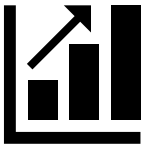




18th ODA Evaluation Workshop



Sustainable Human Resource Development of Policy Evaluation in Tajikistan ~Challenges and Future Direction~



Hiroshi Niino, JICA Expert

**to the Secretariat of National Development Council
of the Republic of Tajikistan (July 2021~)**



The Republic of Tajikistan



Land-locked with high mountains

Population: 10 million

GDP/capita: USD 1000

Annual growth rate: 6-7% (2015-19)

Main industries: Cotton, Aluminium,
Mining, Hydro-power energy

Civil war: 1992-97

Capital City : Dushanbe





NATIONAL DEVELOPMENT STRATEGY 2016-2030



Goal

Improve the standards of living of population based on sustainable economic development

- a) Ensure **energy** security and efficient use of electricity
- b) Exit from **transport** dead-lock and turn country into a transit country
- c) Ensure **food security** and people's access to good quality nutrition
- d) Expand productive **employment**

Phase 1 Mid-term development program 2016-2020

The transition to a **new model of economic development**

Phase 2 Mid-term development program 2021-2025

Rapid development phase based on **investment attraction**

Phase 3 Mid-term development program 2026-2030

Rapid industrialization and capacity development based on **knowledge and innovation**

In the long run, the country has three main tasks:

- Achieving the level of socio-economic development of **middle-income countries**
- Expansion and strengthening of the **middle class**
- Ensuring sustainable development through increasing the **competitiveness** of the national economy



Framework for Implementation



National Development Council

Secretariat (Ministry of Economic
Development and Trade)

JICA
Expert

13 Sector Working Groups

Implementation
management of sector
programs

Energy, Transport, Food
security, Industry,
Employment, Education,
Health, Social protection,
Rule of law, Water
resources, Environment,
Gender, SDGs

M&E Working Groups

M&E
Standardization,
Drafting Guideline
and Regulation

27 ministries
/committees and
CSO

ODA

Japanese supporters

Japan Evaluation
Society

Administrative
Evaluation Bureau,
MIAC

Kochi Local
Government

Kochi University

MoF, JICA



Challenges and future direction

Evaluation not recognized as useful tool of policy making

Budget is more important than evaluation

I feel burdened with evaluation

I feel chased by indicators

Evaluation is something to be outsourced



Evaluation is connected with policy making

Budget is linked with programs

Skilled staff is manned in each ministry

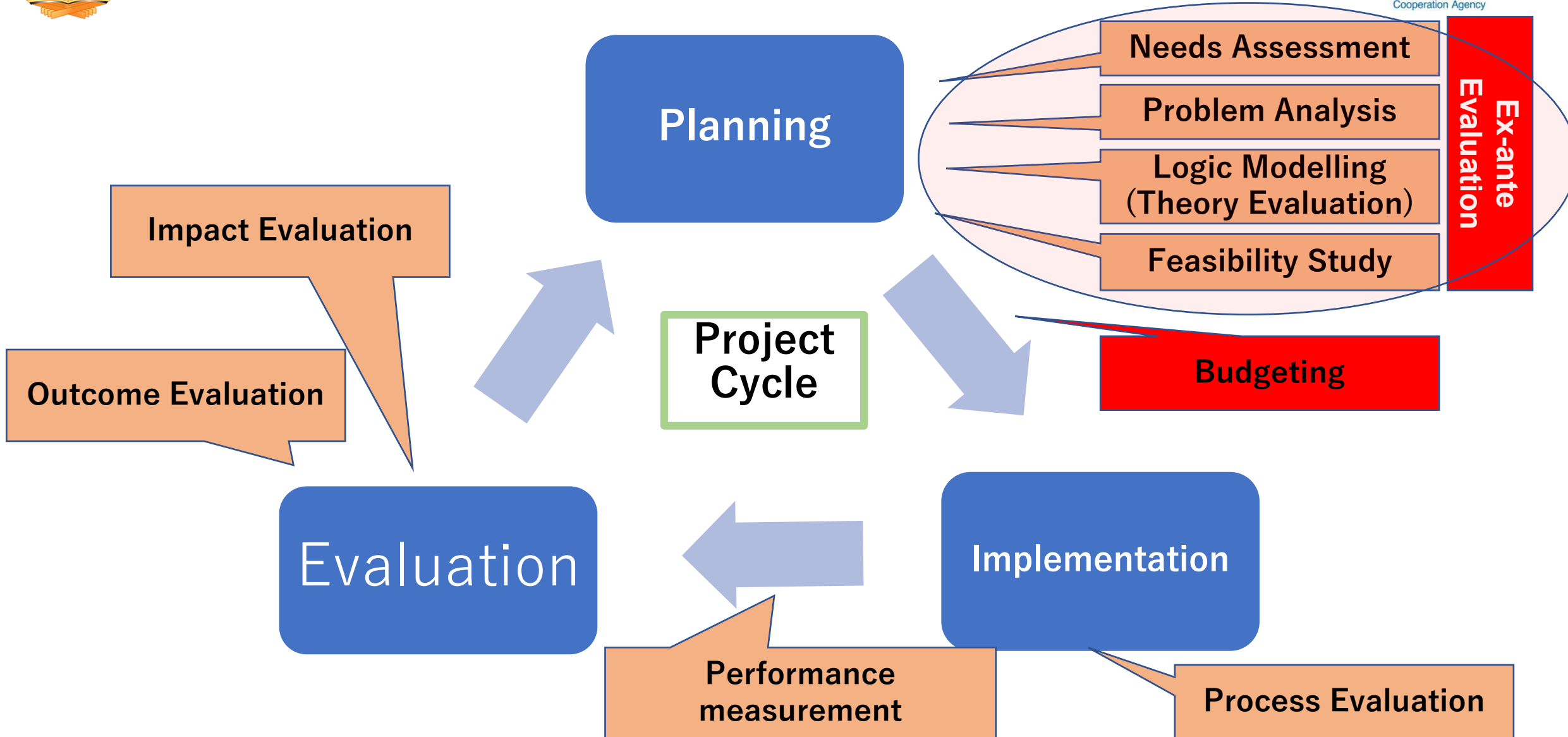
Common M&E guidelines is equipped

Continuous learning opportunities



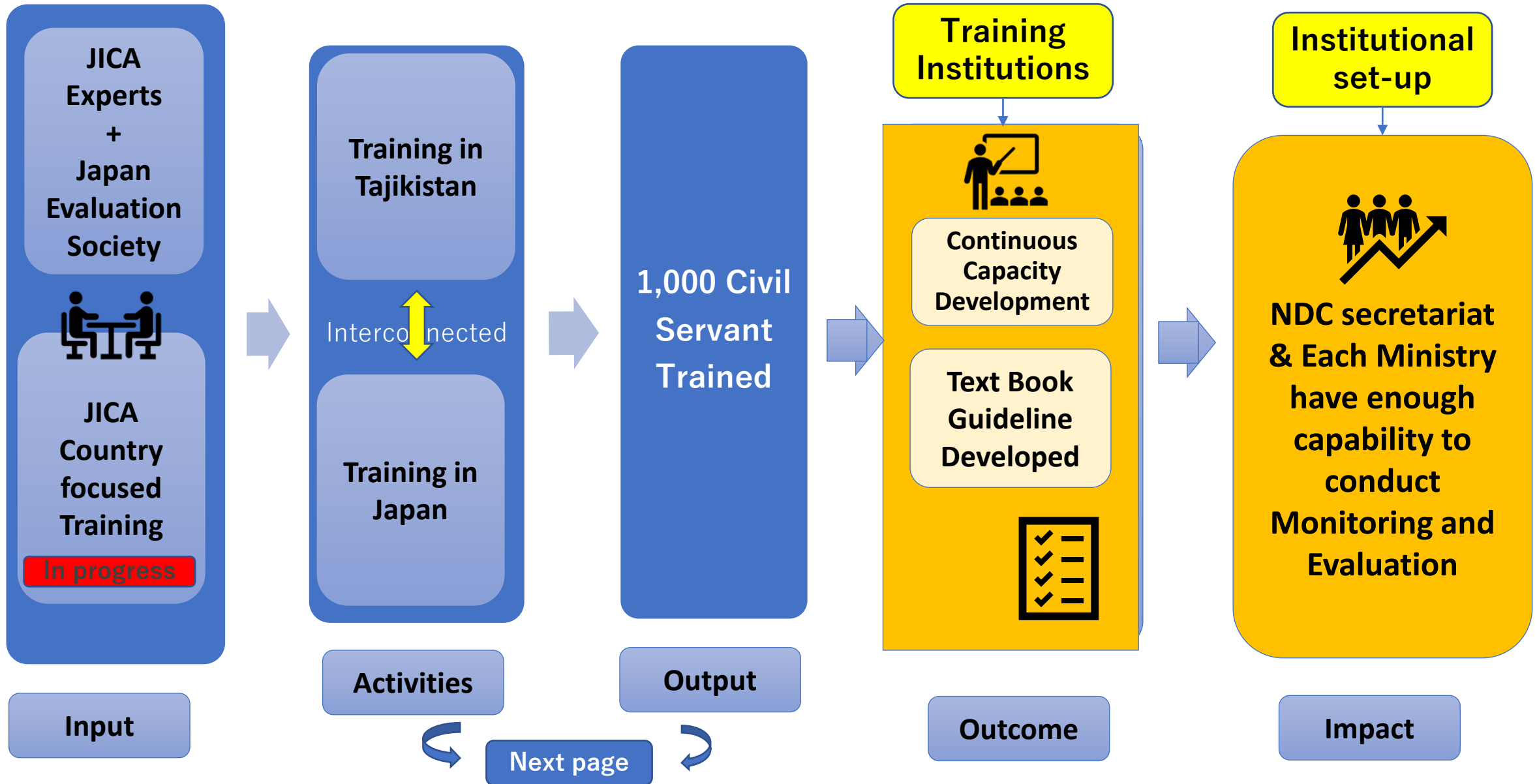


Ex-ante Evaluation more focused





Sustainable Human Resource Development





Sustainable Human Resource Development



Institute of Economy

Training section



Teachers on Evaluation

1,000 people trained

600 people

400 people

45 people

JICA Expert

2021~22 : Training in Tajikistan



2023- 24 Dialogue by Japanese experts

Target : Management

Topics: Direction of Cooperation, Guidelines of Evaluation

2022-23 Problem solving workshop

Target: Middle management

Topics: Common M&E template, Institutional set-ups, Guideline of Evaluation

2021-22 Webinar on Evaluation

Target: Middle management and officers

Topics: Basics of evaluation, system, institution Every 2 weeks, 30 persons/seminar

Tajikistan



Beginners' Seminars

Ex-participants Seminar

Nomination

Japan

2023~25 : Training in Japan

2025 "Project planning, Ex-ante evaluation"

- Target: 15 Middle management
- Project formulation, indicators, evaluation

2024 "Evaluation Report"

- Target: 15 Middle management
- How to write evaluation reports

Feb. 2023 "Policy Evaluation and Project formation"

- Target: 15 Middle management
- Institutional set-ups, PCM

