

Country Name	<b>Rural Development Project in Tajik-Afghan Border Area of Gorno-Badakhshan Autonomous Oblast</b>
Republic of Tajikistan	*Commonly known as" Cross-border Rural Development Project" (CBRD Project)

## I. Project Outline

Background	<p>Political and economic stability in Tajikistan was a pressing issue for the international community, given its geopolitical importance for peace and security in Central Asia and wider Eurasian continent. Tajikistan achieved strong growth and macroeconomic stabilization over the past years contributing to the decrease in national poverty rate from 81% in 1999 to 53.7% in 2007<sup>(1)</sup>. However, the national demand for basic social services still remained high, especially in Gorno-Badakhshan Autonomous Oblast (GBAO)<sup>(2)</sup>, where a poverty rate remained high. In order to tackle the poverty in the country, the realization of the activities directed on increasing of the incomes of the poor and infrastructure development and improving the access to basic social services was needed.</p> <p>(1) Source: National Development Strategy (NDS2015)  (2) GBAO is the Autonomous Government in the area of Gorno-Badakhshan</p>																																																				
Objectives of the Project	<p>In five districts of GBAO, the project aims to improve the socio-economic services to the people by improving basic infrastructure, by enhancement of the capacity of local governance institutions to implement demand driven services and by strengthening of the collaboration between Tajik and Afghan governance institutions, thereby to improve the quality of life of the population in those areas.</p> <ol style="list-style-type: none"> <li>Overall Goal: Improved quality of life of the population in the project target area as a result of improved infrastructure and socio-economic services.</li> <li>Project Purpose: Improved service delivery to the population through sub-national good governance and improved Tajik-Afghan collaboration.</li> </ol>																																																				
Activities of the Project	<p>1. Project Site: 5 Districts of Darwaz, Vanj, Rushan, Shugnan and Ishkashim in GBAO.</p> <table border="1"> <thead> <tr> <th colspan="6">Administrative Structure of target districts under GBAO</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>District (ASUDVO)<sup>(1)</sup></td> <td>Darwaz</td> <td>Vanj</td> <td>Rushan</td> <td>Shugnan</td> <td>Ishkashim</td> <td>5</td> </tr> <tr> <td>Sub-district /Jamoat (SUDVO)<sup>(2)</sup></td> <td>4</td> <td>6</td> <td>7</td> <td>7</td> <td>7</td> <td>31</td> </tr> <tr> <td>Village Organizations (VOs)</td> <td>58</td> <td>71</td> <td>56</td> <td>71</td> <td>74</td> <td>326</td> </tr> <tr> <td>Households</td> <td>3,281</td> <td>4,191</td> <td>4,551</td> <td>3,613</td> <td>3,613</td> <td>20,984</td> </tr> <tr> <td>Population</td> <td>23,600</td> <td>30,400</td> <td>25,300</td> <td>38,000</td> <td>28,400</td> <td>145,700</td> </tr> </tbody> </table> <p>Source: Final Evaluation Report 2015</p> <ol style="list-style-type: none"> <li>ASUDVO (Association of Social Unions for the Development of Villages Organization) is formed under each district in order to promote the collaboration between local administration and communities and to facilitate the local development in each district. ASUDVO is consisted of representatives of VOs and SUDVOs of each district.</li> <li>SUDVO (Social Unions for the Development of Villages Organization) is a consultation organization of VOs constructed under each Jamoat.</li> </ol> <p>2. Main Activities:</p> <p>(1) Improvement of basic infrastructure and an increase of livelihood opportunities (implementation of sub-projects), (2) Enhancement of the capacity of local governance institutions through setting ASUDVOs in order to effectively identify, plan and implement demand driven services, and (3) Strengthening of the collaboration between Tajik and Afghan governance institutions.</p> <p>3. Inputs (to carry out above activities)</p> <table> <tr> <td>Japanese Side</td> <td>Tajikistan Side</td> </tr> <tr> <td>1) Experts: 2 persons</td> <td>1) Staff allocated:4 persons (GBAO)</td> </tr> <tr> <td>2) Trainees received: 2 persons</td> <td>*In addition, there are Technical Working Group members in each of the five districts.</td> </tr> <tr> <td>3) Local expenses</td> <td>2) Facilities: Project Office</td> </tr> <tr> <td></td> <td>3) Local expenses</td> </tr> </table>	Administrative Structure of target districts under GBAO						Total	District (ASUDVO) <sup>(1)</sup>	Darwaz	Vanj	Rushan	Shugnan	Ishkashim	5	Sub-district /Jamoat (SUDVO) <sup>(2)</sup>	4	6	7	7	7	31	Village Organizations (VOs)	58	71	56	71	74	326	Households	3,281	4,191	4,551	3,613	3,613	20,984	Population	23,600	30,400	25,300	38,000	28,400	145,700	Japanese Side	Tajikistan Side	1) Experts: 2 persons	1) Staff allocated:4 persons (GBAO)	2) Trainees received: 2 persons	*In addition, there are Technical Working Group members in each of the five districts.	3) Local expenses	2) Facilities: Project Office		3) Local expenses
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Project Period	February 2012 - February 2015	Project Cost	(ex-ante) 300 million yen, (actual) 324 million yen																																																		
Implementing Agency	The State Executive Body of Gorno-Badakhshan Autonomous Oblast (GBAO)																																																				
Cooperation Agency in Japan	None																																																				

## II. Result of the Evaluation

### <Constraints on Evaluation>

- Due to the lack of security at targeted area at the time of ex-post evaluation, there was a limitation of data collection and site observation.

### <Special perspectives Considered in the Ex-Post Evaluation>

#### [Project implementation system]

GBAO implemented the project through its strategic partner, Aga Khan Foundation Tajikistan (AKF-T)/ Mountain Societies Development Support Programme (MSDSP) of AKF-T. The Deputy Chairman of the State Executive Body of GBAO was responsible for overall steering of the Project and the regional manager of MSDSP was in charge of project management. AKF-T/MSDSP, the private institution, played a key role to implement the project as well as to sustain the project effects after the project completion.

#### [Evaluating Continuation Status of Effectiveness (Continuation status of achievement for Project Purpose )]

Regarding Indicator 1 of Project Purpose, “% of population in the target area is aware of institutional arrangements for service delivery and governance (Target Value: 80%)”, to verify its continuation status requires to review the continuation status of three Outputs, in order to ensure the causal relationship between Outputs and Project Purpose. Therefore, the status of achievement of selected Output Indicators at the time of ex-post evaluation was examined as Supplemental Information to confirm the operational status of the system established under this project.

#### [Evaluating Achievement Status of Overall Goal]

- As for the Indicator 1 “Improved quality of life of people residing in the project area (qualitative indicators)”, the means of verification is defined as

“Quality of Life Assessment Study” by AKF-T. However, after the project completion, the study was not carried out. Therefore, the alternative indicators are presented as follows: “Biggest changes to the people’s life and economy before and after the sub-projects”\_ “Increase in agricultural production and income before and after the sub-projects”. These indicators are to examine the qualitative and quantitative aspects of life of the people who have made a living in agriculture. As explained above, due to the security reasons, the collected data was mainly through questionnaire surveys and interviews with those of local governances and AKF-T/MSDSP who also provided their perceptions and observations on the people in the target area. Also, interviews with the residents from some of the targeted areas were conducted.

## 1 Relevance

### <Consistency with the Development Policy of Tajikistan at the Time of Ex-Ante Evaluation and Project Completion>

At the time of ex-ante evaluation, this project was relevant to “the National Development Strategy (NDS2015)” which was the main strategy to develop the country under the market economy and “the Poverty Reduction Strategy (PRS2010-2012)” as its action plan, which stressed the need to establish the administration to respond to the market economy, to facilitate the investment and privatization and improvement of basic social services and human resources development. It also set up the priority on the regional cooperation with Afghanistan through public-private partnerships. Under the PRS2010-2012, it was stated that the four special economic zones would be established in regional cross-border area by 2012 to activate the national economy. At the time of project completion, NDS2015 was still effective.

### <Consistency with the Development Needs of Tajikistan at the Time of Ex-Ante Evaluation and Project Completion>

This project was consistent with Tajikistan’s development needs to improve infrastructure and socio-economic services as described in “Background” above. At the time of project completion, the demand for basic social services was also high in GBAO. Therefore, the needs to improve the socio-economic services developed by the project continued at the project completion.

### <Consistency with Japan’s ODA Policy at the Time of Ex-Ante Evaluation>

At the time of ex-ante evaluation, the Japanese government set its policy of assistance for Tajikistan on the sustainable economic development which led to the market-oriented economic reform and poverty alleviation.<sup>1</sup> In practical term, it focused on the infrastructure development, the improvement of social securities and the promotion of regional collaboration with neighboring countries of Central Asia.

### <Evaluation Result>

In light of the above, the relevance of the project is high.

## 2 Effectiveness/Impact

### <Status of Achievement of the Project Purpose at the time of Project Completion>

By the project completion, through implementation of sub-projects, the enhancement of local government capacity and strengthening of collaboration with Afghan governance institutions, the project achieved its purpose of “Improved service delivery to the population through sub-national good governance and improved Tajik-Afghan collaboration”. The findings from the interviews conducted during the completion inspection of the sub-projects suggested that the people in most of the target areas were aware of institutional arrangements for service delivery and governance (Indicator 1). They also indicated that most people appreciated local governance institutions positively (Indicator 2).

### <Continuation Status of Project Effects at the time of Ex-post Evaluation>

After the project completion, the project effects have continued. The questionnaire survey conducted during the ex-post evaluation study showed that the awareness levels of population on their institutional arrangements for service delivery and governance were high. This was also obvious from the continuation status of Outputs; all of the 44 sub-projects except one have been in operation and properly maintained after the project completion (Supplemental Information 1). Ninety one new projects were implemented after the project completion with the funds from external donors. ASUDVO was proven to be a useful mechanism as a liaison between the community and districts. However, it did not continue as it was and its function only remained in the MSDSP (Supplemental Information 2). This was due to that its responsibility was reduced with VOs being more empowered by law and the funds to support the mechanism from central and local government became unavailable. Various cross-border activities including meetings took place during and after the project completion (Supplemental Information 3). Those achievements made by the project have contributed to the high level of performance evaluation on local governance institutions by local community; all districts except Rushan rated the performance of their local governance institutions as high.

### <Status of Achievement for Overall Goal at the time of Ex-post Evaluation>

It is observe that the Overall Goal, “Improved quality of life of the population in the project target area as a result of improved infrastructure and socio-economic services” has been achieved. According to the questionnaires, across five districts, the qualitative aspect of people’s life was evident from the biggest changes brought by the sub-projects for drinking water facility, health facility, bridge and road and irrigation system. It was judged that those facilities greatly contributed not only to providing the people with better quality of social services, such as in health care, drinking water but also to helping them to allocate more time for productive activities to earn income. The quantitative aspect of people’s life was evident from the positive change in agricultural production and income. Agricultural production slightly increased from 2012 to 2017 for grains. The reduced access to quality seeds affected the production volume of potatoes decreased during the same period. As for the animal foods, the cultivated hectare for five districts combined increased by 10.2% during the same period. The agricultural income for GBAO as a whole increased by 46.4% from 2012 to 2017. However, considering that the figure includes two districts that were not targeted by the project, it is difficult to conclude that the agricultural income of five districts have also increased.

### <Other Impacts at the time of Ex-post Evaluation>

The study showed some ripple effects. The vertical institutional platform of village – sub-district/jamoat - district to bring local needs up to the district level, which was developed by the project, was replicated across all of GBAO. This platform structure has been carried on by MSDSP and the GBAO has admitted that having the platform contributes to the work efficiency for developing local development plans, noted by the interview at the time of ex-post evaluation. One example is the “Strengthening Civil Society Capacities for Greater Community Empowerment in Reducing Poverty (2014-2016)” funded by European Commission (EC). In this project, the MSDSP partnered with local government to develop or update 325 Village Development Plans (VDPs), 35 Jamoat Development Plans (JDPs), 7

<sup>1</sup> Source: ODA Data Book in 2011.

District Development Plans (DDPs), 1 Khorog Town Development Plan, and 1 GBAO oblast level Socio Economic Development Plan. Through this process, the priorities and plans of the VDPs were incorporated into the JDPs, which fed into the DDPs and Khorog Town Development Plan, all of which were taken into consideration during the development of GBAO Socio Economic Development Plan. Another ripple effect is for women in all districts who were actively participating in the sub-project from the beginning. With the effort by the project setting the meetings for women separately from men in the area where expressing the voice by women is not common, women could openly express their opinions. As a result, the need of women and children were properly captured, so that the sub-projects were tailored to their needs. With the drinking water facilities constructed under the sub-projects, they do not have to fetch water, so that they can allocate more time to generate income through knitting and needlework, etc.

<Evaluation Result>

Therefore, the effectiveness/impact of the project is high.

Achievement of Project Purpose and Overall Goal

Aim	Indicators	Results									
<p>(Project Purpose) Improved service delivery to the population through sub-national good governance and improved Tajik-Afghan collaboration.</p>	<p>Indicator 1: % of population in the target area is aware of institutional arrangements for service delivery and governance (Target Value: 80%)</p>	<p><u>Status of the Achievement: Achieved (continued)</u> (Project Completion)</p> <ul style="list-style-type: none"> <li>Interviews conducted during the completion inspection of sub-projects revealed that most people knew and could respond how they should consult with local governance institutions if issues of operation and maintenance or funding requirement arise. No negative comments were made on sub-projects. It was judged that the people in most of the targeted areas were aware of institutional arrangements for service delivery and governance. The increase of households' access to basic infrastructure seems to confirm their awareness level to some degree. In all 5 districts combined, the average accessibilities of household for all infrastructures except bridge reached to 100% by Feb. 2015.</li> </ul> <p>(Ex-post Evaluation)</p> <ul style="list-style-type: none"> <li>With the bottom-up approach introduced by the project, local communities took initiatives by prioritizing the area to be improved, reached the consensus and carried out the sub-projects, thus continued to be aware of institutional arrangements of service delivery and governance.</li> <li>Continuation status of Outputs confirms the achievement of this indicator.</li> </ul> <table border="1" data-bbox="520 936 1513 1462"> <tr> <td data-bbox="520 936 560 1059">1</td> <td data-bbox="560 936 730 1059">Progress of 44 sub-projects</td> <td data-bbox="730 936 1513 1059">All of sub-projects except one have been in operation and properly maintained since the end of the project. One sub-project, a bridge for vehicle crossing in Shugnan district, has not been in operation as it was destroyed due to the heavy mudslides and flood in 2015.</td> </tr> <tr> <td data-bbox="520 1059 560 1283">2</td> <td data-bbox="560 1059 730 1283">Development of new projects  Status of ASUDVO</td> <td data-bbox="730 1059 1513 1283">With the enhancement of local government, ninety-one (91) projects have progressed after the project completion by obtaining the funds from external donors, such as Swiss Agency for Development and Cooperation (SDC), EC, but not using three Micro Lending Organizations (MLOs) of which originally envisaged, as these three merged into one and their profit was only enough for minor repair and purchasing some equipment, but not for the new project. The position of ASUDVOs does not exist partly due to lack of funds to support the system, but its function has been maintained in the MSDSP.</td> </tr> <tr> <td data-bbox="520 1283 560 1462">3</td> <td data-bbox="560 1283 730 1462">Cross-border meetings/ activities</td> <td data-bbox="730 1283 1513 1462">During the process of the implementation, several joint meetings among state structures, civil society and target group were organized. Various cross-border activities were conducted during and after the project, such as two irrigation systems in Darvaz district constructed in collaboration of Afghan villages, a canteen in the market constructed to meet with Afghan practices to separate women, etc.</td> </tr> </table>	1	Progress of 44 sub-projects	All of sub-projects except one have been in operation and properly maintained since the end of the project. One sub-project, a bridge for vehicle crossing in Shugnan district, has not been in operation as it was destroyed due to the heavy mudslides and flood in 2015.	2	Development of new projects  Status of ASUDVO	With the enhancement of local government, ninety-one (91) projects have progressed after the project completion by obtaining the funds from external donors, such as Swiss Agency for Development and Cooperation (SDC), EC, but not using three Micro Lending Organizations (MLOs) of which originally envisaged, as these three merged into one and their profit was only enough for minor repair and purchasing some equipment, but not for the new project. The position of ASUDVOs does not exist partly due to lack of funds to support the system, but its function has been maintained in the MSDSP.	3	Cross-border meetings/ activities	During the process of the implementation, several joint meetings among state structures, civil society and target group were organized. Various cross-border activities were conducted during and after the project, such as two irrigation systems in Darvaz district constructed in collaboration of Afghan villages, a canteen in the market constructed to meet with Afghan practices to separate women, etc.
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	<p>Indicator 2: % of population rating the performance of local governance institutions as responsive and inclusive (Target Value: 70%)</p>	<p><u>Status of the Achievement: Achieved (continued)</u> (Project Completion)</p> <ul style="list-style-type: none"> <li>The completion inspection and the site visit by JICA expert revealed that most people in the target areas had communicated or collaborated with local governance institutions in planning, implementation and operation stages. District/Jamoat governments actively participated in problem solving and technical/financial support. Thus, it was assessed that most people appreciated local governance institutions positively.</li> </ul> <p>(Ex-post Evaluation)</p> <ul style="list-style-type: none"> <li>Questionnaires on Performance evaluation of local governance institutions in sub-district level in terms of level of responsiveness /inclusiveness examined by district level local governance show that all districts except Rushan District rated the performance of local governance institutions as high (more than 80%). Rushan district answered it as medium (more than 50% and less than 80%)</li> </ul>									

<p>(Overall Goal) Improved quality of life of the population in the project target area as a result of improved infrastructure and socio-economic services.</p>	<p>Improved quality of life of people residing in the project area</p>	<p>(Ex-post Evaluation) Achieved Three biggest changes* to the people's life before and after the sub-projects</p>			
			Sub-projects	Direct effects	Indirect Effects
		1	Drinking water facility	Easy access to safe water	Save time to fetch water, allocate more time for other work/study, Improve the sanitary condition, reduce infectious diseases
		2	Health facility	Earlier access to health care	More opportunities to receive care, vaccination
		3	Bridge and road	Convenience for distribution	Save time for distribution of goods, mobilization of labor
		<p>Three biggest changes* to the economy before and after the sub-projects</p>			
			Sub-projects	Direct effects	Indirect Effects
		1	Health facility	Earlier access to health care	Prevent people from being seriously ill, securing the labor force
		2	Drinking water facility	Easy access to safe water	Save time to fetch water, allocate more time for productive work to earn money (household industry, such as knitting, etc.) Save money on gas fuel consumption
		3	Irrigation facility	Increase of arable land	Produce more vegetables, agriproducts. Sell more agriproducts and get more income
<p>Note: Each of five districts individually listed "three biggest changes" of their districts. Then, among those listed, the top three biggest changes that were common through all five districts were selected by the evaluator (Tajikistan Office).</p>					
<p>2) Increase in agricultural production and income before and after the sub-projects</p>	<p>(Ex-post Evaluation) Partially Achieved Agricultural production volume by products</p>				
	Unit: tons				
	Agriproducts	2012	2015	2017	% Change between 2012-2017
	Potatoes	49,519	47,868	27,132*	Δ45.2%
	Grains (Wheat, Barley, Corn)	13,878	14,345	14,383	3.6%
	<p>Note: Production volume of potatoes decreased due to the reduced access to the quality seeds</p>				
	<p>Cultivated hectare of Animal Food</p>				Unit: hectare(ha)
	Agriproducts (Animal Food)*	2012	2015	2017	% Change between 2012-2017
	Alfalfa and grass	1,922	1,780	2,117	10.2%
	<p>Note: Production of animal food is measured by the cultivated hectare.</p>				
<p>Agricultural income</p>				Currency Unit: in thousands Tajikistani Somoni (TJS)	
Income	2012	2015	2017	% Change between 2012-2017	
GBO total*	443,936	598,021	649,865	46.4%	
<p>Note: GBO total includes two districts that are not targeted by the project.</p>					

Source : Project Completion Report, Questionnaire survey and interviews with implementing agencies, AKF-T and local communities

### 3 Efficiency

While the project period was within the plan, the project cost exceeded the plan (ratio against plan: 100%, 108%). The Outputs of the Project Design Matrix were not changed. Therefore, the efficiency of the project is fair.

### 4 Sustainability

#### <Policy Aspect>

The core country development plan, such as "National Development Strategy (2016-2030)" focuses on raising the level of life of local population, solving the social and economic problems and expanding the cross-border cooperation with Afghanistan and strengthening transportation and economic connectivity. In local levels, "District Development Plan (2016-2020)", "Jamoat Development Plan (2015-2020)" and "Village Development Plans (2016-2019)" state development priorities at respective levels.

#### <Institutional Aspect>

The organizational structure has been well established. At GBAO level, the structure formed by the project as Technical Verification Group (TVG) to supervise the operation of rural development, which consists of in-service heads of Depts., such as Education, Finance, Agriculture and Water and Melioration, and managers from AKF-T/MSDSP, such as Local Governance, Infrastructure and Cross Border Infrastructure, have been maintained and functioned well. At District level, the similar structure was formed by the project as Technical Working Group (TWG) to proceed the implementation and management of sub-projects, which consisted of in-service heads of Depts., managers from MSDSP and ASUDVO. The position of ASUDVO was not sustained, however, its function has been maintained in the MSDSP. At the sub-District level, the function of SUDVOs and VOs has been well maintained. It was confirmed by the Ex-Post Evaluation team, these structures involving all government departments and key community-based civil society organizations made it effective to jointly plan and implement rural development activities through experience gained from the project as well as other projects with the same approach. Currently, 43 staff assigned from MSDSP Regional Office in GBAO are working to support these structures. Out of those, with at least 7 district-level representatives, 13 technical staff based in MSDSP Regional Office are dispatched to districts when required and remaining are 23 administrative staff. It was confirmed by the study that the current number of MSDSP staff is sufficient to cope with

workload to manage active projects/grants. The relationship and collaboration among different levels, such as GBAO, District and Sub-District levels, have been effective through the bottom-up approach managed in collaboration with the Strategic Partner (AKF-T/MSDSP) who has fostered a committed relationship through a long-term collaboration.

<Technical Aspect>

It was identified by the Ex-Post Evaluation team that some of counterparts have been transferred to other position due to the promotion, etc., but they have not had any difficulties to operate sub-projects. According to the interviews with chairmen and deputy chairmen of five targeted districts, it is often the case that the person can continue working on the same issue at the position to be transferred. Trainings have continuously been provided by AKF-T/MSDSP in Jamoat and village levels. The number of trainings conducted since 2015 was more than 500 cases, which has contributed to maintaining the necessary technical levels.

<Financial Aspect>

The budget of GBAO allocated for rural development has been increasing since 2015.

	2015	2016	2017	Currency Unit: TJS % Change between 2015-2017
GBAO Budget allocated for Rural Development	1,833,600	2,437,000	2,450,000	33.6%

Source: GBAO

Infrastructure facilities such as schools and hospitals are considered as the national property, and the budget from the national government is secured upon requests from District level. Besides, there is the mechanism to secure the budget for the facility maintenance from the people's contribution, such that the Parent Teacher Association, Water Users Association and the community people as individual have been contributing some money in order to maintain the facility built/rehabilitated through the sub-projects.

<Evaluation Result>

Therefore, the sustainability of the effects through the project is high.

5 Summary of the Evaluation

The project achieved the Project Purpose to improve social service delivery through sub-national good governance and better Tajik-Afghan collaboration." The effect of the project has continued after the project completion and the Overall Goal to improve quality of life of the population in the project target area with improved infrastructure and socio-economic services has been achieved. As for sustainability, no problems have been observed in terms of policy, institutional, technical and financial aspects. As for efficiency, the project cost exceeded the plan.

Considering all of the above points, this project is evaluated to be highly satisfactory.

**III. Recommendations & Lessons Learned**

Recommendations for Implementing Agency:

To: The State Executive Body of GBAO

GBAO should recommend the national government (Ministry of Economic Development and Trade, Committee on Local Development) that it should financially support the bottom-up approach as one of effective methods to expand the rural development and replicate it to other part of the country.

The project has proved its effectiveness of the bottom-up approach in which the sub-projects have been well sustained after the project completion by the communities who have demonstrated the strong ownership. Furthermore, this approach was replicated by external donors' assistance as explained above. In order to further promote this approach to other part of the country, the national government should finance such projects by itself.

Lessons Learned for JICA:

- 1) JICA should make good use of the latent abilities of the communities and incorporate them into the project formulation. The approach of community mobilization and involvement can be applied to any other projects/sub-projects, and the key is to trust and involve the people from the very early stage and not to ignore their idea, but to assist them to formulate the project based on their own ideas and needs. In this respect, it is integral to involve the strategic partner, who has maintained a committed relationship with communities,

Through this ex-post evaluation study, it was identified that there have been untapped potentials of the communities. People in the community prioritized area to be improved and participated the decision making with local government. People have made contribution to take care of the facilities regardless of their severe financial situations. Also, they appreciated the benefits gained through sharing common resources with Afghan and through the promotion of cross-border communication. Those latent abilities of the communities could serve as valuable resources in the project formulation. The strategic partner, AKF-T/MSDSP, played a significant role to anticipate the needs of the community and to mobilize them to the right direction.

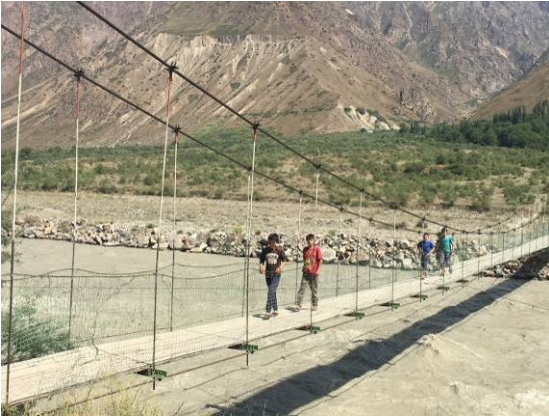
- 2) In order to encourage the participation by women, where the role of women is traditionally limited to the domestic one and expressing the voice by women is not common, it is important to directly capture and respond to their needs by creating the environment to make their voice heard.

The project set the meetings for women separately from men in the area where it is not common for women to express their own opinions due to religious and customary practices. By this way, the needs of women and children were openly expressed and the sub-projects in those areas were tailored to their needs.

- 3) Creating a new coordination body, namely ASUDVO in case of the project, was instrumental in binding the community and district together into generating the meaningful outcome.

The mechanism of ASUDVOs to serve as liaison between the community and districts was effective to connect the various stakeholders in different levels together for collective actions. Though the ASUDVO as the organization body was not sustained after the project completion, the knowledge and experiences learned by the members remained in the local body and MSDSP.

#### Pictures



The foot bridge constructed through the project made the walking distance for schoolchildren drastically shorter. As a result, they gained more time for other activities.



The provision of drinking water supply freed women and children from fetching water at the river. The clean water also bettered sanitary situation and reduced incidence of infectious diseases.