

UNDP has a comparative advantage in addressing social development issues in Tajikistan. However linkages were not systematically established between micro interventions of UNDP and government planning and policy.

UNDP approach has often been *ad hoc* and project oriented, not giving adequate attention to sustainability of interventions or informing government practices and policies, particularly regarding governance and disaster management. There were also limitations in government ownership, and the timeframe was not realistic for achieving outcomes. Considering limitations in resources UNDP should confine its work to areas where it can contribute to policy, reforms and institutional development.

UNDP through its various interventions at the national and local level has addressed issues related to poverty and sustainable livelihood. However, the synergy between poverty alleviation interventions and other areas of the programme (such as disaster management and environment) was not adequately established. The programme was less systematic in addressing gender related concerns and issues pertaining to large scale migration of working population to other countries.

Addressing issues of livelihood, rural development, and the MDGs has been core to UNDP interventions in Tajikistan. Concerted effort was made to reduce poverty through community level interventions. UNDP contribution is significant in promoting Resolution 111, which permits farmers to opt for the crop of their choice. Considering that

a large component of the UNDP interventions involved working directly with the community, there was considerable opportunity for UNDP to address issues of gender, migration and cotton farming and link them to policy discussions. The poverty and MDG initiatives did not sufficiently address the dimension of migration of a large working population to countries such as Russia.

Use of direct implementation modality for programmes is an issue of concern in Tajikistan, where a large proportion of programmes are implemented by UNDP. This has implications for the sustainability of development results and strengthening the capacities of the national institutions.

One of the recurrent issues during the evaluation was the programme implementation modality followed by UNDP. With exceptions, UNDP interventions in Tajikistan were entirely implemented by the country office with different levels of involvement of government counterparts, mainly due to concerns about efficiency of government systems and corruption levels. There were no indications that the country office was planning to shift to national implementation modality. While government representatives were brought on board as required, UNDP managed or implemented the programme. Concerns about national administration systems and finance systems and ways to address them were not adequately incorporated in the design and action plans of the projects. Capacity development is an important component of UNDP support and direct execution curtails opportunities to strengthen weak government systems.

TAJIKISTAN

KEY RECOMMENDATIONS

- UNDP should emphasize policy support and strengthening government systems.
- Interventions in the area of governance should be further strengthened.
- UNDP should be more responsive to governance needs in the country and coordinate with other agencies working in the area.
- There should be more substantial support to the government in the area of MDGs.
- UNDP should strengthen its role in advocating for implementation of pro-poor policies and strategies.
- Use programme partnerships to strengthen donor coordination for achieving development results.
- Implement programmes through government agencies.
- Integrate environment and climate change issues into poverty and disaster management interventions.
- Take adequate efforts to strengthen micro-macro linkages.



The UNDP Evaluation Office (EO) provides systematic assessment of UNDP's contribution to development results by conducting independent thematic and programmatic evaluations.

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