

TRANSFER OF METHODOLOGICAL ASPECTS OF MONITORING AND EVALUATION OF IMPLEMENTATION OF STRATEGIES AND DEVELOPMENT PROGRAMS (beginning of a new series of seminars)

July 7, 2022

General description of the new series of seminars within the framework of the 13th working group of the National Development Council under the President of the Republic of Tajikistan (1)

- **Justification:**
 - Adoption of the Law of the Republic of Tajikistan "On Strategic Planning and State Foresight" (May 25, 2022) increases the responsibility for monitoring and evaluating the implementation of Development Strategies and Programs...
 - In the medium-term stage, a series of Development Strategies and Programs is being implemented, all sectors and regions have been covered by programming, and this process will continue to develop...
 - The rules for monitoring and evaluating the implementation of national level strategic documents, sectoral and regional development programs in the Republic of Tajikistan (approved by the decision of the Government of the Republic of Tajikistan dated December 29, 2018, No. 615) should be connected with the system and uniform form of presenting monitoring reports.
- **The goal** is to create a unified form of presenting monitoring reports on the implementation of the Strategy/Development Programs based on modern domestic and foreign experience.
- **The process** is intended to:
 - the final material summarizes the results and lessons learned on the practice of monitoring and evaluation of national, sectoral and regional strategies (programs)...
 - the process of preparation of the final material is connected to active discussions with the responsible persons/authorities of the ministries, their direct involvement in the process of developing the "existing" experience of monitoring...

General description of the new series of seminars within the framework of the 13th working group of the National Development Council under the President of the Republic of Tajikistan (2)

- **A series of seminars** - presented in the form of active discussions. They are increasingly connected to the consideration of practical issues of direct monitoring and evaluation of Development Strategies/Programs...
- **Presentation, analysis and discussion of:**
 - internal experience of sectoral Ministries in organizing and carrying out monitoring and evaluation of Strategy/Programs, statement of problems, substantiation of opportunities and prospects for the development of this process;
 - the expectations of the Ministry of Economic Development and Trade from the monitoring reports of the relevant Ministries, the statement of problems, justification of opportunities and prospects for the development of this process;
 - possible examples of organization of information processing and assessment of the process of implementation of the Strategy and development programs are provided
- **The result of each seminar** is the formation of a general view on:
 - creation of a system of monitoring and evaluation of the implementation of the Strategy/Development Programs,
 - the form of monitoring reports on the implementation of the Strategy/Development Programs
- **The effectiveness of the seminars** is due to the direct and active participation of all members of the working group.

- *Under the Law of the Republic of Tajikistan "On Strategic Planning and State Foresight" (May 25, 2022):*
 - the authority of the National Development Council has been specified:
 - 1) integration of social and economic policy to unify the efforts of the country and the world community to achieve the country's strategic goals;
 - 2) discussion of the process of implementation of reforms in the state administration, social and economic spheres and making recommendations for their improvement;
 - 3) reviewing the reports of individual sectors within the framework of the implementation of the country's strategic planning documents and the achievement of the Sustainable Development Goals;
 - 4) discussion and preparation of recommendations on the adjustment of goals and objectives and indicators of strategic planning documents at the national level;
 - 5) discussion and development of recommendations on the approval of strategic projects of the country's development;
 - 6) reviewing the report on the process of implementation of national strategic planning documents.
 - The role of the system of monitoring the implementation of the strategy and development programs is set very high - increasing the effectiveness of strategic planning management and improving strategic planning activities, timely detection of deviations, correction of strategic planning documents and resolution of problems identified during the implementation of strategic planning documents



The main principles of monitoring and evaluating the implementation of the Strategy/Development Programs (just to remind you that this process is very specific)

- the principle of the comprehensiveness of monitoring and evaluation, which is not limited to the "mechanical" reflection of the implementation of activities or the comparison of the level of performance of indicators
- the principle of using quantitative and qualitative analysis of the result, which requires the use of a set of methods for evaluation
- the principle of continuous development of the monitoring and evaluation system, which implies the need to constantly improve the system of organization, provision and skills of its implementation

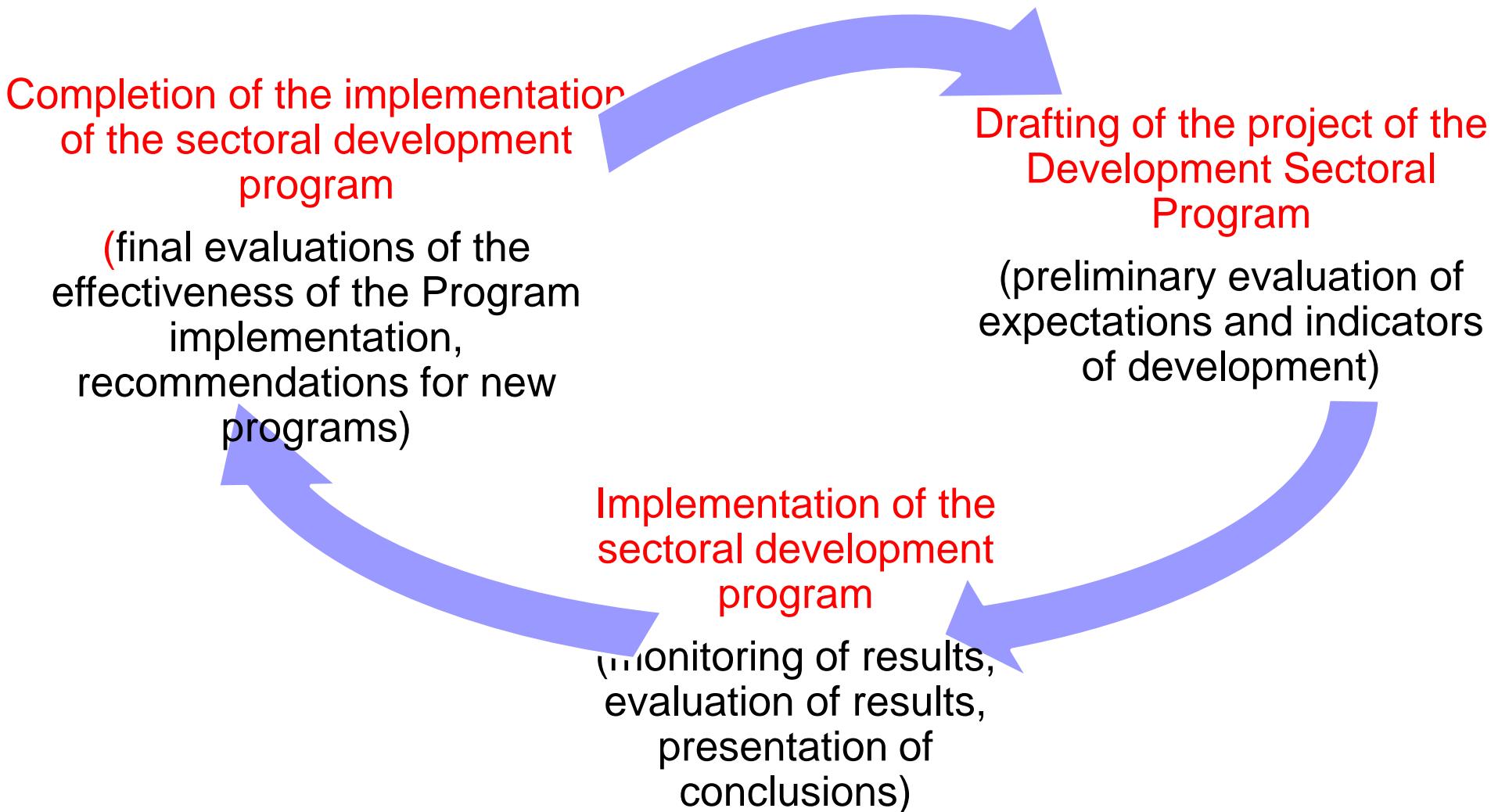
The main aspects of the process of organizing monitoring and evaluation of the implementation of the Strategy/Development Programs

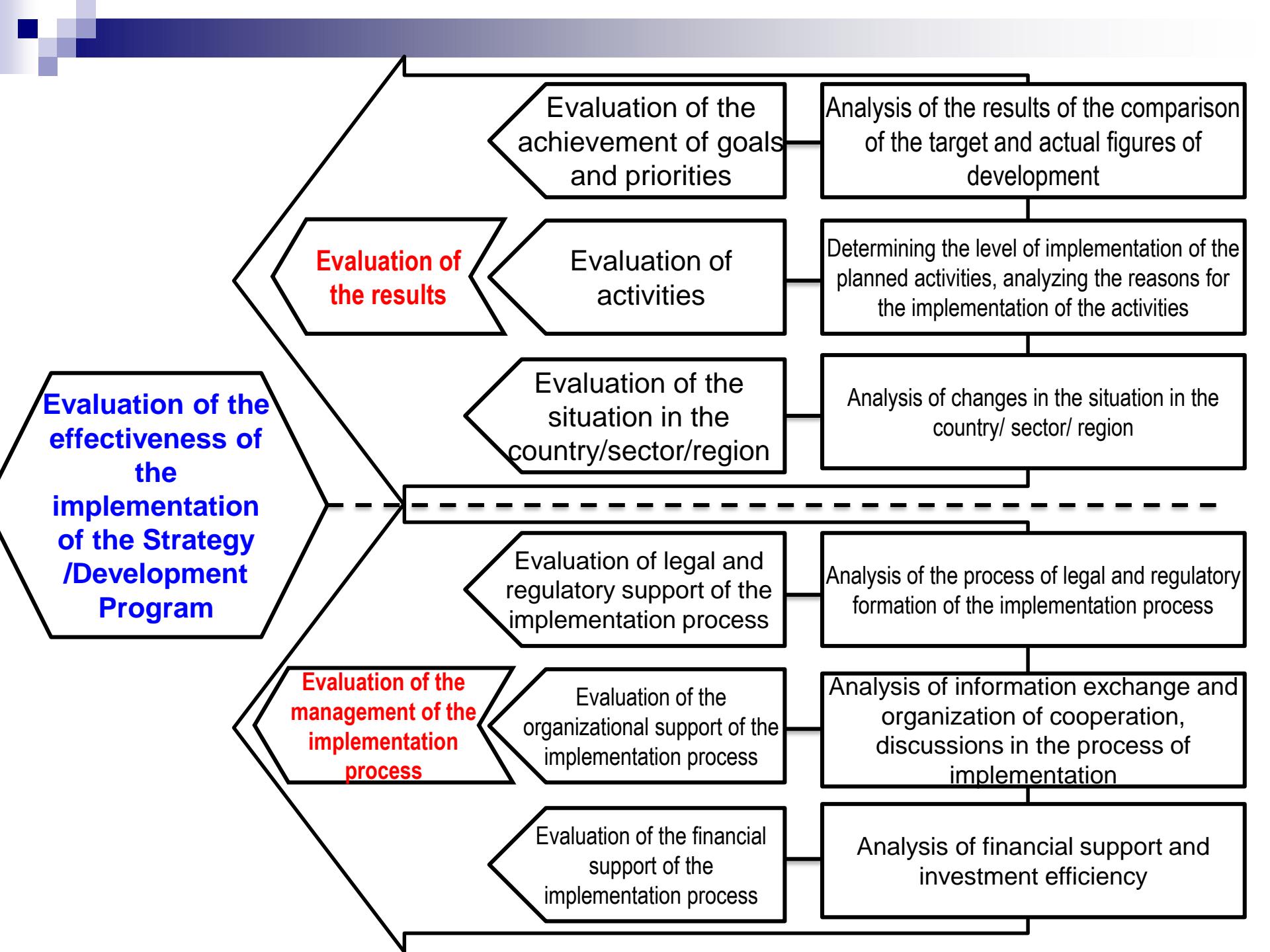
- In order to evaluate the achievement in the direction of solving the issues of the Strategy/Program, a more detailed monitoring report will be prepared based on the following methods:
 - preparation of the information base/framework for evaluation and recommendations based on the available information of the reports;
 - diagnosis of the level of achievement of development goals by clarifying the key aspects and directions of action;
 - discussion and questionnaire surveys in the framework of focus groups with the direct participation of state offices related to the set of questions to determine the results, opportunities and limitations;
 - determining the main areas of rapid development for the next medium-term period.
 - The Sustainable Development Goals have been included in the Strategy and Programs, so it is important to prepare for their assessment.

Achieving the Sustainable Development Goals

- Activities in the direction of introducing the tasks of the Sustainable Development Goals into the sectoral and regional programs, strategies and programs are ongoing. In this process, the need to improve the nationalization of SDG indicators and the organization of their collection and monitoring in the medium term is becoming more and more intense.
- *The reflection of the situation according to the criteria of vulnerability (age, place of residence, disability status, social and economic status) should be provided.* In the medium-term future, the development of analytical reports on the achievements and problems of achieving the UN should be foreseen.
- *The level of interdisciplinary data coordination should be ensured more and more.* The system of data collection by the Statistical Agency under the President of the Republic of Tajikistan and the relevant ministries should be compatible with each other and rely on the integration of activities in this direction.
- Just for example, the country's priorities remain in ensuring stable employment and reducing informal employment, expanding employment opportunities for young people and women (SDG 8), reducing poverty and inequality (SDG 1 and 10). Attention should be paid to improving the quality of labor, migration and employment services.

Ensuring the quality of monitoring and evaluation depends on the effectiveness of the understanding of dependencies and the essence of the stages of development and implementation of sub-programs for the development of the agricultural sector





Activities are connected in different directions, therefore, in the process of monitoring and evaluation, it is necessary to consider the situation not only directly in the field, but a little more widely. Just for example - about employment

- efficiency of state budget expenditures
- collective activities of ministries and agencies
- integration of activity at the level of the republic and at the level of regions

Public administration

Development of society

- reduction of the level of poverty and unemployment
- reduction of labor migration abroad
- increasing coverage with modern general and medical education

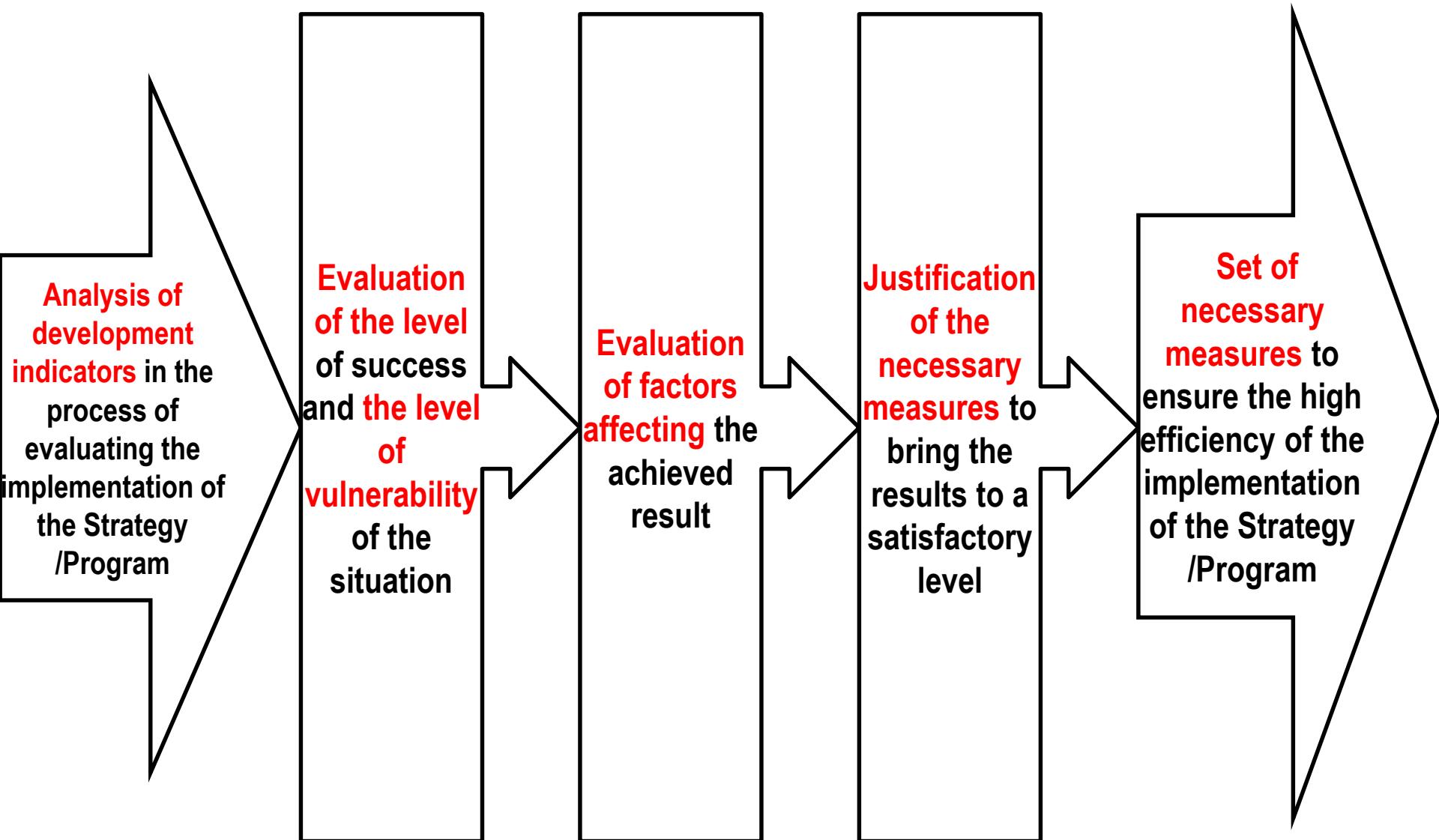
- infrastructure development (roads, electricity and water supply)
- investment efficiency
- reduction of the shadow economy
- compliance of the authority with the strategic goals of the country

Economic development

Innovations

- reduction of migration of high-quality specialists
- increasing coverage with professional education
- increasing access to the Internet and expansion of digital technologies in the fields and sectors of the economy

In the process of monitoring and evaluation, it is important to provide analysis of results and response to them ...



Evaluation of the level of success and the level of vulnerability of the situation

Analysis of the implementation of activities

Analysis of changes in indicators and evaluation of results

Analysis of the reasons and factors affecting the implementation of the Strategy / Program

Reasons and factors affecting the main indicators reflecting the result

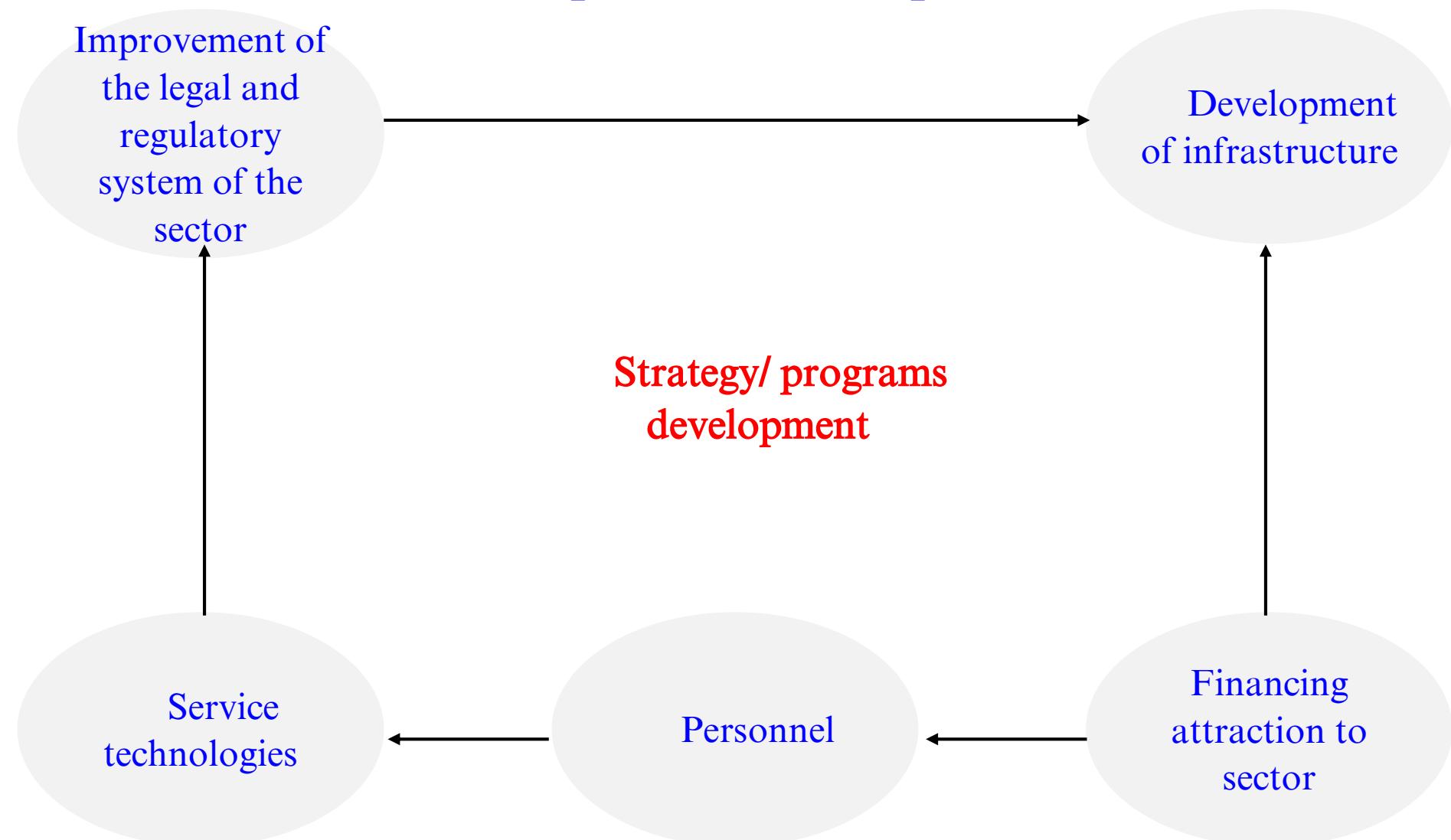
Possible reasons for difficulty in analyzing the results (as an example)

- not taking into account the statistical, infrastructural, financial possibilities in the process of developing the Strategy/Program
- the method/procedure of conducting evaluations is not very clear

Possible reasons for failure to achieve expected results that should be evaluated (for example)

- changes in the situation abroad
- impact of natural disasters

The evaluation of the planned events has its own characteristics. All the activities can be conditionally divided into 5 groups, the analysis of their performance is specific

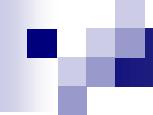


New series of seminars to 13th Working Group of the National Development Council under the President Republic Tajikistan

- At the end of the series of seminars - the formation of a unified form of presentation of M&E reports should be ensured
- Analysis of the experience of government ministries in the monitoring system should be evaluated
- The procedure for conducting analyzes and evaluations should be reflected with real examples
- Probably, a methodological guide for the development procedure and presentation of a monitoring report on the implementation of the Strategy/Program should be developed

The main points of the evaluation report in a single form

- Program name
- Brief overview of the program
- The task must be done
- Indicators (indicators / actual numbers / target numbers / determination of success or failure)
- Evaluation results
 - ① The results of determining the level of achievement of the task = the level is determined using the 5-level system and the justification for its determination
 - ② Analysis of the program = problem points and level of influence of external factors
 - ③ Reflection of the evaluation results in the program itself or their possible reflection in the development of the next task



Thanks.....