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**The process of developing a review of the
implementation of the MtDP 2016-2020.
Experience and learned lessons**

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PURPOSE AND MAIN OBJECTIVES:

- The goal is to reflect the key results of the MtDP 2016-2020 implementation process, to substantiate the lessons learned and development challenges for the next medium-term development period.
- At the same time, progress is assessed not only through the prism of medium-term objectives, but also long-term expectations, reflected in the National Development Strategy for the period up to 2030.
- The presented Review has a structure and content similar to the Medium-Term Development Program for 2016-2020 and aims to provide a consolidated overview of the results and recommendations for the next medium-term period of the country's development in the context of the SDGs and the nationalized development goals of the country. Given the complex nature of the reform objectives of the National Development Strategy for the period up to 2030, the recommendations presented in this Review should be considered as a whole and not in isolation. At the same time, given the situation in 2020, the importance of quick political action is emphasized to mitigate the economic damage from the global coronavirus pandemic.



Main objectives (content) of the review

Introduction

CHAPTER 1. ACHIEVEMENTS AND SUCCESSION OF DEVELOPMENT

CHAPTER 2. STRENGTHENING INSTITUTIONAL CAPACITY

CHAPTER 3. DEVELOPMENT OF INDUSTRIES AND SECTORS OF THE ECONOMY

CHAPTER 4. DEVELOPMENT OF HUMAN CAPITAL

CHAPTER 5. COMPREHENSIVE DEVELOPMENT OF THE COUNTRY'S TERRITORIES

CHAPTER 6. PROGRAM MANAGEMENT

APPS

Review methodology

- The evaluation of development results in the implementation of the MtDP covers a four-year period (2016 - 2019).
- The evaluation covers activities potentially funded from various sources, including budget, donor funds and other sources.
- When preparing the material, the reporting data of the Agency on Statistics under the President of the Republic of Tajikistan, line ministries, databases and publications of international organizations, as well as expert assessments were used. Data and information collected from various sources and methodologies were compared and refined with other sources to confirm the reliability and validity of the results.

Review methodology

To assess progress towards solving the tasks of the MtDP 2016-2020 in this Review, the following methods were used:

- preparation of an information platform / framework for assessments and recommendations based on available data and departmental monitoring reports;
- diagnosing a country's development progress, highlighting key areas and areas of action;
- focus - group discussions and questionnaires with the direct participation of government departments on a set of questions aimed at clarifying the results, opportunities and limitations;
- identification of key areas for accelerating development for the next medium term.

Realizing the need for active participation of all sectors of society in the process of implementation and monitoring, the following actions were taken:

- within the framework of the Ministry of Economic Development and Trade of the Republic of Tajikistan, a platform for coordination and methodological support has been created, providing organizational and technical support for the MtDP 2016-2020 monitoring process;
- representatives of the ministries and departments of the Republic of Tajikistan were identified who are accountable for monitoring the implementation of sections of the RPS;
- a series of discussions and consultations on the implementation of the MtDP 2016-2020 was initiated with the involvement of representatives of state authorities and administration, civil society, the private sector and business structures, international organizations and other stakeholders;
- a number of educational seminars and trainings were held for specialists from government agencies, whose efforts were aimed at increasing the capacity of all participants in the process of monitoring the implementation of the MtDP 2016-2020 ;
- the latest available data from ministries and departments was used in formulating the Review of the MtDP 2016-2020 Implementation Process.

PROCESS FOR THE PREPARATION OF THE REVIEW OF THE MtDP 2016-2020 BY SECTORS

Overview of program
results

Overview of program
delivery management

Evaluation of sector development dynamics
(method - work with sectoral statistical reporting)

Review of the dynamics of the industry development for the period of 2018 with the setting of some expectations for 2019 and 2020

Evaluation of the implementation of activities according to the matrix of actions
(method - work with departmental reporting, focus - group and questionnaire)

- Evaluations of the degree of implementation of planned activities (with percentages reflected)
- Assessing the availability of performance information
- Evaluations by impact indicators

Evaluations by SDG indicators
(method - work with sectoral statistics, focus - group)

- Evaluation of the availability of information on progress in the area of the SDG indicator (by sector)
SDG indicators with setting expectations for 2020

Evaluation of organizational support for the implementation of the program in the sector

- Evaluations for the submission of reports on monitoring the implementation of activities in the sector
- Evaluations on the degree of involvement of local authorities, the private sector and civil society in the process of implementing activities

Evaluation of financial support for the implementation of the program in the sector

Evaluations of financial flows for the implementation of activities (reflecting the ratios between different sources of funding)

Lessons learned and rationale for recommendations for the next medium term

Evaluations on the recommended course of action, taking into account achievements, challenges and opportunities

REVIEW OF MtDP 2016-2020 IMPLEMENTATION by sectors

Lessons learned and expectations for the next medium term (survey results and focus groups)

| No. | Evaluations for the implementation of the provisions of the MtDP 2016-2020 (on a five-point rating scale, where 1 is the lowest rating, 5 is the highest) | Average score |
|-----|---|---------------|
| 1 | Organization and reporting on the implementation of tasks and activities of the MtDP 2016 - 2020 | 4.0 |
| 2 | The tangibility of the impact / impact of the implementation of the tasks and activities of the MtDP 2016-2020 on the standard of living of the population | 4.0 |
| 3 | The level of activity of the private sector in the implementation of tasks and activities of the MtDP 2016-2020 | 4.0 |
| 4 | Organization of monitoring of the implementation of tasks and activities of the MtDP 2016-2020 | 3.9 |
| 5 | The level of integration of activities / cooperation of local executive authorities, the private sector and civil society in the implementation of tasks and activities of the MtDP 2016-2020 | 3.9 |
| 6 | The level of satisfaction in terms of the degree of implementation of tasks and activities of the MtDP 2016-2020 | 3.8 |
| 7 | Level of satisfaction with the pace of poverty reduction | 3.8 |
| 8 | The level of financial security for the implementation of tasks and activities of the MtDP 2016-2020 | 3.4 |
| 9 | Awareness of civil society about the tasks and activities of the MtDP 2016-2020 | 3.3 |

At the same time, the following problems have not been completely solved at the sectoral (ministerial) level:

- ensuring the transition from monitoring the implementation of activities to evaluating the results of its implementation;
- the adequacy and accessibility of the database for the formation and analysis of return indicators, contributing to the reflection of the qualitative characteristics of development;
- interdepartmental coordination of actions for the implementation of MtDP activities;
- integration of sectoral programs and development strategies of the national development strategy for the period up to 2030, the stages of its implementation.

Conceptually, the analysis of the implementation of the planned action line under the MtDP 2016-2020 highlighted the following gaps :

- From administrative point of view - weak coordination of the activities of ministries and departments in solving cross-cutting, strategic issues;
- From relatively broad involvement point of view - low efficiency of public participation institutions and feedback channels;
- From monitoring point of view - insufficient provision of information flows and communications, which contributes to a full-fledged indicative assessment of progress.

Key challenges for the medium term:

- poor personnel training and weak motivational incentives;
- insufficiently developed internal control of executive authorities;
- insufficiently developed external control of the executive authorities by the legislature and civil society;
- low availability of electronic public services for the population;
- low capacity to evaluate the effectiveness of the implementation of government programs and projects;
- lack of anti-corruption measures.



THANK YOU FOR ATTENTION!

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