotion of businesses and public-private partnerships, leading to improved economic development. UNDP's contribution to business regulatory and taxation framework has been limited. Some random activities, mainly to support lobbying efforts of Business associations, have been implemented, but no concentrated efforts in this regard. Still, UNDP's contribution in the area of promotion of businesses and public-private partnerships was positive and brought improved awareness on ways for more transparent and favourable economic development. Direct contributions to trade and foreign direct investments increase is limited, while awareness raising on business potential has been positive. Such efforts constitute a good basis for future progress, but these will need to be followed up by appropriate support and coaching by UNDP and other development partners.

#### **4.4 FACTORS INFLUENCING THE OUTCOME**

The major drivers of success have been the dedication and professional skills of involved partners at different governance levels, and the flexible approach adopted by UNDP for supporting these actors. Also, important positive factor has been the integration achievements of preceding phases of the Communities Programme, which assisted capitalizing on the achievements. However, a number of contextual influences limited results achievement. These include a challenging overall socio-economic situation and public administration challenges.

#### **DRIVERS OF SUCCESS**

UNDP bases the interventions within the outcome 1 on the established framework for cooperation with the government and development partners in the area of poverty reduction and strengthening economic development, particularly the projects and interventions modelled throughout the years of implementation of the Communities Programme since its initiation. The framework is founded on three pillars: strengthening systems, strengthening services and creating enabling environment to strengthen economic development and poverty reduction. The intervention is building the social capital in terms of relationships (relations) among partners within government, public institutions and sectors. This is done through individual exchanges, facilitation of dialogue and exchanges, partnerships and joint efforts. The Project invests in structures, i.e. empowering right holders to enhance their participation in social sphere through joint initiatives and/or supporting beneficiaries to organise their interventions to address the need for more active engagement of citizens in decision making and implementation of measures stemming from strategic documents of the governments at different level (e.g. the DDPs) and promotion of their role, needs and priorities.

Data derived from document and literature review, stakeholder consultations, and observations during the site visits provided evidence on strong interest, dedication and commitment of partners and UNDP. General agreement among stakeholders participating in interviews and in

group discussions is that the UNDP interventions has been valuable and positive experience to all parties and brought change, particularly at local level.

## **HINDERING FACTORS**

Tajikistan remains vulnerable to external shocks such reductions of remittances inflow, mainly from Russia, and price drop of Tajikistan key export commodities – cotton and aluminum. Since 2014, remittances from Russia to Tajikistan have decreased significantly, causing major concerns for the Tajik economy.

Another hindering factor is the difficulty of developing close regional cooperation with neighbouring countries. With Uzbekistan and Kyrgyzstan, the potential for regional trade and wider cooperation are not fully utilised due to disputes over natural resources, water and land. Proximity to Afghanistan, which has major issues over security, is in itself seen as a hindering factor for development of cross-border areas, enhanced socio-economic relations between the two countries and regional cooperation and integration in general. Also, internal insecurity in Afghanistan inhibits the trade growth between the two countries.

Tajikistan suffers from high poverty, unemployment and low levels of income. The situation of vulnerable groups, such as women headed households, particularly those with disability and in rural areas, is particularly tense – and further compounded by discrimination and social exclusion, which limits access to services and economic opportunities.

Government at all levels are challenged by ever-present turnover of staff, low capacities and small salaries, which provide for significant obstacles to sustainability of efforts of development partners towards improvement of public administration. Capacity building efforts alone are not sufficient to ensure that the public administration retains necessary expertise in focus areas, as trained civil servants move to other positions either with public administration or are hired by private or other sectors, as their newly acquired skills and knowledge increase their value in the market. Public administration with well-trained staff can quickly become hollow.

There are lots of reforms underway (economic, doing business, investment planning, etc.) but effective implementation at local level is missing. There is poor understanding of reforms and the responsibility for decision making, implementation of measures and use of results. The interviews reveal that, despite the fact that the national government has accelerated reforms in business sphere resulting in the ranking Tajikistan in top 10 reformist countries<sup>47</sup>, at local level, issues with complicated business start-up procedures, taxes and corruption, - in reality some districts do not implement reforms.

The monitoring and evaluation system for tracking the progress against relevant poverty reduction and development indicators is not in place creating the challenge of collection and presentation of accurate data. There is a big gap between official statistics and unofficial data collected by international and local actors. For example, while official statistics of unemployment show only 2.40 percent<sup>48</sup> unemployment as of March 2015, the unofficial estimates of unemployment go up to 30-45 percent<sup>49</sup> in the country. Since the unemployment benefits are extremely low, there is little incentive to self-identify as unemployed, and underemployment is also common, making it difficult to track the scope and extent of employment.

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<sup>47</sup> <http://www.doingbusiness.org/~media/GIAWB/Doing%20Business/Documents/Profiles/Country/TJK.pdf>

<sup>48</sup> <http://www.tradingeconomics.com/tajikistan/unemployment-rate>

<sup>49</sup> [http://tbinternet.ohchr.org/Treaties/CESCR/Shared%20Documents/TJK/INT\\_CESCR\\_NGO\\_TJK\\_16814\\_E.pdf](http://tbinternet.ohchr.org/Treaties/CESCR/Shared%20Documents/TJK/INT_CESCR_NGO_TJK_16814_E.pdf)

Many new mechanisms introduced by development partners, including UNDP, rely on new technologies (internet) and use of computers. However, the internet connection and computer literacy especially among public servants at lower levels of government are very limited, disabling them to use these in their work. The donors and implementing agencies overcome these challenges by investment in IT equipment, but there is no systematic approach to increasing computer literacy within the public administration (and wider), particularly at district and local (jamoat) levels.

#### 4.5 UNDP PARTNERSHIP STRATEGY

Tajikistan's development environment is complex, so investment in effective partnerships with development partners is critical to ensure achievement of results and avoiding duplication and overlaps. UNDP's partnership strategy has been effective and appropriate, ensuring inclusion and consultation of relevant actors in interventions within the Outcome 1.

**Partnership with the Government was strategic and dynamic.** Government of Tajikistan has been a main strategic partner of UNDP throughout implementation of the interventions towards achievement of Outcome 1. UNDP is implementing the direct implementation modality (DIM), but still it manages to develop and maintain close cooperation with the government on a number of issues pertaining poverty reduction and economic development. Field inquiry in regions visited and desk review shows close relations both at national and lower levels of governance (regional, district, jamoat levels)<sup>50</sup>. Interviewed government representatives at all levels confirm that UNDP has included them in planning and implementation of interventions, responding to their needs for different kinds of support (to capacity building, support to strategic planning, introducing innovative methods, co-financing, etc.) Cooperation with Regional/district Administrations, particularly in the context of the introduction of the District Development Planning concept, has generally been effective.

**Partnerships with Civil Society and Private Sector were effective.** UNDP used (local and international) civil society organisations, and private sector institutions as implementing agents for some outputs, mainly in implementation of innovative projects in the area of capacity building, services, cross border cooperation and economic development. For instance, the local NGO "Source of Life", has been working on implementing UNDP's grants since 2006. In particular, agricultural demo projects and projects for supporting rural women with business consultations and subsequent grants have proved to be beneficial to targeted groups and sustainable to maintain the gains. UNDP together with the government has reached out to the private sector, and ensured their active participation in the DDP process and in-kind contributions to social infrastructure projects.

An effective partnership with International NGOs has been of importance to UNDP, making best use of available resources and creating platforms for knowledge and expertise sharing. For instance, partnership based on comparative advantages was developed with GIZ in delivering RGP, where the project was led by UNDP with inputs from GIZ. With LITACA project, as a result of a partnership, a cross-border market is built by Aga Khan Foundation while connection to electricity grid is done by UNDP.

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<sup>50</sup> The Evaluation team visited only Khatlon region so the field enquiry cannot make sound conclusions as not all (or representative sample) target regions of UNDP are visited

**UNDP's partnership strategy towards other UN Agencies has been appropriate and effective in achieving the Outcome.** UN Agencies implement joint projects in successful partnership, relying on knowledge and expertise base of participating agencies towards joint goals. UNDP has lead the process successfully and ensured UN agencies participate equally and fully.

**Partnerships with Multilateral and Bilateral Donors and International Financial Institutions have allowed UNDP to leverage its financial and human resources and achieve more significant results** than its resources alone would have allowed for. For example, UNDP worked closely with JICA, DFID and the World Bank towards achievement of its results. Also, partnering with GIZ, the Aga Khan Foundation and other development partners has brought positive effect in the areas of intervention.

**Donor Coordination Council (DCC) is a functional body contributing to achievement of development goals.** UNDP is active member of the DCC, which works in close cooperation with the government in institutionalized approach towards achieving donor coordination. It functions in agreement with the Government around flagship initiatives and NDS. There are ten flagship initiatives and six working groups, responding to government priorities. All major donors are represented, and the DCC is currently lead by the Asian Development Bank (ADB) and DFID.

#### **4.6 EFFICIENCY**

**The composition of the Communities Programme contributing to the Outcome 1 is functional and effective.** Interventions contributing to Outcome 1 are organized around Communities Programme, as umbrella of a number of projects under implementation since its start in 1196. The Communities programme is functional as it enables 'bigger picture" and utilization of synergies between projects and cross-sectoral interventions. Such approach started in 1996 with Reconstruction development programme but throughout the years it evolved into a programme with its core in poverty reduction and good governance. In 2015, the Community Programme has 8 projects, with 10.8 million USD funded by different donors. It covers national and local implementation. Good governance is the core of the programme: enhancing capacities of local and national government, with the premise that only the government can guarantee the sustainability of interventions and results. The Project teams work in close consultation with the Communities Programme lead, and the M&E system enables aggregating and analysing data at national level, still allowing for interventions to materialize.

**UNDP has ensured adequate field presence through Area offices in five regions.** UNDP has five Area offices<sup>51</sup> directly managed (and paid) by the Communities Programme. The primary purpose of the Offices is to implement interventions within the CP. The good feature of the offices is that they serve as mechanism for conflict monitoring and prevention in some areas such as Rusht. They are well placed and experienced in promoting dialogue (with CSOs) and for local participation. They serve as mechanism for other UNDP programmes and clusters to access grassroots, as confirmed through interviews with other UNDP projects. Other UN Agencies see value of the offices and use them at times, mainly for the purpose of the Joint project. However, it seems that their potential is not fully utilized by UNDP and other UN Agencies. Except UNDP, no one has field presence except OSCE.

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<sup>51</sup> UNDP Office Areas in Khujand, Ayni, Kulob, Shartuz and Rasht

**The programmatic arrangements of UNDP are based on the National Implementation Modality (NIM) and Direct Implementation modality (DIM).** For example, overall Communities Programme is implemented under the DIM modality, while its SENACAM project with two components is implemented under the NIM modality, delegated to the Ministry of Economic Development and Trade and the State Committee on Investments and State Property Management.

**UNDP's monitoring and evaluation framework for Communities Programme is comprehensive and enables good data input for analysis and reflection.** Communities Programme applies Results and Resource Framework format to track the progress of its project interventions that comes as an annex to each Project Document, together with the Communities Programme M&E matrix for all ongoing projects and the Communities Programme Integrated Annual plan, enabling gathering of all the projects' details for tracking the status of their implementation. The Project progress data is prepared based on the RRF and annual-based Project Work Plans. In order to structure monitoring data collection, each project has its qualified specialist in respected area/field, which facilitates collection of processed and (dis)aggregated data for each separate project. Main challenge is to obtain official data from the national partners and ensuring their reliability. In order to ensure that M&E data informs decision making, follow up recommendations are made after each M&E field visit in order to improve the effectiveness of project interventions and strengthen the dialogue between programme, stakeholders and beneficiaries. Also, UNDP produces Management response to all Projects evaluations or reviews, indicating how recommendations will be acted upon and how the programme/projects will be adjusted.

#### **4.7 SUSTAINABILITY**

**Sustainability prospects of the achievements within outcome are mixed.**

**The current strategic and legal framework governing poverty reduction and economic development is supportive for the further development and expansion of economic and poverty reduction/improvement of livelihoods programmes and approaches** put in place by UNDP interventions within Outcome 1. It is also favourable for improvement of monitoring and evaluation of the measures within these thematic areas. As already explained in the relevance section, UNDP interventions within Outcome 1 go in line with the existing strategic and legislative solutions in the area of development, poverty reduction, living standards improvement, particularly the National Development Strategy, adopted in 2007, and the harmonised strategies as well as DDPs adopted by relevant jurisdictions in the country. The strategic and legislative documents, such as DDPs, the Living Standards Improvement Strategy, Decrees on DDPs and monitoring and evaluation approaches developed with the support of UNDP, provide an excellent basis for expanding the access and coverage of development measures over the next years. Being placed within the MoEDT, UNDP is in permanent contact with the respective authorities and carries out an energetic advocacy to support the completion of the systems for improvement of monitoring and evaluation of strategic measures and international aid. During the field phase, the representatives of the ministry and relevant Committee provided evidence for lobbying at the government level to adopt the M&E systems, confirming that things are progressing in the right direction.

**Continuation of reforms is dependent on external funding at the moment,** as demonstrated by the limited government funding to the capital investments and developmental measures, particularly at local and district level. The additionality of donor funding is still high, even though



the international aid is shrinking, by 15 percent in the last three years<sup>52</sup>. **External support is crucial for increasing access and coverage of vulnerable groups at local level until solid rights-based foundations of practices and procedures are built and capacities are in place to ensure that laws and systems run effectively.** The evidence provided by the Communities programme teams concerning the benefits of implemented interventions (e.g. DDPs, Trust Funds, rural and economic development measures) shows significant improvements, but lack of sustainability due to lack of funds to sustain new practices and modalities. Thanks to the interventions in the period of 2010-2015, the physical infrastructure allows the 82 schools to accommodate next generations of children, 138 health facilities to offer adequate access to health to local population, and 65 business related infrastructure (4 Trade Promotion centres established; 37 SMEs' workshops/ processing lines/greenhouses/ poultry farms; 2 microfinance institutions; 22 SMEs/food processing companies with improved quality management and infrastructure) allows for improvement of business environment. Feedback from final beneficiaries confirms that **the interventions succeeded to increase demand and supply for school education and health services, which is likely to act as a lever for resource mobilisation in the future.**

In this process, **the manuals, toolkits, guides and M&E instruments developed by the interventions (see effectiveness section) will be instrumental for the continuation of capacity building and quality assurance activities.** Efforts are being made by UNDP in partnership with relevant governmental Committees to institutionalise the approaches to developmental planning and M&E, both in the regions/districts but also into the in-service training system, through the Tajik Civil Service Training Institute. The institute has already instituted new curriculum areas, such as DDP planning and it is already introduced to civil servant trainings participants. The Project has provided important learning opportunities; however, many of them are no longer working in the system given the ever-present turnover of staff in public administration. It is therefore of utmost importance to continue the capacity building activities and the tools developed by the Communities programme provide essential prerequisites for doing so.

**New social and business infrastructure is, overall, sustainable.** UNDP and other development partners have invested a lot in reconstruction and building of social and business infrastructure. UNDP's approach within which governance mechanisms are ensured through establishment of governing bodies for maintenance of such infrastructures and ensuring that government (relevant ministries) take over financing of their functionality has been worthwhile and provides example of good practice. At the moment of drafting this report, the built new infrastructure is operational and fulfils its purpose. However, it is up to the government and established governance bodies (e.g. User's associations) to maintain them in the future.

**Some of the mechanisms (e.g. the Trust Funds) established by the interventions within the Outcome 1 are not sustainable** without external funding. While the value of Trust Funds is high, particularly to vulnerable populations who otherwise could not have access to funds, their sustainability is questionable. This is primarily due to the lack of sustained government funding. UNDP and government succeeded in attracting private investments into the funds, for instance, the ratio of contributions to Trust Funds with RGP shows that 345,000 USD was coming from government, 1,375,000 USD from private sector and 2,100,000 USD from UNDP. However, there is no sustainable mechanism for annual contributions by business community (it is mainly ad-hoc or in-kind contribution).

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<sup>52</sup> [http://amcu.gki.tj/eng/images/FAR\\_2013/FAR\\_2013\\_En.pdf](http://amcu.gki.tj/eng/images/FAR_2013/FAR_2013_En.pdf)



**Sustainability prospects of micro-finance organisations are mixed.** So far, supported micro-finance organisations have succeeded in retaining sound finance return. However, the sustainability and independence is threatened by new legislative solutions, which require high amounts as minimum size of the authorized capital (increase is envisaged in the period of October 2015 from 3 million Somoni to 6 million Somoni to be available in April 2016)<sup>53</sup>, which micro-finance institutions have not had a chance to acquire thus far. The options are to merge and create one stronger micro-finance organisation or to merge with an already existing large commercial micro-finance organisation.

**Investment in Vocational education through the Vocational Education centre is not sustainable.** UNDP and its donors have been the initiators and funders of the Centre since its establishment, in 2003. However, until today, the Centre has not succeeded in ensuring more sustainable funding sources for its functioning, relying entirely on UNDP support. UNDP does not have any clear exit strategy for the Centre, and ensures funding on project-by-project basis, latest by LITACA project.

**Investment in building capacities, guidance and supporting new CSOs** (e.g. Water Users Associations, Farmers' association, Association of microfinance organizations) **has been a good sustainability and governance tool.** Institutionalising of support to communities and local initiatives through organizational and governance development support and guidance in diversification of funding sources is a good investment into sustaining positive initiatives taking seed in local communities and wider.

**It is to be noted that the Communities Programme does not include a specific sustainability strategy** or explicit activities planned to be taken to ensure sustainability of results. Progress reports discuss various venues explored by the programme to put in place measures to support the sustainability of results, but there is no evidence of strategic steps in this direction. As the time frame of the Communities programme is open, it is understood as the ongoing strategy of UNDP, it is likely to be extended in the mid-term.

## **4.8 MAINSTREAMING HUMAN RIGHTS, GENDER AND ENVIRONMENT**

### **Human Rights**

**Human rights are the overarching principle of the Communities Programme, and its interventions ensure that rights based approach is applied, with empowerment of right holders and building capacities of duty bearers to fulfil their duties.** These interventions include: awareness raising, development of institutional capacities, evidence-based policy making and programming, institutionalized coordination mechanisms, and support to quality inclusive services tailored to the needs of communities. UNDP interventions enable duty bearers and right holders to work together towards improving the developmental circumstances in their communities and the country as a whole.

### **Gender**

**UNDP in Tajikistan takes gender equity and women's empowerment as a notably high priority in its programming, implementation and monitoring.** Across the board of

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<sup>53</sup> As per recent amendments to the regulations and instruction no.196 on microfinance organisations made by National Bank of Tajikistan on 28 May 2014

implemented interventions within the Outcome 1 but particularly under inclusive development and economic empowerment. The programming documents clearly reflect gender equity and empowerment while the M&E data has full disaggregation of data by gender, but also by age and status (e.g. disability). There is consensus that women generally suffer more from poverty and exclusion due to cultural practices that prevent them from taking advantage of opportunities available to them. The data gathered relating to the outcome under assessment, it is commendable to note that a majority of all designed outputs and activities had empowerment of women and vulnerable groups in focus.

For example, in the design and implementation of the RGP, LITACA, LIRP, TAPRI, Aid for Trade, PEI, BCPR, UNTFHS project “Empowering rural communities with better livelihoods and social protection” projects, economic empowerment of women was addressed. The projects have done considerably well in pursuing gender and equity objectives. Women participation in decision-making processes has improved in some of the communities; marking the small windows of change in the decision-making. Projects provided opportunities for income generation activities for women, and women from these communities decided to get involved despite social and cultural barriers. In many target communities like Vose and Rasht, women were trained and provided with micro-finance opportunities to start businesses and small income generation activities. For example, the Energy project offered women heads of households to learn the new methodology of development of solar panels for household use, which they were later able to install on their houses. Due to demand for such energy source, communities were interested in this, so women were provided an opportunity to develop small workshops to build solar panels to other community members. At the moment the women do not earn income from it, but UNDP is devising strategy of enabling these women to open business in this sector. Another outstanding example of support to women with business activities is the UNDP’s grant implemented by NGO “Source of Life” where 90 jobs were created for women. The target groups of women were first trained in business skills, and then 16 best entrepreneurship ideas from the women were granted with financial support from UNDP in 2010.

However, there is still big need for continued empowerment of women and vulnerable groups, as recognized in the new UNDP Country programme and the Communities Programme. Gender inequities are deeply entrenched in Tajikistan, requiring holistic approach to equality and empowerment.

## **Environment**

UNDP Interventions within the Outcome 1 and wider ensure that linkages between environment and poverty reduction are strengthened. UNDP has a separate portfolio working directly on Energy and Environment, but thanks to initiative of integrating response to environment and poverty reduction, a separate project Poverty and Environment Initiative was implemented. The results of this project are evidenced in the Section 4.2 of this report, showing good results in terms of raising awareness on and government response to links between environment and poverty. Interventions within the Disaster Risk Reduction portfolio, through prevention and mitigation of environment hazard contributed to improvement of livelihoods in regions prone to environmental disasters. Finally, interventions at local level through green jobs measures contribute to mainstreaming the environment in programming on poverty reduction and economic development.

## 5 LESSONS LEARNED

Evaluation findings and feedback from stakeholders interviewed within the evaluation process, as well as site visits point to a number of emerging good practices and lessons learned, as follows:

- **Investment in economic development and poverty reduction reforms remains relevant for Tajikistan.** Implementation of interventions towards achievement of Outcome 1 proves the relevance of the type of interventions selected at all levels of governance in the country. UNDP's support is relevant to and fits well within the strategic directions of Republic of Tajikistan, particularly in line with the National Development Strategy. UNDP interventions respond to developmental context and challenges in target communities where it has been active.
- **Partnership between UNDP and Tajik Government is a good vehicle for supporting reforms in the area of poverty reduction and economic development.** Interviewed government counterparts agree that UNDP is a trustworthy and reliable partner, providing for evidence based and innovative inputs for supporting reforms and development of new partnerships, cooperation mechanisms and services.
- **Long-term investment in partnerships, cooperation and coordination contributes to achievement of results.** Several of the involved national partners were involved for the whole, or at least most of the duration of the interventions implemented since 2010. Several of these partners, e.g. the Ministries, had worked with UNDP on similar issues prior to the interventions implemented in the reporting period (2010-2015). The continued relationship allowed for building and deepening mutual trust, as well as a better understanding of the needs, capacities, and challenges faced by the respective partner. It also allowed UNDP to achieve more with less: partnerships were instrumental for facilitating access to local and district level, as relevant Ministries at higher levels of governance supported and facilitated UNDP's steps in building relations with these levels.
- **Bottom up approach can bring about the desired legislative/policy changes at higher level through experiences, tested models and beneficiary satisfaction.** Evidence gathered within the evaluation process shows the relevance and usefulness of locally generated experiences from testing models and approaches as the basis for evidence-based advocacy and policymaking. Being able to refer to locally tested models and concepts was seen to be crucial for overcoming the otherwise common reaction of actors to dismiss efforts to promote new mechanisms for economic development. The UNDP interventions demonstrated how adapted and further developed models (e.g. DDP) and resulting recommendations informed policy and programme development.
- **Structural reforms in the area of poverty reduction and economic development require time and continuous effort.** UNDP, its partners and donors have invested years in bringing about changes in legislations, policies and mechanisms and services at all levels of governance. However, the momentum of reforms should not be lost, so there is still a need to continue with supporting concerted efforts of all parties to continue developing and institutionalising models that bring improvements of livelihoods of citizens, particularly of women and marginalised groups.
- **UNDP has added value of facilitator.** UNDP is seen as a donor/implementing agency with relatively less bureaucratic approach than others in managing project and grants in partnership with both governmental and non-governmental agencies, which makes the partnership more effective and efficient.

## SWOT ANALYSIS

Within the framework of this evaluation, the evaluation team puts forward the SWOT analysis summarizing opinions; comments, remarks, recommendations and key messages received from interviewees on the Outcome 1 interventions. This SWOT analysis may provide useful insights into future conceptualisation and programming of UNDP within poverty reduction and economic development.

The **strengths** of UNDP's work contributing to Outcome 1 delivered during 2010-2015 have been the following:

- **Relevance** – UNDP addresses the most ardent needs of the governments and local communities towards poverty reduction, improvement of livelihoods and economic empowerment, through offering assistance in terms of policy advice, modelling innovative measures, mechanisms and approaches, capacity building, providing business opportunities, and overall institutional modernisation;
- **Participatory approach to programming and implementation** – opportunity for government counterparts but also other development partners (e.g. UN Agencies) to express their needs and contribute to design of interventions;
- **Expertise** – there is evidence of positive impact brought about by UNDP through the deployment of top technical expertise and dissemination of good practices as benchmarks for reforms in various sectors. Also, a strong expertise has developed within the UNDP;
- **Local presence** – UNDP's Area offices have proven to have positive influence on effectiveness of interventions. This is primarily due to the fact that UNDP has in-depth knowledge of local realities, stakeholders and context in which interventions are implemented.
- **Community Mobilisation** – UNDP supported activities (such as support to infrastructure) open the floor for community mobilization, financial and in-kind contributions, contributing to building networks and communities of interests between beneficiaries towards common development goals;
- **Synergy** – UNDP interventions complement each others, but also other development efforts supported by governments, and other donors;

The **weaknesses** of UNDP work during 2010-2015 have been the following:

- **Lack of developed sustainability strategy for interventions** – majority of interventions implemented within the scope of Outcome 1 have brought significant benefits to local population and the government counterparts. However, most of these interventions have been 'work in progress' and no elaborate strategy for sustainability of results and mechanism has been developed. This is a weakness of the overall UNDP's work in the area of poverty reduction and economic development. Yet, it is understandable in the context of Tajikistan where new models of work are tested and modelled, requiring time and ongoing support for them to take root.
- **Geographical distribution** – thus far, UNDP has been focusing mainly on the Districts of Republican Subordination and Sughd and Khatlon regions, while GBAO, one of the most difficult to access and the poorest region of Tajikistan, has not been covered by UNDP's major development initiatives. The reasoning behind this decision is that this region is covered by Aga Khan Foundation. However, expanding UNDP's interventions to this region would bring value of UN presence and sharing best practices of

programmes/measures and new models from other regions, thus ensuring more coherent country level coverage.

**Opportunities** for UNDP are the following:

- **Investing in different steps of value chain for agricultural production, namely processing and marketing products.** UNDP has thus far invested significant efforts in input supply (fertilisers, crop protection, machinery, micro-credits) and agricultural production (tractors and machinery, irrigation, protected cropping, etc.) links in the value chain for agricultural production. Modelled approaches and input supply has brought significant benefits to agricultural producers. UNDP has the opportunity to invest in next steps of value chain, which would enrich their support to vulnerable communities.

**Threats** for UNDP are the following:

- **Deteriorating situation in the country and in the region** – there is a threat of overall deterioration of economic and social situation in the country or regionally. Such situation would negatively affect results of the assistance in terms of reversion of positive effects of instruments on the reformist processes.

It is clear from the above that the positive aspects considerably exceed those that are negative. UNDP is and remains a very popular partner, notwithstanding several weaknesses, for which corrective actions may be introduced on a flexible basis.

## CONCLUSIONS AND RECOMMENDATIONS

Interventions within the Outcome 1 of UNDP's Country Programme are organised within the umbrella of the Communities Programme. The Communities Programme builds on the momentum of the predecessor phases of the programme, while enriching the interventions by integrating activities, scaling up best practices, lessons learned and models tested throughout the entirety of Programme implementation.

UNDP interventions contributing to Outcome 1 are conceptually very relevant and important investments in institution building and strengthening government's response to poverty and slow economic development. Interventions are also very timely and appropriate to the current stage of development of the country. Their strengths are that UNDP adopts a holistic approach to enhancing poverty reduction and economic development, addressing these issues both horizontally (within and among local governments), and vertically (between the local, district, regional and national institutions). Interventions are designed, aligned to and respond to needs and priorities of beneficiaries, particularly vulnerable and excluded groups.

***Evaluation findings as regards contribution of Communities programme and other interventions contributing to Outcome 1 are positive, overall.*** Communities' programme is an umbrella of a number of projects fitting in the overall results framework and contributing to poverty reduction and economic development. Analysis of projects (through desk review, field inquiry and site observations) show that projects fully or at least partly achieved their planned objectives, and there is evidence of contributions to progress towards the envisaged outcomes of Communities Programme. Particularly strong contributions were made in view of strengthening the systems and capacities to plan and organise community actions (including, but not limited to prioritisation of projects, investment in community infrastructure, DDPs, etc.). Progress made towards strengthening the national development strategic framework and related sectoral and thematic legal and policy framework and coordination mechanisms has been overall positive. However, implementation and monitoring varied considerably depending on the respective level of governance and thematic area. Support to vulnerable groups through provision of micro-financing, agricultural tools, modelling of innovative technologies, etc. has brought significant positive benefits to local population, particularly women.

***UNDP interventions have brought important contribution to reduction of poverty and economic development,*** primarily by laying down the foundations for systemic change, rather than focusing on isolated individual actors alone. Part of this approach included efforts to model and strengthen capacities for developmental planning, including also sectoral policy making (particularly for social and economic sectors) and monitoring, including development of adequate and strong indicators (also enabling linking poverty to environment and disaster risk, etc). In doing so, UNDP contributed to clarifying the nature and scope of the issue of poverty reduction and economic development, thereby laying the foundations for future informed efforts by national and/or international actors. Government counterparts have also been equipped with tools, databases and knowledge to negotiate and efficiently coordinate development finance with international donors, enabling the government to better direct foreign investments into priority areas. Established systems and mechanisms, particularly those assisting local economic development and improvement of livelihoods already show positive effects on citizens directly included and benefiting from innovative approaches and collaborative efforts of partners.

***The UNDP team utilised funds strategically and efficiently, ensuring timeliness and effective utilisation of resources.*** Despite having made the deliberate choice to work with a

multitude of different partners at different governance and sectoral levels and addressing a wide range of issues within the poverty reduction and economic development from different angles simultaneously, UNDP was able to avoid spreading available resources too thin.

Overall, UNDP has contributed significantly to the outcome in all areas of its interventions: legislation, coordination, new mechanisms and models of work; skills and knowledge for improved economic activities; monitoring and reporting, etc. However, the **sustainability prospects of these achievements are mixed**. The current legal and policy framework is strong and lays foundations for further development. However, expansion of services and measures for support to economic development and poverty reduction is threatened by financial constraints at all levels of governance demanding further dependence on external funds.

## RECOMMENDATIONS

No	Recommendations	Addressee	Timing
<b>Strategic and Programming Recommendations (SP)</b>			
<b>SP1</b>	<p><b>Continue the practice of combining good governance and poverty reduction and economic development</b></p> <p>UNDP is already doing a good job of integrating good governance principles into its sectoral work. This good practice should be continued in order to ensure ownership and governments capacities are strengthened.</p>	UNDP and partners	ongoing
<b>SP2</b>	<p><b>Support the Government in the process of outsourcing services (PPP)</b></p> <p>There are already examples of how PPP can serve as good approach to solving communal issues. These examples should be widely promoted and used as models for government to continue such practice. Good governance mechanisms should be integral part of such models.</p>	UNDP, international donors and Government	ongoing
<b>SP3</b>	<p><b>Continue supporting efforts for economic development through direct support to business development and enabling environment.</b></p> <p>UNDP should continue working closely with the government to develop enabling environment for business development, including, but not limited to support to trade and foreign direct investments promotion, and awareness raising on business potential.</p>	Government and UNDP	ongoing
<b>SP4</b>	<p><b>Intensify robust partnerships with private sector towards achievement of objectives set forth in the new cycle of CP and UNDAF</b></p> <p>UNDP has been involving private sector in their advocacy and government support work. This good</p>	Private sector, Government and UNDP	ongoing



No	Recommendations	Addressee	Timing
	practice should be continued.		
<b>SP5</b>	<p><b>Continue the practice of encouraging government contribution to joint development initiatives from early stages so that the sense of ownership by the government is increased.</b></p> <p>To maintain the gains of development projects by government agencies, UNDP should continue encouraging government agencies to make sustained contributions from early stages to joint development projects. Such approach will increase sense of ownership by relevant government agencies. UNDP has been already doing it with communities, where people make contributions to project and get more benefits from it as a result of increased local ownership. Now, there is a need to extend this approach to the partnership with government agencies bot horizontally and vertically.</p>	Government and UNDP	ongoing
<b>SP6</b>	<p><b>Consider investing in support to vulnerable groups to develop further links in the value chain of agricultural production</b></p> <p>While there are development partners who support development of value chains for agriculture (e.g. World Bank, GIZ), the need for support to processing of the agricultural products in the areas where UNDP is present is ever-present The lack of processing and storage spaces affects negatively the livelihoods of most in need (women, marginalised rural population, people with disabilities). UNDP could extend positive impacts of its work by leveraging support to development of local/regional storage and processing facilities through advocacy, direct support and work with the government and international development partners.</p>	UNDP, donors, government	2015-2020
<b>Operational Recommendations (O)</b>			
<b>O1</b>	<p><b>Develop Sustainability strategy for Communities programme</b></p> <p>The Communities Programme has been instrumental in achieving some important changes in ways the governments and citizens operate and invest into their livelihoods. However, many of these outcomes are not sustainable. This is due both to the time needed for changes to take root and ongoing investment in some of the models to be fullu institutionalised. In order to enable the long term strategy to be rooted into a planned approach so that the government and donors understand the</p>	UNDP	2015-2016



No	Recommendations	Addressee	Timing
	milestones and steps in the process, the Communities Programme is advised to develop a Sustainability Strategy for its interventions.		
<b>O2</b>	<p><b>A knowledge management/retention plan for capacity building activities with government counterparts</b></p> <p>Government in cooperation with UNDP and other development partners should invest in development of knowledge management/retention plan for capacity building activities. Introduction of new knowledge or methodology to curriculum of trainings should also ensure that knowledge management initiatives at internal, organisational level as well through transferring the knowledge to relevant website or internal intranet connections is enabled. Thus, even with staff turnover, the new staff will get easy access to gained knowledge and expertise of the organisation.</p>	Government, development partners	Ongoing
<b>O3</b>	<p><b>Develop clear exit strategy for UNDP's support to DDP process.</b></p> <p>The DDP is already a mandatory process as set up by the Government decree. To ensure that DDP enable participatory decision-making but also full ownership over the process, UNDP should devise the exit strategy whereby it will phase out the support to the process in the next three - five years.</p>	UNDP and MoEDT	2015-2016
<b>O4</b>	<p><b>Develop a clear exit strategy for Modular Training Centre under the Ministry of Labour, Migration and Employment of the Republic of Tajikistan</b></p> <p>UNDP has been supporting the Center for a number of years, since its establishment. The support was instrumental to achieving some positive results at individual level, across the board of unemployed or hard-to be employed persons. However, the Center has not been proactive in seeking and ensuring diversified funding for its activities, relying heavily on UNDP. UNDP should, in consultation with the Centre, devise its Exit strategy, so to enable the government and the centre to institutionalise the services from other sources of funding.</p>	UNDP and the Center	2015

## ANNEX 1. EVALUATION MATRIX

No.	Evaluation question	Judgment criteria	Indicator	Sources of information
<b>RELEVANCE</b>				
EQ 1.	Is the Outcome and associated programme/projects relevant appropriate and strategic to national goals in the field of poverty reduction and economic development?	Extent to which UNDP interventions are in line with national goals in the field of poverty reduction and economic development	<ul style="list-style-type: none"> <li>Evidence of consistency between needs and priorities for poverty reduction and economic development and the content of policy documents developed with support of UNDP</li> </ul>	<ul style="list-style-type: none"> <li>National and local reports, research studies</li> <li>Interviews with key stakeholders</li> <li>Programme reports</li> </ul>
EQ 2.	Do the stated outcome, indicator and targets remain appropriate for the development situation in Tajikistan and UNDP's assistance program in this field?	<p>Extent to which the activities within Outcome 1 are in line with the UNDP mandate in the field of poverty reduction and economic development</p> <p>Extent to which the activities within Outcome 1 are in line with the development situation in Tajikistan</p>	<ul style="list-style-type: none"> <li>Evidence of linkages between the interventions and UNDP mandate</li> <li>Evidence of rooting the outcome, indicators and targets in the needs and development context of Tajikistan.</li> </ul>	<ul style="list-style-type: none"> <li>UNDP strategic documents</li> <li>Programme documents</li> <li>UNDP CPAP, UNDAF, CDP</li> </ul>
<b>Effectiveness</b>				
EQ 3.	How have the corresponding results at the output level delivered by UNDP affected the outcome, and in what	The extent to which the programmes contributed to the achievement of Outcome 1: Poverty Reduction and	<ul style="list-style-type: none"> <li>Evidence and examples of results achieved contributing to the Outcome 1 relating to poverty reduction</li> </ul>	<ul style="list-style-type: none"> <li>Strategies and legislation in the field of poverty reduction</li> <li>Reports on government mechanisms in the field of poverty reduction</li> </ul>

			contributing to the Outcome 1 relating to achievement of MDG	<ul style="list-style-type: none"> <li>MDG assessment for Tajikistan</li> <li>Interviews with key stakeholders</li> <li>Programme reports</li> </ul>
EQ 4.	To what extent the planned outcome has been or is being achieved?	Intended outcome (i) has been achieved, (ii) has been partially achieved (in which areas) or (iii) has not been achieved	<ul style="list-style-type: none"> <li>Quality of outputs and results</li> <li>Evidence and examples of high/poor effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>UNDP reports (annual and monitoring)</li> <li>Interviews with stakeholders, discussion groups, mini survey</li> <li>Site visits to a selected number municipalities, including interviews/ group discussions with end beneficiaries to the extent possible</li> </ul>
EQ 5.	<p>How have the corresponding results at the output level delivered by UNDP affected the targets set in the:</p> <p>a) Millennium Development Goals,</p> <p>b) UNDAF and CPD/CPAP,</p> <p>c) National strategic goals according to NDS/PRS/LSIS and sectoral national programmes and action plans on poverty reduction</p>	<p>The extent to which the programmes contributed to the achievement of MDGs</p> <p>The extent to which the programmes contributed to the achievement of targets set in UNDAF and CPD/CPAP</p> <p>The extent to which the programmes contributed to the achievement of targets set in NDS/PRS/LSIS and sectoral national programmes and action</p>	<ul style="list-style-type: none"> <li>Evidence and examples of results achieved contributing to the achievement of MDGs</li> <li>Evidence and examples of results achieved contributing to the achievement of targets set in UNDAF and CPD/CPAP</li> <li>Evidence and examples of results achieved contributing to the achievement of targets set in NDS/PRS/LSIS and sectoral national programmes and action plans on poverty</li> </ul>	<ul style="list-style-type: none"> <li>Strategies and legislation in the field of poverty reduction and economic development</li> <li>Reports on government mechanisms in the field of poverty reduction and economic development</li> <li>National and local reports, research studies</li> <li>MDG assessment for Tajikistan</li> <li>UNDAF assessment report</li> <li>Interviews with key stakeholders</li> <li>Programme reports</li> <li>Evaluation reports</li> </ul>

	and economic development?	plans on poverty reduction and economic development	reduction and economic development	
EQ 6.	What are the underlying factors influencing achievement of the outcome?	<p>Extent to which external factors affect the operations of the UNDP in the area of poverty reduction and economic development</p> <p>Extent to which the risk mitigation strategies were effective in ensuring results are achieved</p>	<ul style="list-style-type: none"> <li>▪ Evidence of external factors and their effects on UNDP operations</li> <li>▪ Evidence of successful mitigation strategies for risks and assumptions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Programme reports</li> <li>▪ Evaluation reports</li> <li>▪ Site visits</li> <li>▪ Interviews with key stakeholders</li> </ul>
EQ 7.	Was UNDP's partnership strategy towards with government, civil society, donors, the private sector appropriate and effective in achieving the Outcome?	Functioning donor coordination and consultation processes with stakeholders and beneficiaries (local and national government, civil society, and private sector operating nationally and locally)	<ul style="list-style-type: none"> <li>▪ inputs provided by beneficiaries during the programmes' planning and implementation</li> <li>▪ Level of coordination and cooperation between partners in programmes contributing to Outcome 1</li> <li>▪ Programme contains strong reference to coordination mechanisms between partners</li> <li>▪ Programme document contains reference to other interventions promoted by government,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Programme Reports</li> <li>▪ Meeting minutes</li> <li>▪ Government and donor Reports</li> <li>▪ Interviews with partners</li> </ul>

			civil society and donors and the private sector	
EQ 8.	Was UNDP's partnership strategy towards other organisations of the United Nations system within the framework of the UNDAF Thematic Group on Poverty Reduction and Governance appropriate and effective in achieving the Outcome?	<p>Complementarity with other projects implemented by UN Agencies</p> <p>Regular consultations and coordination with other UN Agencies, particularly within the UNDAF Thematic Group on Poverty Reduction and Governance</p>	<ul style="list-style-type: none"> <li>Number &amp; type of inputs provided by other UN Agencies</li> <li>Level of coordination and cooperation between partners in programmes</li> <li>CPAP contains strong reference to coordination mechanisms between partners</li> <li>Programme documents contains reference to other interventions implemented by UN Agencies</li> <li>Examples of synergies between UNDP and other UN Agencies' projects contributing to poverty reduction and economic development</li> </ul>	<ul style="list-style-type: none"> <li>Programme Reports</li> <li>Meeting minutes</li> <li>UN Agencies Reports</li> <li>Interviews with UN Agencies</li> <li>Interviews with donors</li> </ul>
EQ 9.	Have the issues of a) Gender, b) Environment and c) Human rights been adequately mainstreamed towards achievement of the outcome?	Extent to which the issues of a) Gender, b) Environment and c) Human rights have been mainstreamed throughout interventions contributing to Outcome 1	<ul style="list-style-type: none"> <li>Evidence and examples of prioritisation of a) Gender, b) Environment and c) Human rights in the overall implementation</li> </ul>	<ul style="list-style-type: none"> <li>Programme documentation</li> <li>Interviews with key informants</li> <li>Site visits</li> </ul>
Efficiency				
EQ10	How well have the implementation of activities been managed in terms of a) quality, b)	Administration and management arrangements and information flows are	<ul style="list-style-type: none"> <li>Management and administrative tasks being discharged timely and respecting established</li> </ul>	<ul style="list-style-type: none"> <li>Programme reports (annual, monitoring)</li> <li>Interviews with UNDP staff</li> <li>Interviews with stakeholders</li> </ul>

	timeliness; c) administration; d) finances?	appropriately ensured at reasonable cost  Financial and human resources spent for the achievement of outputs and results are adequate	<ul style="list-style-type: none"> <li>deadlines</li> <li>Adaptation/flexibility in project implementation</li> <li>Examples of management intervention for overcoming barriers and constraints in programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>and beneficiaries</li> <li>Site visits to selected communities</li> </ul>
EQ 11.	What monitoring and reporting tools have been used?	Monitoring and reporting tools are appropriate and ensure evidence based reporting and reflection	<ul style="list-style-type: none"> <li>Monitoring and reporting tasks being conducted with quality</li> </ul>	<ul style="list-style-type: none"> <li>Programme reports (annual, monitoring)</li> <li>Interviews with UNDP staff</li> <li>Interviews with donors, government, partners</li> </ul>
<b>Sustainability</b>				
EQ 12.	How strong is the level of ownership of the results by the relevant government entities and other stakeholders?	<p>Commitment of the government exists to continue working on poverty reduction and economic development</p> <p>Availability of financial and human resources for continuation/ maintenance of activities and further improvements</p>	<ul style="list-style-type: none"> <li>Institutional strategies are in use by beneficiaries</li> <li>Supporting legislation (especially secondary legislation) in place</li> <li>Government policies towards the relevant sectors encourage/ require regular maintenance and continuation</li> <li>Quantitative targets of the respective project are met (continue to be met)</li> </ul>	<ul style="list-style-type: none"> <li>Administrative data from government (if available);</li> <li>Monitoring and Evaluation Reports;</li> <li>Interviews with government, programming and implementing actors, and beneficiaries of UNDP</li> </ul>
EQ 13.	What is the level of capacity of the Government to ensure sustainability of the results?	Institutional/ administrative strategies and actions (at governmental, ministerial, agency, local level, etc.) supporting outcomes are	<ul style="list-style-type: none"> <li>Staffing plans exist and there is evidence of their application in practice.</li> <li>Beneficiary budgets in place for managing, operating and maintaining</li> </ul>	<ul style="list-style-type: none"> <li>Administrative data from government (if available);</li> <li>Monitoring and Evaluation Reports;</li> <li>Interviews with government, programming and</li> </ul>

		<p>in place</p> <p>Availability and provision of administrative capacities (at governmental, ministerial, agency, local level, etc.) supporting outcomes are in place</p>	<p>policies and mechanisms established</p>	<p>implementing actors, and beneficiaries of UNDP</p>
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## ANNEX 2. EVALUATION QUESTIONS DEVELOPMENT

The ToR outlined the areas relating to the scope of evaluation and related evaluation criteria. The Box 1 below provides for elaboration of the areas of interest in the scope of evaluation and the evaluation question.

<b>Box 1. Proposed Evaluation questions corresponding to the Scope of evaluation outlined in the ToR and evaluation criteria</b>	
<b>Scope of evaluation as per ToR</b>	<b>Areas transformed into Evaluation questions</b>
<ul style="list-style-type: none"> <li>The outcome should be assessed within the context of the overall national policies and strategies response as well as in the context of UNDP mandate in the field of poverty reduction and economic development.</li> </ul>	<p><b>EQ 1.</b> Is the Outcome and associated programme/projects relevant appropriate and strategic to national goals in the field of poverty reduction and economic development?</p> <p><b>EQ 2.</b> Do the stated outcome, indicator and targets remain appropriate for the development situation in Tajikistan and UNDP's assistance program in this field?</p> <p><b>CRITERION: Relevance</b></p>
<ul style="list-style-type: none"> <li>Identify contribution of key UNDP outputs to achievement of the outcome results.</li> <li>Identify whether UNDP's inputs and other interventions can be credibly linked to the achievement of the outcome, including the key outputs from programmes, projects and soft (i.e policy advice and dialogue, advocacy and brokerage/coordination services) and hard assistance that contributed to the outcome.</li> </ul>	<p><b>EQ 3.</b> How have the corresponding results the output level delivered by UNDP affected the outcome, and in what way have they not been effective?</p> <p><b>EQ 4.</b> To what extent the planned outcome has been or is being achieved?</p> <p><b>CRITERION: Effectiveness</b></p>
<ul style="list-style-type: none"> <li>Review the contribution of the UNDP outputs towards attainment of targets set in the Millennium Development Goals, UNDAF and CPD/CPAP and national strategic goals according to NDS/PRS/LSIS and sectoral national programmes and action plans on poverty reduction and economic development.</li> </ul>	<p><b>EQ 5.</b> How have the corresponding results the output level delivered by UNDP affected the targets set in the:</p> <p>a) Millennium Development Goals</p> <p>b) UNDAF and CPD/CPAP,</p> <p>c) National strategic goals according to NDS/PRS/LSIS and sectoral national programmes and action plans on poverty reduction and economic</p>



	development?
	<b>CRITERION: Effectiveness</b>
<ul style="list-style-type: none"> <li>Analyse the underlying factors within and beyond UNDP's control that affect the outcome</li> </ul>	<b>EQ 6.</b> What are the underlying factors influencing achievement of the outcome?  <b>CRITERION: Effectiveness</b>
<ul style="list-style-type: none"> <li>Review whether UNDP's partnership strategy was appropriate and effective including the range and quality of partnerships and collaboration developed with government, civil society, donors, the private sector and how it has contributed to improved programme delivery.</li> </ul>	<b>EQ 7.</b> Was UNDP's partnership strategy towards with government, civil society, donors, the private sector appropriate and effective in achieving the Outcome?  <b>CRITERION: Effectiveness</b>
<ul style="list-style-type: none"> <li>Analyse the overall status and effectiveness of UNDP's collaboration with other organisations of the United Nations system within the framework of the UNDAF Thematic Group on Poverty Reduction and Governance.</li> </ul>	<b>EQ 8.</b> Was UNDP's partnership strategy towards other organisations of the United Nations system within the framework of the UNDAF Thematic Group on Poverty Reduction and Governance appropriate and effective in achieving the Outcome?  <b>CRITERION: Effectiveness</b>
<ul style="list-style-type: none"> <li>Review the extent of mainstreaming and addressing of gender, environmental and human rights issues in UNDP programming and how it has contributed to the achievement of the outcome.</li> </ul>	<b>EQ 9.</b> Have the issues of a) Gender, b) Environment and c) Human rights been adequately mainstreamed towards achievement of the outcome?  <i>Separate section of the report.</i>
<ul style="list-style-type: none"> <li>...(including analysis of the UNDP strength, weaknesses, opportunities and threats affecting the achievement of the outcome).</li> </ul>	<b>SWOT ANALYSIS</b>  <i>Separate section of the report.</i>
<ul style="list-style-type: none"> <li>UNDP's comparative advantage in the area of capacity development of the government, civil society, private sector</li> </ul>	
<ul style="list-style-type: none"> <li>The quality and timeliness of inputs, the management capacity, the reporting and monitoring systems, the project/programme administration provisions and the methodologies applied in implementation of activities and the extent to which these may have been effective.</li> </ul>	<b>EQ10.</b> How well have the implementation of activities been managed in terms of a) quality, b) timeliness; c) administration; d) finances?  <b>EQ 11.</b> What monitoring and reporting tools have been used?  <b>CRITERION: Efficiency</b>

<ul style="list-style-type: none"> <li>Outline and include in the report at least 4 brief case studies covering introduction of effective governance instruments at the national and local level, support to local economic development, private sector development and investments promotion and integration the poverty and environment issues into the context of national agenda and local development.</li> </ul>	<p><b>Throughout the report.</b></p>
<p><b>Additionally proposed questions to respond to the TOR requirement to address all evaluation criteria</b></p>	
<ul style="list-style-type: none"> <li>Sustainability: refers to the extent to which the benefits of the results will continue beyond the support provided. Assessing sustainability involves evaluating to what extent capacity can be maintained.</li> </ul>	<p><b>EQ 12.</b> How strong is the level of ownership of the results by the relevant government entities and other stakeholders?</p> <p><b>EQ 13.</b> What is the level of capacity and commitment of the Government to ensure sustainability of the results?</p> <p><b>CRITERION: Sustainability</b></p>
<ul style="list-style-type: none"> <li>Impact: from UNDP's perspective, this measures, to the extent possible, the changes in human development that are caused by the projects activities. However, impact evaluation usually faces a number of challenges, mainly because is very difficult to attribute impacts to certain activities, especially when a limited period of time has passed since implementation.</li> </ul>	<p>Taking into account the challenges outlines, the evaluation will not include questions relating to impacts on human development.</p>

### ANNEX 3. LIST OF INTERVIEWEES

Name	Position	Institution
Aliona Niculita	Deputy Country Director	UNDP Tajikistan
Mubin Rustamov	Assistant to Resident Representative, Head of Programme Unit	UNDP Tajikistan
Zebo Jalilova	Programme Officer	UNDP Tajikistan
Firuz Khamidov	Communities Programme Manager	UNDP Tajikistan
Manuchehr Rahmonov	Senior Economic Development Officer	UNDP Tajikistan
Parviz Akramov	National Coordinator, AFT Project	UNDP Tajikistan
Gulsara Mamadjonova	Project Specialist, AFT Project	UNDP Tajikistan
Ruslan ZIGANSHIN	LITACA Project Manager	UNDP Tajikistan
Firdavs Fayzulloev	DRMP Manager	UNDP Tajikistan
Khurshed Kholov	EEP Manager	UNDP Tajikistan
Saidahmad Ikromov	Capacity Development Advisor, Rule of Law and Access to Justice Programme	UNDP Tajikistan
Zarina Juraeva	Monitoring and Evaluation Officer	UNDP Tajikistan
Nozirjon Solijonov	Project Manager of the project “Empowering rural communities with better livelihoods and social protection”	UNDP Tajikistan
Daler Shodiev	Project Specialist/SENACAM	UNDP Tajikistan
Jahongir Dehkonov	NDS/LSIS Monitoring and Evaluation Specialist/SENACAM	UNDP Tajikistan
Abdullo Guliev	Area Manager	UNDP Kulob Area Office
Sojidamo Tagaeva	Local Economic Development Specialist	UNDP Kulob Area Office
Khiloldin Sobitov	Local Governance Specialist	UNDP Kulob Area Office
Kurbonali Abdualimov	Water Engineer	UNDP Kulob Area Office
Abdughani Ibrohimov	Area Manager	UNDP Shahrtuz Area Office
Kiyoshi ISHII	Resident Representative	JICA Tajikistan
Shokirjon Mahmudov	Programme Officer	JICA Tajikistan
Zarangez Mahmudova	National Coordinator	GIZ Tajikistan
Reinhard Trenkle	Deputy Programme Director	GIZ Tajikistan
Numon Abdujaborov	Head of Secretariat of Consultative Council	Secretariat of Consultative Council on Improvement of Investment Climate
Shuhrat Rajabov	Programme Manager	DfID Tajikistan
Nargis Yuldasheva	Executive Director	NGO Source of Life
Rajabali Rajabov	Deputy Chairman	Government of Khatlon

		region
Fayzullo Aminzoda	District Chairman	Government of Qumsangir District
Abduqodir Valizod	District Chairman	Government of Hamadoni District
Firuz Karimov	NPO UNFPA	UNFPA Tajikistan
Nargis Rahimova	NPO UNFPA	UNFPA Tajikistan
Viloyat Mirzoeva	Portfolio Manager	UN Women Tajikistan
Zaytoona Naimova	Programme Specialist	UN Women Tajikistan
Saloviddin Shamsiddinov	CPO UNICEF	UNICEF Tajikistan
Sobir Kurbanov	Country Officer	World Bank Tajikistan
Inoyatullo Kasimov	MoEDT WTO Leading Specialist	MoEDT
Umed Davlatzod	Deputy Minister	MoEDT
Sultonsho Khomidov	Head of Department	MoEDT
Shurat Abdulloev	Deputy Chairman	AMFOT
Qiyomiddin Norov	Deputy Head of the Statistical Agency	Statistical Agency of Tajikistan
Khursand Vafobekov	Head of department on coordination of the external aid and monitoring of projects	SCISPM
Head of department on coordination of the external aid and monitoring of projects	Head of the Vocational Training Centre	Dushanbe Modular Vocational Training Centre
Takhmina Valieva	Chief Specialist	PPP Centre
Jiyonsho Bukhoriev	Legal Consultant to the PPP Centre	PPP Centre

### Group Discussions participants in local communities

Name	Position	Institution	Community
Gado Naimov	Head of the peasant association in Qumsangir	Peasant association in Qumsangir	Gumsangir District, Khatlon Region
Dodikhudo Avsamadov	Head of WUA	Qumsangir WUA	Gumsangir District, Khatlon Region
Muso Idebekov	Head of Fist Aid	Local health centre in Istiqlol jamoat	Istiqlol jamoat, Gumsangir District, Khatlon Region
Muhamadnosir Nazriev	Entrepreneur from Shahrtuz	N/A	Shahrtuz District, Khatlon Region
Fayzullo Dodov	Head of dehqon farming	N/A	Gumsangir District, Khatlon Region
Zaynullo Murodov	Head of NGO	NGO "Rabonbakhsh"	NGO "Rabonbakhsh"
Orifzoda Mahdi	The head of a local	Dashtigulo jamoat	Dashtigulo jamoat,

Mamud	jamoat		Hamadoni district, Khatlon region
Dustova Ghunchagul	Local entrepreneur	N/A	Vose district, Khatlon region
Pirov Saidsharif	Local entrepreneur	N/A	Vose district, Khatlon region
Salomova. M	Local entrepreneur	N/A	Vose district, Khatlon region
Aynidin Mirzoev	the head of PPP LLC "Obi Nushoki"	LLC "Obi Nushoki"	Farkhor district, Khatlon region
Safar Emomali	the head of a village in Gulshan district	N/A	Gulshan jamoat, Farkhor district, Khatlon region
Suhrobov Boturkhon	Chairman of the Association of Farmers	Chairman of the Association of Farmers in Darqad Jamoat	Darqad Jamoat of Farkhor district, Khatlon region

## ANNEX 4. INTERVIEW GUIDES

### UNDP Staff

Identification (name, gender, position, contact details, relevant experience, coordinates), date and location.

1. How do the UNDP Interventions relate to strategic to national goals in the field of poverty reduction and economic development? How did the interventions contribute to achievement of NDS/PRS targets?
2. Tell us about your project/portfolio linkages to the Outcome 1. What programmes/project are contributing to the Outcome 1? What specific measures did you implement towards empowerment of women? Marginalised groups?
3. What have been the main achievements of your project?
4. Which long term effects (socio-economic, political, administrative, environmental etc. impacts) can be well attributed to UNDP interventions? How these achievements relate to poverty reduction? And how to MDGs?
5. What is the evidence of achievement of the Outcome 1 in your view? (i) has been achieved, (ii) has been partially achieved (in which areas) or (iii) has not been achieved? Why?
6. What other possible outputs could have been planned to increase UNDP's contribution to the achievement of the outcome ?
7. Which were the main constraints/challenges during preparation and implementation? (prompt political, social, economic, administrative, etc.)
8. Do you have a developed mitigation strategy? Pls, share with us
9. What was the level and quality of dialogue between UNDP, government, civil society, donors, the private sector in planning and implementing interventions within Outcome 1?
10. Did national and donor coordination work well for your project?
11. What was the level and quality of dialogue between UNDP and other UN Agencies? Pls, provide examples of synergies.
12. How did you ensure that a) Gender, b) Environment and c) Human rights have been mainstreamed throughout intervention?
13. Can you give us some examples of successful mainstreaming and results of that process?
14. How well have the implementation of activities been managed in terms of a) quality, b) timeliness; c) administration; d) finances?
15. What monitoring and reporting tools have been used?
16. Monitoring and reporting tools are appropriate and ensure evidence based reporting and reflection
17. How strong is the level of ownership of the results by the relevant government entities and other stakeholders?
18. What is the level of capacity of the Government to ensure sustainability of the results?
19. Are there financial and management mechanisms policies and regulations in place to sustain the achievements after UNDP exit?
20. If the achievements are sustainable, are they going to benefit the poor and marginalised?

### Donors/International partners

Identification (name, gender, position, contact details, relevant experience), date and location.

1. Do you consider that the UNDP support in the field of poverty reduction and economic development is an adequate and balanced response to the identified needs in Tajikistan?
2. How would you describe the level of efficiency and effectiveness of UNDP Programme in the field of poverty reduction and economic development in terms of taking into account country-specific/regional views and needs?
3. Is coordination and cooperation in the field of poverty reduction and economic development sound and does it deliver the desired outputs and results? Which are the main constraints?
4. Can you provide an illustration of impact achieved by the UNDP?
5. How do you assess the achieved degree of sustainability for UNDP projects?
6. What is the level and quality of dialogue between UNDP, government, civil society, donors, the private sector in planning and implementing UNDP interventions in the field of poverty reduction and economic development?
7. Does national and donor coordination work well in the field of poverty reduction and economic development?
8. What is the added value of UNDP support in the field of poverty reduction and economic development?
9. Do you think there are any lessons/recommendations regarding UNDP work that should be considered for the future?

Wider donor community:

1. Do you consider that the UNDP support is an adequate and balanced response to the identified needs in the Western Balkans?
2. Is coordination and cooperation sound and does it deliver the desired outputs and results? Which are the main constraints in the in the field of poverty reduction and economic development?
3. Do national and donor coordination work well for the UNDP?
4. What is the value added of UNDP support?
5. Do you think there are any lessons/recommendations regarding UNDP that should be considered for the future?

### **Government counterparts, beneficiaries**

Identification (name, gender, position, contact details, relevant experience), date and location.

1. Do you consider that the UNDP support given to your institution was adequate and a balanced response to the identified needs?
2. Does UNDP support correspond to the NDS/PRS and your institution/sector strategies?
3. How would you describe the level of efficiency and effectiveness of the UNDP structures in terms of taking into account country-specific/regional views and needs of your institution?
4. Was project implementation sound and did it deliver the desired outputs and results? What have been the main results achieved? How do they relate to women, marginalised groups?

5. Which were the main constraints during implementation?
6. Are the results of UNDP project implemented in partnership with your institution (beyond the output level) well documented and if so, what are these?
7. Can you provide an illustration of impact achieved by UNDP project implemented in partnership with your institution?
8. How do you assess the achieved a degree of sustainability of UNDP project implemented in partnership with your institution?
9. Are there financial and management mechanisms policies and regulations in place to sustain the achievements after UNDP exit?
10. If the achievements are sustainable, are they going to benefit the poor and marginalised?
11. What was the level and quality of dialogue between UNDP, government, civil society, donors, private sector in planning and implementing the UNDP project?
12. Did national and donor coordination work well for UNDP project implemented in partnership with your institution?
13. Do you think there are any lessons/recommendations regarding UNDP interventions in the field of poverty reduction and economic development that should be considered for the future?



## ANNEX 5. GROUP DISCUSSIONS GUIDE

### Introduction

- Introduction of the consultant to the group, and of the group members to each other.
- Provision of information on background to the interview:
  - The purpose of the discussion
  - The intended recipients of findings and how they will be used
  - How feedback will be handled (issues of anonymity, confidentiality, data protection, etc).
  - Rules of the focus group: who speaks when and agreement on how to indicate when one wants to speak
  - The amount of time the discussion is anticipated to take
- Answering any questions participants may have.

### Discussion Topics

#### 1. Effectiveness of the UNDP programme

- *What was the most important benefit or result of the grant you received? (Each to name one.)*
- *What was most difficult problem you faced in carrying out your work?*

#### 2. Relationships

- *Did the grant or other support from UNDP help you to improve relations with other stakeholders? (prompt for government, businesses, etc.)*

#### 3. Sustainability

- *What is your experience with raising funds from local or other sources?*
- *How effective was UNDP support in this area? [prompt also about other donor/funder support they had the opportunity to receive]*

#### 4. Recommendations

- *How do you think your experience of this grant could have been improved?*
- *What are your recommendations for future support to poverty reduction and economic development (what are the priorities)?*

### Rounding up

- *Is there anything further anyone would like to add about any of the issues we've discussed, that you feel you've not had a chance to say?*
- *Is there anything anyone would like to add about any issue we've not really covered which you feel reflects an important aspect of your experience?*

### End of Discussion

- Thanking participants for attending and giving feedback.

## ANNEX 6. LIST OF DOCUMENTS REVIEWED

- ADB, Intrim Country Partnership Strategy, Tajikistan 2015
- Annual Progress Report, Support to Effective National Aid Coordination and Monitoring SENACAM Tajikistan
- Annual Review Report LITACA, April –December 2014
- Asian Development Outlook 2015 Financing Asia's Future Growth
- BCPR Annual Progress Report 2013
- Communities Programme Annual Progress Reports for 2010, 2011,2012,2013,2014 years
- Communities Programme Annual Project Report 2010
- Communities Programme Annual Project Report 2011
- Communities Programme Annual Project Report 2012
- Communities Programme Annual Project Report 2013
- Communities Programme Annual Project Report 2014
- Communities Programme Mid-term Review Report, December 2012
- Communities Programme Mid-term Review, December 2010
- Communities Programme Project Document, 2010-2012, 2013-2015
- Country Programme Action Plan (CPAP) 2010-2015
- Country Programme Action Plan Between The Government Of Tajikistan And The
- Country Programme Document – Theory of Change Outcome 1-6
- Country Programme Document (CPD) 2010-2015
- Country Programme Document For Tajikistan (Draft), 2016-2020
- Country Programme Performance Summary 2010 - 2015
- Empowering Communities with Better Livelihoods and Social Protection 2014
- Evaluation of Component II of phase I of the Wider Europe Aid for Trade Project
- Explanatory Note to the 2014 Human Development Report composite indices
- LITACA Project Progress – January-June 2015
- Living Standards Improvement Strategy Of Tajikistan For 2013-2015
- Millennium Development Goals, Tajikistan Progress Report 2010
- National Development Strategy of the Republic of Tajikistan for the period to 2015
- National Development Strategy Review, 2014
- Progress reports to donors and partners
- Project Document **Communities Programme 2010-2012**
- Project Document PEI Phase 2
- SENACAM and Aid Coordination and Investments Promotion Projects progress reports
- Status of CP targets for 2010-2015
- Summary Note, Trust Fund Mechanism Piloted under Output 2 of the Rural Growth Programme (RGP)
- Tajikistan, Economic Update, No 1, Spring 2015, Slowing Growth Risiing Uncertainties
- TAPRI Final Report 2012
- THE WORLD BANK GROUP – TAJIKISTAN PARTNERSHIP PROGRAM SNAPSHOT
- United Nations Development Assistance Framework (2010-2015)
- UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK (UNDAF) FOR TAJIKISTAN 2016-2020

## ANNEX 6. TERMS OF REFERENCE FOR CPAP OUTCOME 1 EVALUATION

Country: Tajikistan

Description of Assignment: UNDP CO Outcome Evaluation on Programme Component 1:

Poverty Reduction and Achievement of MDGs

Period of assignment/services: 30 working days within June-August 2015 (*15 working days for desk work and 15 working days of in-country mission*)

Period of assignment: June - August 2015

Type: International Consultancy

### INTRODUCTION

The UNDP country programme for the period of 2010-2015 aims to achieve the objectives set out in the National Development Strategy of the Republic of Tajikistan for the period up to 2015 (NDS), in accordance with the UN [Millennium Development Goals](#). Promotion of the national development policies and programmes are undertaken through a combination of policy support for the MDGs and capacity development support for service delivery, strategic planning, and resource mobilization. Building on its comparative advantages, programme strengths and lessons learned from previous interventions, UNDP focuses its interventions on the areas (components) of (1) Poverty Reduction and Achievement of MDGs, (2) Reducing burden of HIV/AIDS, Malaria and Tuberculosis, (3) Good Governance, (4) Crisis Prevention and Recovery, and (5) Environment and Sustainable Development. Particular attention is given to the scaling up of proven successful initiatives, utilizing best practices and lessons learned to inform policy reform, and promoting gender equality as a cross-cutting issue.

Programme Component 1: Poverty Reduction and Achievement of MDGs. The overall desired outcome was to enhance poverty reduction and economic development programmes, with a particular focus on the rural poor, women and marginalized people (e.g. returning labour migrants). To reach this outcome, UNDP supported the Government in formulating and implementing sectoral strategies and policies in selected economic and social sectors to support achievement of MDGs and the implementation of the government's NDS; facilitated development a more transparent business registration, regulatory and taxation framework that promotes businesses and public-private partnerships; provided low-income households, women and small and medium enterprises (SMEs) with access to a broad range of financial, microcredit/financing, legal, income generation and business support services; and, lastly, strengthened national capacities to negotiate and efficiently coordinate development finance with international donors and to encourage trade and foreign direct investments.

As such during 2010-2014 years UNDP has supported the Government of RT in formulation of two midterm development strategies Poverty Reduction Strategy 2010-2012 and Living Standards Improvement Strategy of RT for 2013-2015 years to support the implementation of NDS. UNDP has introduced the development planning and implementation process at the local level as a localized instrument for implementation of priorities given in national level strategic documents.

## Country background and context<sup>54</sup>

Despite of the worsening global and regional economic situation, in 2014 Tajikistan's economy was growing stably (6,7% in 2014 ). The poverty rate reduced to 32% in 2014. Inflation has subsided but remains susceptible to higher global food and commodity prices, standing at 7,4% in 2014. According to MEDT, macroeconomic stabilization and reducing poverty happened due to increasing volume of labor migrants' remittances (around \$US 3.5 billion, 42% of GDP in 2014). The economic sanctions imposed on Russia affected the inflow of remittances and inflation in consumption market of Tajikistan.

The year 2014 for Tajikistan was significant in terms of strengthening the regional economic and political cooperation. The Shanghai Cooperation Organization Summit in Dushanbe concluded to enhance the economic cooperation between the member states and create more favourable conditions for improving the transportation infrastructure. The International Economic and Investments Forum gathered the representatives from more than 30 countries and created opportunities to present Tajikistan as a favourable country for investment. In terms of investment, China declared to invest about 6 billion USD to Tajikistan during upcoming 5 years to implement the project in the areas of gas transportation, mining and roads.

UNDP has continues supporting to the Government of Tajikistan to implement the country strategic priorities and strengthening the M&E capacities of the national and local authorities for better implementation of strategies and programmes to reduce the poverty and improve the livelihoods of population. UNDP provided support to evaluate the outcomes of National Development Strategy implementation and formulation of vision for the new long term strategy 2016-2030, which will be formulated in 2015. UNDP facilitated the process of formulation of district development programmes to support the national level priorities implementation at local level. UNDP supported the initiative of Ministry of Economic Development and Trade of RT on joining the efforts of public, private organizations and donor communities to **harmonize the legislation according to WTO requirements** and create more favourable conditions for business development and integration of Tajikistan into the world economy.

Although Tajikistan's HDI remains lowest in the region, the country continues demonstrating sustainable HDI growth rate (133rd out of 187 countries). Tajikistan's HDI is gradually increasing (0.607 in 2013 vs. 0,507 in 2012), mostly due to increasing income per capita.

## Institutional set up and UNDP response

### *Communities Programme*

Globally, UNDP advocates for nationally-owned solutions to reduce poverty and promote human development. UNDP sponsors innovative pilot projects, connect countries to global good

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<sup>54</sup> Data is given as of end 2014

practices and resources, promote the role of women in development, and bring governments, civil society and outside funders together to coordinate their efforts.

In Tajikistan, UNDP contributes to poverty reduction both by working on the central policy level and by supporting local level development. On the policy level, UNDP and its sister UN agencies have been active in supporting the government of Tajikistan to align its development planning with the Millennium Development Goals (MDG). At the local level UNDP supports implementation of national development priorities which is mainly carried out by the Communities Programme

UNDP's Communities Programme (CP) is aimed at the sustainable development of the most marginalized communities throughout the country. CP is a multi-year initiative launched in 2003 and built on the previous achievements of UNDP since 1996. UNDP CP supports localization and operationalization of the MDGs and the implementation of the NDS for the period 2007-2015, Living Standards Improvement Strategy of Tajikistan for 2013-2015. The mission of UNDP CP is to support improving the living standards of the Government of Tajikistan through improving local governance and creating conditions for sustainable local economic development. CP's operations on ground are implemented through five Area Offices (AO) located in Sughd and Khatlon regions, as well as in the Rasht and Zerafshan valleys. To date, UNDP CP's operations have covered 2/3 of the country's territory and 4 out of 10 people living in the country.

The programme is currently in its third phase which will continue until end of 2015. The timeframe was aligned with the strategic frameworks of UNDP and the Government of Tajikistan. This includes UNDP's Country Programme Action Plan (2010 – 2015) and the NDS. The CP directly contributes to the following outcomes of the Country Programme Document:

Poverty reduction - Poverty reduction and economic development programmes are enhanced, with particular focus on the rural poor, women and marginalized people.

Good governance - National and local levels of government have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner.

Owing to its strong network of local, national, and international partners, CP goes beyond its focus areas – reduced poverty and improved local governance – and substantially contributes to other areas addressing development challenges related to health, crises prevention and recovery, as well as energy and environment.

Indirectly, through 'Delivering as One UNDP' approach, the CP also supports other vertical programmes of UNDP to deliver their activities at local level such as Energy and Environment, Crises prevention and recovery, Health components programmes.

The expected outputs of the Communities Programme are:

Sub-national governments capacities to plan, budget and implement development and to provide public services are strengthened (especially benefiting poor and women);

Capacities of private sector and civil society to develop, participate in decision-making, partner with government, exercise influence and hold governments accountable are enhanced;

Policies, reforms, framework regulations in the areas of poverty reduction, local governance, aid coordination and CP focus areas (rural economic development, environment and energy, crises prevention/mitigation and health) are improved.

UNDP CP applies an integrated approach to local development. This is achieved by enhancing both supply and demand sides of governance. On supply side, has consistently engaged with the local, sub-nation and national governments in order to improve governance accountability, accessibility and representation, and to bring about positive changes in poverty alleviation across the country. On the demand side, UNDP CP builds the capacity of the civil society and private sector representatives and thereby ensures their active engagement in local planning and decision making processes. At the same time, CP provides tools such as *methodology on district development planning* and creates platforms such as participatory *District Planning Process* that brings together the supply and demands sides around their needs. To date, with the support of UNDP CP, 41 out of 67 districts and towns of the country have been covered with the planning process.

#### BRIEF DESCRIPTION OF THE OUTCOME (BASELINE OF THE OUTCOME AND CURRENT SITUATION OF THE OUTCOME)

UNDP continued its efforts and expanded upon existing interventions, including the provision of strategic policy advice and coordination, to support the Government of Tajikistan's work to reduce poverty and reach the MDGs. Poverty reduction and economic development initiatives were closely linked with improving governance and promoting sustainable environmental and resource management. As such, UNDP worked to achieve the following outcome:

*Outcome 1: Poverty reduction and economic development programmes are enhanced, with particular focus on the rural poor, women and marginalized people.* UNDP scaled up support to the MDGs, targeting macro-level economic policy development and implementation at the national and sub-national levels. UNDP provided advisory support to the national government in formulating and implementing strategies and policies in key economic and social sectors. UNDP strengthened national capacities for efficient aid coordination and increase trade and foreign direct investment. At the local level, UNDP focused on poverty reduction initiatives to support the economic development of farmers and small businesses, particularly the rural poor, women and marginalized people. Support included: increasing access of individuals to microcredits, grants, and various sustainable business support services and enhancing rural economic livelihoods. Taking into account the significance of labour migration to the economy of Tajikistan, UNDP continued to encourage migrants to invest remittances in community-based initiatives as well as through the Trust Fund mechanism as a significant contributor to local economic development. Most of the activities within the output are implemented through Communities Programme.

#### OUTCOME PROGRESS BY THE END OF 2014 AND UNDP CONTRIBUTION<sup>55</sup>

During 2010-2015 CPAP implementation period UNDP made significant progress towards achieving the results of Outcome 1. UNDP in cooperation with Governmental authorities, mainly Ministry of Economic Development and Trade of RT supported elaboration of two midterm development strategies, namely Poverty Reduction Strategy for 2010-2012 and Living

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<sup>55</sup> The progress by Communities Programme Output target indicators for 2010-2015 will be given in separate document as well as in Communities Programme Progress Reports.

Standards Improving Strategy of RT for 2013-2015 years to support the implementation of National Development Strategy of the Republic of Tajikistan for the period of 2007-2015. Due to extensive efforts in areas of socio-economic development of Tajikistan the poverty rate has been reduced from 46,7% in 2009 to 32% in 2014 year. Tajikistan three times has been recognized among the top ten reformer countries in World Bank “Doing Business” Report. The latest recognition was received in 2014 for the implementation of reforms in areas of starting a business, dealing with construction permits, getting credits and paying taxes. As of 2015 Tajikistan is ranked in 166 position among the 189 countries<sup>56</sup>. The average annual growth of the country for the past 5 years was about 6-7%. Tajikistan occupies 133rd out of 187 countries in Human Development Index. Tajikistan accessed to WTO<sup>57</sup> in 2013 and joined the United Nations Convention on the Recognition and Enforcement of Foreign Arbitral Awards that came into force in 2012. In 2014 Tajikistan has joined the Hague Convention Abolishing the Requirement for Legalization for Foreign Public Documents and joining Tajikistan to these two conventions will improve the business environment, simplify the procedures for investments inflow and protect the rights of foreign investors in Tajikistan. During the period of 2010-2014 elaboration of more than 30 laws supporting socio-economic growth were facilitated.

To support the local development processes the districts and jamoat development planning methodologies were elaborated and adopted by Ministry of Economic Development and Trade of RT with support of UNDP. Using the methodology, 41 out of 67 districts countrywide have developed participatory mid-term socio-economic development programmes; More than 160 000 low income households, including women (approx. 40%) received microcredits to start and improve their businesses as well as established Business Challenge Fund for SMEs; Through the conduction of vocational training courses UNDP supported 1257 (53% women) poor, disabled, and unemployed people to obtain new skills and professions. Strengthened capacities of local authorities and private sector in: (i) planning, implementation, fundraising, project proposal development, monitoring and evaluation of national and local level strategies and programs; (ii) establishing the dialogue between public, private sectors and CSO, and ensured their active participation in promoting and implementing reforms for good governance and local economic development and in order to facilitate this process UNDP assisted in creation of district level Consultative Councils on improving investments climate and economic development in 5 districts of Tajikistan as well as cooperates with National Consultative Council on improving investments climate under the President of RT, and such platforms at the regional level of Sughd, Khatlon and Rasht Valley; UNDP assisted in strengthening cross border collaboration and good neighbour hooding activities through improving opportunities for regional and cross border economic development between bordering districts of Tajikistan, Afghanistan and the Kyrgyz Republic. As well as UNDP significantly contributed in improvement of economic, food, environmental, health and personal security for the vulnerable population of the country regions. UNDP supported improving the country exports abilities by promoting the trade related policies (one Trade Development Plan of Sughd Region was elaborated and another one for Khatlon Region is ongoing), improving the operations of SMEs in agribusiness sector by introducing the quality management standards, advanced skills in trade promotion and etc. During this period a number of publications, such as Annual guides “Development Partners” and “Foreign Aid Report” were prepared and published, based on annual AIMS update, and were further distributed among the Government, Parliament, ministries and departments, local authorities, all development partners. Besides, electronic versions of guides are placed on SCISPM official website;

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<sup>56</sup> Due to changes in methodology and introduction of new indicator “Getting electricity” Tajikistan technically several times changed its position. For example in 2011 Tajikistan position was 139 among 183 countries

<sup>57</sup> UNDP supports MEDT in coordination of the implementation past WTO accession plan

Main outputs and initiatives expected to contribute the outcome

The UNDP CPAP for 2010-2015 outlines the following key UNDP outputs and relevant targets which would contribute to achievement of the outcome 1.

Outcome 1. Poverty reduction and economic development conditions are improved, with particular focus on the rural poor, women and marginalized people.

Indicator:

- 1) % decrease in poverty level
- 2) the rate of economic growth in country based on MDG and NDS targets
- 3) the rate on Human Development Index (HDI)

Baseline:

- 1) 53% of population is under the poverty line
- 2) 7% economic growth in 2008 and 1.8% in 2009
- 3) 124th out of 179 on HDI

Target:

- 1) The rate of poverty decreased to 45%
- 2) To reach an average 5% growth for next 6 years
- 3) 120th out of 179 on HDI

Expected Outputs, targets and Indicators

*Sectoral strategies and policies in selected economic and social sectors are formulated and implemented to support achievement of MDGs and implementation of National Development Strategy (NDS).*

*Indicator #1:* Number of sectoral strategies /policies developed and implemented in support of MDGs & NDS

*Baseline:* Several sector specific strategies have been attempted with limited success, due to inadequate

planning/coordination

*Overall Target:* Strategies/ policies in 3 sectors (agriculture, business development and microfinance) are



developed and successfully implemented

*2011 – 2013 Target:* One strategy / year developed and implemented

*Means of Verification:* Press releases, Project progress reports; *Frequency:* Annually

*A business registration, regulatory and taxation framework is developed that is more transparent and favorable for the promotion of businesses and public-private partnerships, leading to improved economic development.*

*Indicator #1:* The implementation of a new framework to support business development, as a means to improve Tajikistan's ranking on "Ease of doing business"

*Baseline:* Tajikistan is 151st on "ease of doing business" among 180 countries in the world

*Target:* A new registration, regulatory and taxation framework is established and implemented to better support business development, that results in a 7-position improvement in Tajikistan's ranking on "ease of doing business" to 144<sup>th</sup>.

*Means of Verification:* 'Doing Business Report'; *Frequency:* Annually

*Low-income households, women and small and medium enterprises (SMEs) are provided with access to a broad range of financial, microcredit/ financing, legal, income generation and business support services.*

*Indicator #1:* Number of low-income households provided with access to micro-credit, grants and business support services; percentage of women provided access (disaggregated by sex and age)

*Baseline:* Lack of financial services and business support services resources for low-income and female headed households in rural communities.

*Target:* At least 1,000 new low-income households (at least 35% female-headed) benefit from access to microcredit/deposit, grants and business advisory support, leading to improved economic livelihoods

*2010 – 2015 Annual Target:* At least 100 new low-income households benefit from access to micro-credit; 50

households from BAIC services; and 50 from grant access

*Means of Verification:* Press releases, project progress reports, mass-media new, Report from MFIs

*Frequency:* Semi-annually

*Indicator #2:* Number of SMEs established and registered; % female-led SMEs.

*Baseline:* 7000 SMEs registered

*Target:* At least 300 additional SMEs registered; 30% by women

*Yearly Targets (2010 – 2015):* Establish and register 50 SMEs per year. At least 30% of SMEs led by women

*Means of Verification:* Statistical report, mass-media news, project progress reports;

*Frequency:* Annually

*Indicator #3:* Number of public-private partnerships established to improve public service delivery

*Baseline:* Poor public-private cooperation in public service-delivery

*Overall Target:* At least 3 public-private initiatives on better public service delivery piloted

*2012 – 2014 Annual Target:* 1 public-private initiative piloted per year

*Means of Verification:* Project progress reports, mass-media news;

*Frequency:* Annually

*National capacities are strengthened to negotiate and efficiently coordinate development finance with international donors, such that trade and foreign direct investments increase.*

*Indicator #1:* % increase in foreign direct investment and exports

*Baseline:* Insufficient state support to attract foreign investment and promote exports

*Target:* Effective promotion of investments, such that international direct investment increases and exports increase by 20% from 2008

*Means of Verification:* Report from governmental agencies, publications; *Frequency:* Annually

*Indicator #2:* Number of information tools and reports developed to coordinate and manage foreign aid

*Baseline:* While there is a Foreign Aid Report and Development Partners Profile Report produced by the Government annually and an aid coordination unit, there are limited information tools for aid coordination

*Target:* Creation of foreign aid and development partners reports, as well as new information tools such as website and database implemented to support effective aid coordination

*Means of Verification:* Report from governmental agencies, publications;

*Frequency:* Annually

## **OBJECTIVES OF THE EVALUATION**

UNDP Tajikistan CPAP Outcome 1. Poverty reduction and economic development conditions re improved, with particular focus on the rural poor, women and marginalized people, represent one of the largest portion of resources spent by UNDP in the country.

The outcome evaluation will not only assess progress towards or achievement of the outcome but will also make recommendations on the realignment of programme design and response arrangements to be adopted both for the immediate, short term and long term. The findings and recommendations of the outcome evaluation will be used to identify UNDP involvement in the Sustainable and inclusive economic development area in Tajikistan within the corporate planning frameworks and documents for the new programming period 2016-2020 such as new United Nations Development Assistance Framework (UNDAF) and Country Programme Document (CPD) which will ensure achievement of the expected development outcome (s).

### **Scope of the evaluation**

The scope of the evaluation is expected to include lessons learned, findings and recommendations in the following areas:

- Identify whether the outcome results as stated in the CPAP are achieved or what is the progress made towards its achievement. The outcome should be assessed within the context of the overall national policies and strategies response as well as in the context of UNDP mandate in the field of poverty reduction and economic development.
- Identify contribution of key UNDP outputs to achievement of the outcome results.
- Review the contribution of the UNDP outputs towards attainment of targets set in the Millennium Development Goals, UNDAF and CPD/CPAP and national strategic goals according to NDS/PRS/LSIS and sectoral national programmes and action plans on poverty reduction and economic development.
- Analyze the underlying factors within and beyond UNDP's control that affect the outcome (including analysis of the UNDP strength, weaknesses, opportunities and threats affecting the achievement of the outcome).
- Identify whether UNDP's inputs and other interventions can be credibly linked to the achievement of the outcome, including the key outputs from programmes, projects and soft (i.e policy advice and dialogue, advocacy and brokerage/coordination services) and hard assistance that contributed to the outcome.
- Review whether UNDP's partnership strategy was appropriate and effective including the range and quality of partnerships and collaboration developed with government, civil society, donors, the private sector and how it has contributed to improved programme delivery. Analyze the degree of stakeholder and partner involvement in the various processes related to the outcome.
- Analyse the overall status and effectiveness of UNDP's collaboration with other organisations of the United Nations system within the framework of the UNDAF Thematic Group on Poverty Reduction and Governance.
- Review the extent of mainstreaming and addressing of gender, environmental and human rights issues in UNDP programming and how it has contributed to the achievement of the outcome.

The evaluation should be based on the following criteria:

- **Relevance:** concerns the consistency of activities and targets with national and local development programmes and national development challenges, and the needs of intended beneficiaries. It also relates to the relevance to UNDP's corporate and human development priorities, as well as the UNDAF and UNDP country programme.
- **Effectiveness:** refers to the manner in which the intended outcome targets were achieved. Measuring effectiveness will involve - to the extent possible - an assessment of cause and effect, and judging the extent to which observable changes be attributed to project activities.
- **Efficiency:** refers to how economically resources (funds, expertise and time) were used to achieve results.
- **Sustainability:** refers to the extent to which the benefits of the results will continue beyond the support provided. Assessing sustainability involves evaluating to what extent capacity can be maintained.
- **Impact:** from UNDP's perspective, this measures, to the extent possible, the changes in human development that are caused by the projects activities. However, impact evaluation usually faces a number of challenges, mainly because is very difficult to attribute impacts to certain activities, especially when a limited period of time has passed since implementation.

Review the effectiveness of programme implementation through the projects implemented by the Communities Programme, Aid Coordination and Investments Promotion project and other relevant projects and cross-cutting initiatives as well assessing the level of capacity development achieved. An assessment should also be made of the validity of the assumption of UNDP's comparative advantage in the area of capacity development of the government, civil society, and private sector;

The quality and timeliness of inputs, the management capacity, the reporting and monitoring systems, the project/programme administration provisions and the methodologies applied in implementation of activities and the extent to which these may have been effective.

Outline and include in the report at least 4 brief case studies covering introduction of effective governance instruments at the national and local level, support to local economic development, private sector development and investments promotion and integration the poverty and environment issues into the context of national agenda and local development.

### **Products expected from the evaluation**

- 1) Inception report with finalized and agreed terms of reference, evaluation matrix, questionnaires and agreed methodology of evaluation (one week after beginning of assignment/contract)
- 2) A comprehensive evaluation report with findings, recommendations, lessons learned, rating on performance of both the outcome and outputs.

It is expected that draft report will be submitted to UNDP CO in two working weeks after in-country mission, and the final report with all comments and recommendations incorporated submitted to UNDP CO for final endorsement not later that in two working weeks after receipt of UNDP formal feedback with comments to a draft.

The findings are expected to feed into further strategic planning processes and implementation of UNDP economic and social development programmes and the integration of gender, environment, poor's and excluded people, human rights dimensions into other UNDP supported programmes within the framework of the new and current corporate strategies and UNDAF. The report should include:

- An assessment of the progress towards outcomes and progress towards outputs;
- A rating on the relevance of the outcome.
- Lessons learned concerning best and worst practices in producing outputs, linking them to outcomes and using partnerships strategically;
- Recommendations for formulating future assistance in the framework of the new economic development outcome within the framework of the Country Programme Document for 2016-2020, determination of appropriate poverty and inequality reduction and economic development related strategies of UNDP Tajikistan.
- Strategies for continuing UNDP assistance towards improved economic development of the country and reduced poverty and inequality of people within the framework of an accelerated national response and with consideration of sustainability of assisted interventions;
- A monitorable action plan for follow-up.

While the evaluator is free to choose their own method of reporting, the final Evaluation Report should be no more than 40 pages Font Arial, Size 12, and contain at least the following:

- Title Page
- List of acronyms and abbreviations
- Table of contents, including list of annexes
- Executive Summary
- Introduction: background and context
- Description of the program – its logic theory, results framework and external factors likely to affect success
- Purpose of the evaluation
- Key questions and scope of the evaluation with information on limitations and delimitations
- Approach and methodology
- Findings
- Summary and explanation of findings and interpretations
- Conclusions
- Recommendations (including additional recommendations for future project interventions)
- Lessons learned, case studies

In addition, the final report should contain the following annexes:

- Terms of Reference for the evaluation
- List of meetings conducted
- List of persons interviewed
- List of documents reviewed
- Any other relevant material

## **Metodology or evaluation approach**

The key elements of the methodology to be used by the evaluation team will consist of the following:

- Documentation review (desk study);
- Interviews with key partners and stakeholders;
- Focus groups
- Field visits;
- Questionnaires;
- Participatory techniques, SWOT analysis and other approaches for gathering and analysis of data;

## **Documents to be reviewed**

Some of the background documents to be reviewed as part of the outcome evaluation are as follows<sup>58</sup>:

- Country Programme Document (CPD) 2010-2015
- Country Programme Action Plan (CPAP) 2010-2015
- United Nations Development Assistance Framework (2010-2015)
- Communities Programme Project Document, 2010-2012, 2013-2015
- Millennium Development Goals, Tajikistan Progress Report 2010
- Communities Programme Mid-term Review Report, December 2012
- Communities Programme Annual Progress Reports for 2010, 2011, 2012, 2013, 2014 years
- SENACAM and Aid Coordination and Investments Promotion Projects progress reports
- Progress reports to donors and partners
- National Development Strategy Review, 2014

## **Evaluation team**

The evaluation team will comprise of one evaluation expert (international), a development consultant who was at no point directly associated with the design and implementation of any of the activities associated with the outcome. The evaluation expert should have knowledge and experience in poverty reduction and economic development, governance and public administration, local and sustainable development, gender and human rights.

One additional independent national consultant with the same skills/experience will be recruited to support the mission of the international expert. The programme evaluation expert will have the responsibility for the overall co-ordination of the evaluation activity and for ensuring final coherence of the report, both in terms of content and presentation.

## **Skills and Qualifications for Evaluation team members**

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<sup>58</sup> Final list of references and sources for desk review will be agreed and stipulated in inception report.

Each of the consultants should have not less than 10 years of professional development experience and be competent and experienced in some of the following areas:

University degree in social sciences, management and other related areas,

More than 10 years (5 years for national consultant) of technical background in poverty reduction, economic development, good governance, public administration, local development issues, pro-poor economic development, private sector in development;

Experience and expertise in project design, management, implementation and monitoring and evaluation

Proven experience in evaluating and programmes/projects;

Experience with development management /organizational capacity building programming

Expertise in policy analysis

Experience in development aid and technical cooperation would be an added advantage.

Knowledge of UNDP procedures and programme implementation strategies will be additional asset.

Good report writing skills and advanced computer literacy

Ability to make recommendations focused on results and impact, with a strong understanding of value for money concepts

Knowledge of CIS context, preferably Central Asia region (desirable)

Excellent knowledge of English with proven writing skills; knowledge of Russian language would be an asset - for international evaluation expert

Excellent knowledge of Russian, Tajik and good knowledge of English - for national evaluation expert.

The international evaluation expert will be allocated 30 working days (15 working days for desk work and 15 working days of in-country mission (*10 days in the capital of the country and 5 days in the regional centers*), final workload distribution will be outlined in the inception report) and the national consultant 20 working days for the evaluation assignment including both field and desk work.

### **Implementation arrangements and logistics support**

The UNDP Tajikistan Country Office through its Programme Unit and Programme Analysts in Poverty Reduction and MDG and Good Governance and Communities Programme will be responsible for coordinating, organising and managing the evaluation in collaboration with the

Ministries of Economic Development and Trade, the and key government, UN and development partners. UNDP CO staff will be responsible for liaising with partners, backstopping and providing relevant documentation and technical feedback to the evaluation team.

### **Outcome Evaluation Timeframe**

The evaluation is expected to be implemented in the period from June to August 2015. It is preliminary planned that international consultant will have to spend at least 15 working days for desk review of provided documentation, and preparation of inception report, draft and final report. 15-day in-country mission is planned in June 2015 to meet stakeholders and arrange interviews and field visits. The first draft version of report should be provided to UNDP CO by in mid-July 2015.