Report

Final Evaluation of the

Project: “Strengthening Disaster Risk Reduction and Response Capacities”

March, 2022

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ABOUT THE EVALUATION

Report Language(s): English

Evaluation Type: Final Project Evaluation

This report was prepared by Ecaterina Melnicenco. The project evaluation report presents the view of the evaluator and does not necessarily correspond with the opinion of the implementation team, donor or other stakeholders mentioned in the report. Every effort was made to ensure that the information presented in the report is correct and does not contain factual errors.

Key words: Tajikistan; DRR, disaster, Sendai Framework for Action, risk assessment, disaster risk management, prevention, preparedness, USAR, cross-border cooperation, project evaluation.

Acknowledgments

The evaluation consultant wants to thank the project staff of the “Strengthening Disaster Risk Reduction and Response Capacities” project team, and especially Firdavs Faizulloev, Ilhom Safarov, Umedjon Haitov and Khursheda Aknazarova for their contribution, support, and collaboration during the evaluation process. The evaluator also appreciates support from the representatives of Committee of Emergency Situations of Tajikistan, Agency for Land Reclamation and Irrigation, State Hydrometeorological Service, and other stakeholders who dedicated their time to the project evaluation team.

Contents

Acronyms

AIT	Asian Institute of Technology
ALRI	Agency for Land Reclamation and Irrigation
ANDMA	Afghan National Disaster Management Authority
AoH	Agency of Hydrometeorology
CCA	Climate Change Adaptation
CoES	Committee of Emergency Situation
CBDRM	Community-Based Disaster Risk Management
CPD	Country Programme Document
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EMG	Emergency Management Group
GIS	Geographic information system
GoT	Government of Tajikistan
HL	Highly Likely
HS	Highly Satisfactory
HU	Highly Unsatisfactory
ICT	Information and communications technology
INSARAG	International Search and Rescue Advisory Group
MDRMIP	Municipal Disaster Risk Management Improvement Plans
ML	Moderately Likely
MoU	Memorandum of Understanding
MS	Moderately Satisfactory
MU	Moderately Unsatisfactory
NDRMS	National Disaster Risk Management Strategy
NDS	National Development Strategy
NFI	Non-Food Items
PM	Project Management
PMI	Project Implementation Unit
PSC	Project Steering Committee
RAM	Risk Assessment Methodology
S	Satisfactory
SAR	Search and Rescue
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goals
ToR	Terms of Reference`
U	Unsatisfactory
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

1. Executive summary

General information about the project and the evaluation

Project/outcome information			
Project/outcome title:	Strengthening Disaster Risk Reduction and Response capacities		
Atlas Project ID:	00095938		
Country:	Tajikistan		
Region:	Central Asia		
Date project documents signed:	07 September 2016		
Project dates	Start	Planned end	
	September 2016	March 2022	
Total reviewed budget	11,536,569 USD		
Project expenditure at the time of evaluation (including commitment)	11,156,974 USD		
Funding source	Government of Japan		
Implementing party	UNDP Tajikistan		
Evaluation information			
Evaluation type:	Project evaluation		
Final/mid review/other	Final evaluation		
Period under evaluation	Start	End	
	September 2016	March 2022	
Evaluator	Ecaterina Melnicenco		
Evaluator email address	Katea.melnicenco@gmail.com		
Evaluation dates	Start	Completion	
	November 2021	March 2022	

The evaluation finds that the project has achieved an adequate level of success in all four projects components according to the evaluation criteria: relevance, effectiveness, efficiency, sustainability, and impact, as well as main recommendations. The overall evaluation ratings for the evaluation criteria are as follows:

- **Relevance:** Highly relevant
- **Efficiency:** Satisfactory
    - **Implementation of activities:** Satisfactory
    - **Achievement of outcomes:** Satisfactory
- **Likelihood of impact** (on the project level locations): Likely
- **Sustainability** (on the project level locations): Likely

Following lessons learned were identified during the final evaluation:

- Support from the key national partners is essential for the effective and efficient implementation of the project activities.
- Coordination in the DRM is essential for ensuring efficiency and sustainability.
- The involvement of national-level actors responsible for the prevention activities resulted in added value and the potential replication of project activities.
- Government commitment towards the internationally approved goals allows mobilizing external/donor funding.
- Regional cooperation is vital in case disaster strikes.
- Conduct a mid-term review for complex projects
- Strategic communication should be an integral part of the project implementation

Recommendations of the evaluation:

1.1. Facilitate the further development of a multi-hazard information system

1.2. Engage the national authorities and development partners in the dialogue on the disaster risk management

1.3. Support Tajik-Afghanistan regional cooperation in disaster risk management.

1.4. Support integration of the country into INSARAG mechanism

1.5. Support the national partners in the institutionalization of the government aspects in disaster risk management

1.6. Advocate for mainstreaming DRR and CCA into the development processes on various levels

2. Evaluation process and methodology

2.1 Purpose and objectives of the evaluation

The purpose of the final evaluation of the “Strengthening Disaster Risk Reduction and Response Capacities” project was to assess the overall project impact, the level of the project progress towards achievement of its development goal, and associated outputs, and the quality of project implementation. The evaluation process was designed in a way to ensure the participatory implication of the project partners and stakeholders. The whole process has been closely coordinated with the United Nations Development Programme (UNDP), especially the Disaster Risk Management (DRM) Programme team.

According to the ToR, the objectives were as follows:

- To determine the extent to which the project design was in line with the Government of Tajikistan (GoT) and UNDP policy/programmatic priorities and how it contributed to uplifting policies in this sector.
- To assess to which extent the project successfully achieved impact through reaching its anticipated outcomes and outputs, as stipulated in the Project Document and Project Results Framework.
- Identify factors that have contributed to achieving project results or, on the contrary, impeded the project progress.
- Analyze the effectiveness of the partnerships established/maintained with the Government, UN Agencies, donors, local communities, and other relevant stakeholders.
- Identify lessons learned in project implementation and provide recommendations as necessary.

2.2 Methods applied and the evaluation process

The evaluation process used a participatory approach involving implementers, partners, stakeholders, and beneficiaries. During the evaluation process following methods were used:

- Desk review
- Focus group discussions
- Semi-structural interviews
- Field visits to the project locations

The evaluation started in the beginning of November 2021 and was finished in December 2021. The presentations of the results of the evaluation will be done during the current year as well, to ensure that donors, stakeholders, and partners are aware of the recommendations and, to the extent possible, integrate them into their further work

A timeline and overview of the evaluation process are presented on the chart below:

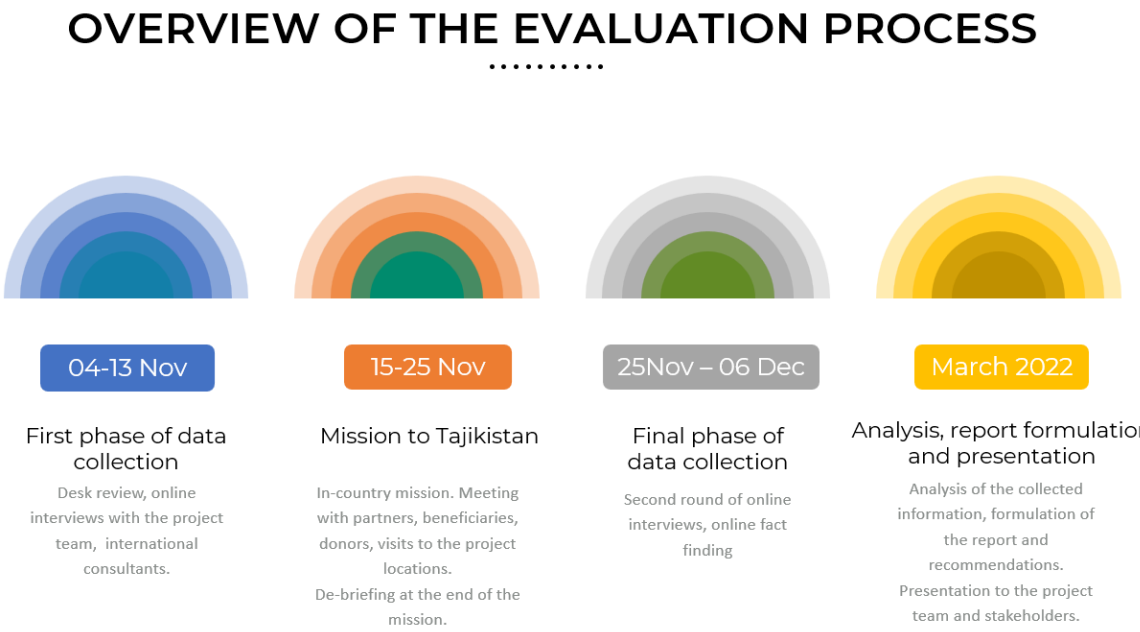


Figure 1. Overview of the evaluation process

2.3 Evaluation criteria and their rating

The main evaluation criteria and evaluation questions are presented in Table 1.

Table 1. Evaluation criteria and questions

Evaluation criteria	Evaluation questions
Relevance	To what extent was the project in line with national disaster risk reduction and response preparedness priorities, UNDAF, UNDP CPD, and SDGs? To what extent did the project's overall interventions address the needs of the beneficiary government agencies and local communities? What was the relevance and impact of technical assistance provided within the framework of the project?
The whole process of the Effectiveness	To what extent did the Project achieve results against set targets? Were the Project's objectives and outputs clear and feasible? What was the performance of the Project with particular reference to qualitative and quantitative achievements of outputs and targets as defined in the Project documents and work plans and concerning the Project baseline? What were the areas in which the Project has the fewest and the most significant achievements?

	What were the underlying factors within and beyond implementing agency's (UNDP) control that affected the Project (including analysis of the strength, weaknesses, opportunities, and threats influencing the achievement of the Project)? To what extent the project partners have been involved in project implementation? What was the contribution of partners and other organizations to the outcome, and how effective have UNDP partnerships contributed to achieving the outcome? To what extent have national and regional partners/authorities' capacities been enhanced?
Efficiency	Has the Project utilized Project funding as per the agreed work plan to achieve the projected targets? What was the role of the Project Steering Committee (PSC), and whether this forum has been optimally used for decision making? Was the timeline and quality of the reporting followed by the Project? What were qualitative and quantitative aspects of management and other inputs (such as equipment, monitoring and review, technical assistance, and budgetary inputs) provided by the project vis-à-vis achievement of outputs and targets? What factors and constraints have affected the Project implementation, including technical, managerial, organizational, institutional and socio-economic policy issues and other external factors unforeseen during the Project design?
Sustainability and Impact	Are the Project results likely to be sustainable beyond the Project's lifetime (both at the community and national level)? How to ensure the sustainability of the project interventions? To what extent Project interventions are sustainable in terms of their effect on the environment? What are the principal impacts on the communities for both men and women regarding food security, income, and asset enhancement? To what extent did the project interventions contribute to the economic/livelihood empowerment of the community level beneficiaries, especially vulnerable women, migrant families, etc.?

Evaluation criteria were rated on a six-point scale, as follows in the table below:

Table 2. Ratings of evaluation criteria

Evaluation criteria	Evaluation questions
Relevance	Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU).
Effectiveness	Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU).
Efficiency	Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU).
Sustainability and Impact	Highly Likely (HL) – Moderately Likely (ML) – Moderately Unlikely (MU)- Highly Unlikely (HU)

2.4 Limitations of the evaluation process

Due to the short duration of the in-country mission, interviews even with some beneficiaries and partners in the country were conducted online. Of course, this limited the possibilities of interaction and observations during the meetings.

Due to the change of the governance in Afghanistan, there was a limited possibility for reaching out to the representatives of the Afghanistan National Disaster Management Authorities (ANDMA). They took part in the project activities.

The evaluation was ongoing when not all procurement processes had been finalized, so in some cases, it was not possible to have feedback from the national partners on the application of procured equipment by the project (for example, in the case of hydrological equipment for the Agency of Hydrometeorology, equipment for the rescue teams). These are being caused by external factors, mainly COVID-19 pandemic restrictions. During a particular time, supply chains have been affected globally. Companies could not ensure delivery according to the required specifications, resulting in an additional review with stakeholders and launching a new tender procedure.

3. The project

3.1 Main information about the Project

The **project's main objective**s are to reduce the risk of disasters caused by natural hazards to rural and urban livelihoods and ensure infrastructure and recovery mechanisms are in place. The project tackled severe problems of Tajikistan and its neighbors concerning natural disaster risk management – including disaster preparedness, response, recovery, and most importantly, mitigation and prevention activities, linking them to the community level.

Component one was focused on reducing high-threat disaster risks (e.g., mudflows and avalanches) through work in three areas:

- To enhance risk assessment by making the current risk assessment methodology user-friendly and achieving nationwide risk assessment coverage.
- To reduce risks, based on the risk assessment outcomes, using a mixture of hard and soft (nature-based solution) engineering approaches and tackling priority risks in rural and urban areas.
- To enhance early warning of severe weather events by improving data collection provided by the Agency for Hydrometeorology and communicating warnings in ways that induce risk aversion.

Component two was working on enhancing the management of urban risks through work in three areas:

- To enhance the incorporation of risk assessment outcomes into local land use and disaster planning.

- To enhance local level disaster preparedness along with developing/updating warning and response plans, capacity building, scenario-based exercises, and public education.
- To incorporate community-based disaster risk management systems into the local government disaster risk management structure.

The third component had the objective of development of search and rescue (SAR) capacities through:

- The community-based disaster risk management capacities are incorporated into the general SAR response process (combining it with Component Two).
- Improvement of the Tajspas search and rescue capacities.
- Incorporation of Tajikistan into INSARAG.

Component four was working on enhancing the level of disaster response in Afghanistan-Tajikistan cross-border areas as follows:

- To set up emergency stocks in Tajikistan accessible to hard-to-reach areas of Badakhshan Province of Afghanistan.
- To implement the “Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance” through mutual agreements between the Governments of Afghanistan and Tajikistan.
- To set up interoperability between Afghan and Tajik search and rescue teams through cross-training and simulation exercises.

3.2 Management structure and project beneficiaries

The project was implemented through UNDP’s Disaster Risk Management Programme under the Direct Implementation Modality meaning that UNDP played the role of the Implementing Partner.

The Project implementation Unit included Project Manager (cost-shared), Junior Programme Officer (full-time), Administrative/Financial Assistant (cost-shared), Project Engineer (full-time), Project Analyst (full-time), and project driver (part-time). UNDP Country Office (Program Analyst) was responsible for ensuring the quality assurance of the implementation process. The Project Board included donors, partners, and implementing agencies. It was the principal platform for identifying the main strategic directions and ensuring that the resources and activities corresponded to project goals and objectives.

The principal beneficiaries were organizations on the national level, playing a vital role on the national level in disaster risk management:

- Committee of Emergency Situations and Civil Defense
- Agency of Hydrometeorology (AoH)
- Agency of Land Reclamation and Irrigation
- Afghanistan National Disaster Management Authority
- Communities at risk

The management structure of the project is represented on the organigram in Figure 2

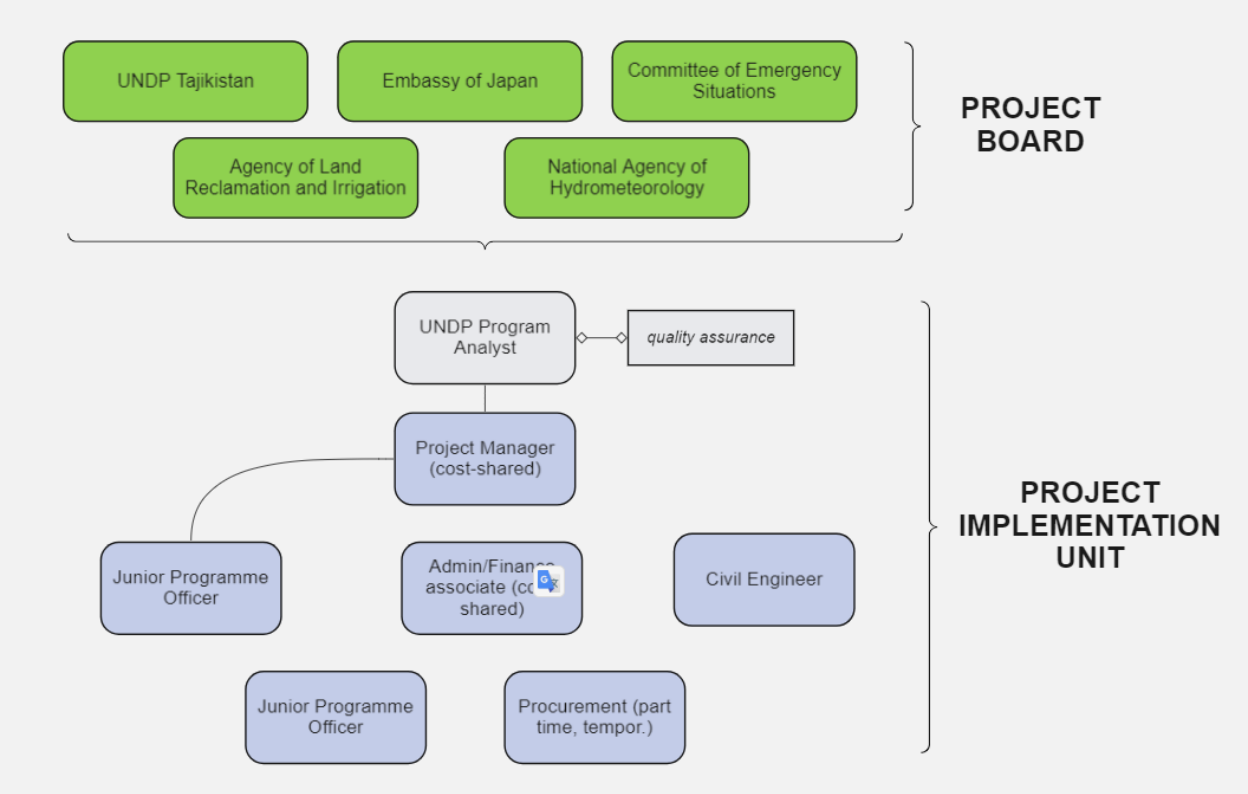


Figure 2. Project organogram

The project team was responsible for the overall management coordination of the activities on the national and local levels. International and national consultants were hired for specific activities, e.g., elaboration of the risk assessment, development of flood management guidance, implementation of the infrastructure projects, etc.

3.3 Project Budget

The total project budget was equal to 10,682,973.00 USD. Due to the exchange rate gain, the total amount increased to 853,596.57 USD; thus, the entire project budget distributed for the project activities, including the management costs, was equal to 11,536,569.23 USD.

The table below shows the budget breakdown.

Table 3. Project Budget

Budget Item	Total Budget USD
OUTCOME 1: Risk Assessed and Addressed through Risk Reduction Activities and Improved Warning	5,923,513.16
OUTCOME 2: Improved the management of urban risks	246,963.7
OUTCOME 3: Search and Rescue Capacities Improved	2,780,878.5
OUTCOME 4: Cross-border cooperation for disaster response improved.	763,374
PM Cost	967,279.19
Sub-total: Programme Budget	10,682,008.55
GMS – UNDP Executive Board requirement (8%)	854,560.684
TRAC	35,000
TOTAL Cost of the project ***	11,536,569.23

4. Evaluation findings

4.1 Relevance

The project's overall objective was to reduce the risk of disasters caused by natural hazards to rural and urban livelihoods and ensure infrastructure and recovery mechanisms were in place. Tajikistan is highly vulnerable to disasters that are caused by natural hazards that affect economic and social development. During 1994-2014, disasters caused 1,205 deaths and affected 361,125 persons (project proposal). The potential impact of a significant earthquake in Tajikistan could result, as estimated, in 55,000 deaths only in Dushanbe. Being highly vulnerable to various types of disasters, Tajikistan has included relevant measures in the national policy documents to address disaster risk management. Development partners also address these aspects in their programming documents to support governmental efforts.

The evaluation finds the project "highly relevant" in the context of national priorities, which are also addressed in the cooperation framework with the development partners and donors.

4.1.1 Alignment with the national priorities

National Development Strategy of the Republic of Tajikistan for the Period up to 2030 (NDS-2030)

This developed policy document presents the country's development goals and priorities. It incorporates the country's commitments in achieving the Sustainable Development Goals (SDGs) being the main direction for human development.

National level priorities incorporate ten key directions as follows: (1) education; (2) health care; (3) employment; (4) inequality; (5) combating corruption; (6) food security and nutrition; (7) good governance; (8) social welfare; (9) prevention of potential conflicts; (10) energy security, environmental protection and management of demographic processes. High risk of national disasters and vulnerability to climate changes are stipulated as threats for the development, causing economic damage and loss of human lives. Thus, the NAS-2030 focuses on those aspects of natural disaster risk management that can improve the population's living conditions. The overview of the project's relevance to the actions proposed by the NAS-2030 is presented in the table below.

Table 4. Relevance of the Project activities to the NDS-2030

Main areas of Activities NDS-2030 *(Environment for life)*	**Relevance of the project activities/ Example**
Building national institutional capacity for natural disasters forecasting, preparedness, disaster mitigation.	Highly Satisfactory (HS) *Support to AoH*
Integration of actions to reduce the risk of natural and environmental disasters in the system of management of the country's sectors	Highly Satisfactory (HS) *Support to ALRI*
Development and implementation of mechanisms to reduce social vulnerability due to natural disasters.	Highly Satisfactory (HS) *Development rural SARs*
Formation and implementation of a gender-sensitive system based information provision and training of the population in the	Highly Satisfactory (HS) *Training to RBOs*

area of forecasting, protection, and recovery after natural disasters	
Development of the system of mainstreaming climate change issues, preventing natural disasters in the regional strategic documents, strengthening local capacity for emergencies, and natural disasters risk management.	Highly Satisfactory (HS) *Urban risk assessment*

National Disaster Risk Management Strategy 2019-2030 (NDRMS)

NDRMS aims to reduce existing and prevent new disaster risks by strengthening the national capacity in disaster risk management and is formulated around four main objectives. The assessment of the project's relevancy towards these key objectives is presented in the table below.

Table 5. Relevance of the Project activities to the NDRMS

NDRMS strategic objective	Relevance of the project activities/ *Example*
Reduce the number of deaths, persons affected, and material damage caused by natural disasters as compared to the period 2005-2015	Highly Satisfactory (HS) *Urban risks assessment methodology and profiles* *List of flood protection mitigation measures*
Ensure that all stakeholders have access to disaster risk information	Highly Satisfactory (HS) *Development of simplified methodology for risk assessment, online risk assessment tool*
Mainstream the disaster risk management into the development process	Highly Satisfactory (HS) *Municipal risk assessment profiles*
Improve disaster preparedness and response mechanisms	Highly Satisfactory (HS) *Rural SARs, integration into INSARAG, raising the capacities of critical agencies in preparedness and response*

4.1.2 Alignment with United Nations Development Assistance Framework (UNDAF)

UNDAF for Tajikistan for 2016-2020 presented the main cooperation directions in four strategic focus areas, formulated in six outcomes. They were identified in an intensive consultation process between the Government of Tajikistan and UNDAF partners.

The joined efforts were taken to make people more resilient to natural and man-made disasters and benefit from improved policy and operational frameworks for environmental protection and management of natural resources (outcome 6). This project is entirely in line with the commitments stated by UNDAF to improve resilience and environmental sustainability.

4.1.3 Alignment with UNDP Country Programme Document (CPD)

UNDP Country Program for Tajikistan (2016-2020) recognized the growing risks of climate change and natural disasters and limited possibilities to respond to these challenges. Increasing inequalities, both in rural and urban establishments, require the improvement of institutional and operational capacities of the national and local level partners. UNDP CDP is based on the NDS-30 priorities and actions and aligns with UNDP Strategic Plan (2014-2017), aiming at transformational development results. One (out of four) development result was addressed at resilience and environmental sustainability that correlates with the project's overall and specific objectives. The project contributed to the implementation of the following UNDP CPD outputs:

- Output 6.2: Effective institutional, legislative, policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels
- Output 6.3. Strengthened livelihoods through solutions for disaster and climate risk management

4.1.4 Addressing the needs of governmental agencies and local communities

Tajikistan is highly vulnerable to climate change impacts, ranking 72nd out of 281 countries in the 2020 ND-GAIN Index[1]. According to the INFORM risk profile data portal[2] , droughts, earthquakes, epidemics, and floods are significant hazards. Addressing these risks requires the joint efforts of national and local stakeholders in various sectors covering preparedness, prevention, response, and rehabilitation. The project has contributed to developing the capacities, including the technical ones: providing equipment, intervention means, equipment for meteorological and hydrological forecasting. It is highly relevant for the country's context on the national and local levels. In greater detail, it will be addressed in section 4.2 below.

Criterion **"RELEVANCE"** rating: **highly relevant**

4.2 Effectiveness

This chapter provides the main findings relating to the effectiveness criteria. To estimate the effectiveness, the assessment on several results levels was done: implementation of activities, achievement of outputs, and direct outcomes. The baseline and the targets were stipulated in the Project Document, and the Logical Framework and level of their achievement were assessed during the evaluation.

[1] https://gain.nd.edu/our-work/country-index/rankings/

[2] https://drmkc.jrc.ec.europa.eu/inform-index/INFORM-Risk/Country-Risk-Profile

The overall rating for effectiveness is **"satisfactory," being the same** for its two components: implementation of activities and achievement of direct outcomes. The project team has realized almost all planned project activities and achieved the indicators stipulated in the project development phase.

It is worth mentioning that the exchange rate gains, which constituted 853,596 USD, have been redirected to the project activities, and more DRR projects were realized on the local level.

4.2.1 Implementation of activities

Output 1. Risk Assessed and Addressed through Risk Reduction Activities and Improved Warning

Activity 1.1 Develop a user-friendly risk assessment tool

Initial Risk Assessment Methodology (RAM) was developed in Tajikistan in 2011 in the project supported by SDC (Swiss Agency for Development and Cooperation). The national-level risk assessment was quite detailed and comprehensive - it was complicated to apply country-wide.

The current project has committed to developing and piloting the simplified risk assessment methodology to overcome this issue. A multi-sectorial working group was established under the National Platform for Disaster Risk Reduction to support the revision of this methodology.

The risk assessment tool has been developed to be applied country-wide to ensure that the outcomes of the RAM will apply to the national context. Piloting the RAM started in 2017 in the Rasht district. This exercise included joint work of national experts on disaster-related, social, and economic data, available across various levels (local, regional, national). The assessment process has highlighted the problems in the data and technical capacities existing on the national level. Making the risk assessment for the whole country would be not complete and time-consuming. To overcome these obstacles, it was decided to make international expertise. Further development of the methodology, its adjustment to the existing data, and incorporation of the possible remote data were addressed in activity 1.2.

Activity 1.2 Conduct risk assessments to generate Risk Profiles

The Asian Institute of Technology (AIT) from Thailand, the national-level risk assessment was done in a consortium with the University of Twente (Faculty ICT), based on the results of the competitive selection procedure.

International experts (a consortium of companies) supported the development process methodologically and scientifically. In the initial stage, good collaboration was established with the national stakeholders, including scientists from the Academy of Sciences. Regular working meetings were organized to identify the possible data sources for seven prioritized hazards.

The methodology was developed for multi-hazards risk assessment. The methodology includes analyses of seven hazards: flood, mudflow, earthquake, drought, windstorm, landslide, and snow avalanche. It also analyzes exposures and vulnerabilities for elements at risk for risk assessment (built-up areas, buildings, population, agriculture land parcels, and roads). It also encompasses the data collection efforts required for carrying out the multi-hazard risk assessment, including the collection of available open data extraction of built-up areas from high-resolution satellite images.

The local experts were directly involved in small teams focusing on one hazard each. Local partners were involved in the methodology review, providing feedback and expert inputs. Were organized, as well, two rounds of training to familiarize wider groups of national stakeholders with the methodology, tool, and mapping of various hazards processes.

During the training, the participants had a theoretical and a practical component. The guidance for the RAM was developed and is included as a part of the online platform: https://riskinfo.tj/[3]

The risk assessment has been done at the sub-district level. The results are good enough to be used by districts for disaster planning, giving enough information for the local planners. The consortium of companies has been working on the development of this risk-assessment tool. Experts, having experience in hazard assessment, risk assessment, early warning, spatial planning components, have been involved in the work. The risk assessment has been carried out in 58 districts, risk profiles have been developed and will be used for further planning on the local level.

Data collection for several hazards resulted in additional research. Field missions were organized to understand local conditions, e.g., agriculture patterns in the rural areas. Locally some essential input data layers were completely missing. In this case, they were derived from high-resolution satellite data using artificial intelligence tools and collaborative mapping. The team of experts also had the mission to find solutions for correcting the data, e.g., the administrative boundaries, that initially were incorrect.

At the end of the project, some difficulties appeared regarding transferring the system and the appropriate equipment to the principal beneficiary - CoES. The platform, being hosted by Tajikistan authorities, is password-protected, and currently, there is no external access to it by external users. CoES, the primary beneficiary, will be further responsible for managing the platform and working with external users to set various access levels.

Data layers and the developed detailed methodology for multi-hazard risk assessment are available on the geospatial portal (Geonode). It is an open-source platform for the management and publication of geospatial data. It was set up for storage and exchange of spatial data regarding the administrative boundaries, hazards, elements-at-risk, exposure, loss, and risk, in Tajikistan. It also has detailed documentation on the developed methodology for multi-hazard risk assessment. In this Web data repository: http://tajirisk.geonode.ait.ac.th/, 34 data layers are located[4].

The web-GIS portal was developed using open-source geospatial software and technologies, sequential modules, and a user-friendly interface. It allows multiple users to visualize information, such as hazard maps for different hazard types, elements-at-risk maps, exposure maps, and loss maps at country, region, district, or jamoat level. It also facilitates the users to generate reports on risk profiles for a specific district. Map tools control the map visualization, such as Zoom In/Zoom Out, User Location, and Background Maps on each map. The portal has eight main sections (Home, Hazard Maps, EAR Maps, Exposure Maps, Loss Maps, Risk Profiles, Methodology, About Us) and a Help page.

[3] This resource was accessed on 15.12.2021

[4] This resource was accessed on 15.12.2021

There are no clear written procedures regarding the platform's management that are endorsed by the beneficiary. There is also no allocation of resources for its future hosting, maintenance, and update, including software and content. To further support the platform's development and ensure its sustainability, the operational documents are to be developed and integrated into the daily business processes of CoES.

Activity 1.3 Develop standardized packages of hard and soft (ecosystem) engineering risk reduction measures

This activity focused on developing scientifically justified, data-based approaches for the integration of nature-based solutions into flood management. International expert, who has an engineering background and great experience in nature-based solutions, developed the "Flood Disaster Risk Manual for Tajikistan." This publication is known at the national level by stakeholders and at the international level, published on the PreventionWeb site.

https://www.preventionweb.net/publication/flood-disaster-risk-reduction-manual-tajikistan

The publication consists of three parts, as follows:

- **Flood management guideline**: focused on the experts in disaster risk management, hydrologists. This chapter guides the process of risk assessment. It includes data collection, processing, analyzing, and producing the risk maps. The process, as well, consists of the identification of the relevant structural and non-structural measures. It provides an overview of national and international data sources, applicable GIS data analysis, and recommendations for various actions, with some examples and schemes. Each measure is presented in the form of a fact sheet giving information on applicability, duration of implementation, maintenance, costs, etc.
- **Hydraulic Calculations with Step-by-Step Examples.** This chapter is addressed to hydrology experts and provides step-by-step instruction on on-site analysis from rainfall evaluation to flood calculation.
- **Best Management Practice Examples.** This chapter presents the stocktaking of existing measures executed by various stakeholders in Tajikistan and the surrounding countries. Each practice addresses one of the frequent hazards, such as flash floods, landslides and is presented in the form of a case study. The following aspects are described to give the complete understanding of the best practices: purpose and background, estimative budget, methodologies applied, replicability, sustainability, data requirements, stakeholders to be involved, work plan. The main aspects of effectiveness and evaluation are presented to the reader.

Presentation of the Guideline, which was translated into Russian, was done during the training for the river basin organizations as a part of the SDC project.

Activity 1.4 Implement strategic risk reduction sub-projects

Risk reduction projects have been identified across the country. High impact risks caused by natural hazards, such as mudflows, avalanches, floods, were addressed. Initially, the community projects were implemented with the co-funding from the local level. The project document set the target of 60-80 sub-projects to be implemented.

The project has established a partnership with ALRI. This agency is responsible for irrigation water management and water-related risk reduction, and it is their area of responsibility all over

the country. ALRI is a member of the National Platform for Disaster Risk Reduction and, regularly, they report on the prevention measures executed across the country.

Project locations have been identified in close partnership with a national partner and local authorities. During the initial assessment, 31 districts were assessed, and 24 projects were identified as a priority once implemented. These projects have reduced the risk of flooding to 212,230 people, where 60% are women. Local people joined as volunteers when the projects were implemented and needed support, and local authorities would ensure further maintenance.

The project had supplied 15 heavy pieces of machinery (excavators, front-loaders, and trucks), and seven more will be transferred to ALRI by the end of the project. ALRI has reported implementing an additional 45 eco-system DRR projects in the areas prone to disasters.

Figure 3-4. Implementation of pilot projects with the heavy machinery procured by the project

According to the MoU with the CoES, the DRR sub-projects, mainly for the river bank protection, were executed over the project implementation. UNDP has committed to supplying the materials (e.g. concrete cubes and gabion mesh) used double-twist gabion grids for riverbank protection.

As was confirmed during the visit, the pilot projects are an essential aspect for the security of the local communities, as disasters caused by floods mudflows affect the communities, causing damage to the infrastructure, including housing. Local authorities do not have sufficient financial means to allocate to mitigate the consequences of the disasters. The example of the riverbank protection works is presented in the photo below.

Figure 5-6. Riverbank protection works and visibility sign installed in Panjakent

Implementing the pilot projects, as was highlighted by the respondents during the evaluation process, reducing the risks to the local communities, building the national partners' capacities (CoES and ALRI) to implement similar activities in the future. For example, ALRI, having heavy machinery to execute the works can provide these types of work, being paid either from the national or local level budget. Such a modality will also ensure the costs for maintenance of the equipment.

In total, 146 pilot projects were implemented as a part of this initiative:

- 24 DRR projects
- 49 Eco-DRR projects
- Additional eight projects to be completed by the end of March 2022
- 45 Projects implemented by ALRI with the heavy machinery provided
- 20 DRR projects realized by CoES

This amount is significantly more than the initial project target (60-80) set in the project document.

Activity 1.5 Improve weather data collection

In the Project document, the modernization of 20 automatic weather stations was planned to strengthen AoH in the data collection. AoH assessment focused on capacities, services, and development directions and became a basis for the support provided by the project.

The equipment was procured according to the technical specification given by AoH. Meteorological equipment was already given to the Agency. Hydrological equipment is in the

process of procurement. Mainly it is for manual instrumental measurements. UNDP was supportive, the equipment procured was based on the technical requirements submitted.

Introducing automatic weather stations enabled intuitive data introduction. It is the opposite of the current business model when most of the data are introduced manually. But this approach also means higher maintenance costs because this type of equipment needs regular checks, support, and timely replacement of the parts that have a defined period of use (for example, data loggers, modems, etc.). These costs should be introduced into the budget of the national partners. For hydrological forecasts, the software should also be procured.

Activity 1.6 Improve weather warning messaging and modalities

This activity was based on the needs and capacity gaps identified in the assessment phase. To improve services following aspects were addressed:

- Improvement of weather forecast visualization
- Running the high-resolution model output for improvement of the forecast quality.
- Work on this activity took more than expected due to the COVID-19 pandemic restrictions to travel globally and in Tajikistan. International experts supported the development of the weather forecast and organized several on-site training for meteorologists (up to 10 people) and IT personnel to manage the supercomputers software.
- Forecasting models are based on free software, and the process requests a considerable amount of data to be downloaded daily. Hence, the Internet connection quality is key to the system's functioning.

The project has targeted the interventions concerning early warning to the possibilities on the national level, applying SMS technology. This approach cannot be used for the notification of the population. It is not possible to send, during a short time, messages to all people who are connected to the mobile operator in one region. In this case, SMS messages can come with a delay of several hours, and this methodology can also be reviewed with the stakeholders in the following DRR interventions.

Other options for sending notifications to the population (such as cell broadcasting) have been reviewed. In the current project, a database of the key people involved in the DRR was created. The SMS messages are being sent to them, and these key people transmit the notification further to the population. A mobile application developed in Belarus, "Help is near," was taken as a prototype and adjusted to the local needs. Once placed on IOS and Android platforms, it will give the preparedness information to all users. The option regarding utilization of the cell-broadcast technology has also been addressed unless the estimation of costs should be done as the first step.

Table 6. Assessment of activities implementation, Output 1

Status	Activity	Comment
	Activity 1.1 Develop a user-friendly risk assessment tool	**Activity implemented as per project proposal**
	Activity 1.2 Conduct risk assessments to generate Risk Profiles	**Activity implemented as per project proposal**

	Activity 1.3 Develop standardized packages of hard and soft (ecosystem) engineering risk reduction measures	**Activity implemented as per project proposal**
	Activity 1.4 Implement strategic risk reduction sub-projects	**Activity implemented as per project proposal**
	Activity 1.5 Improve weather data collection	**Activity implemented as per project proposal**
	Activity 1.6 Improve weather warning messaging and modalities	**Activity implemented as per project proposal**

Implemented	Partly Implemented	Not implemented
		

Outcome 2: Improved risk management in mid-sized cities

Activity 2.1 Assess urban disaster management challenges and opportunities

National Disaster Risk Management Strategy of Tajikistan (2019-2030), aligned with Sendai Framework for action calls for improving urban risk management enhanced disaster risk preparedness in the urban context. To support it, within the project were initiated the development of Municipal Disaster Risk Management Improvement Plans (MDRMIP). These local plans addressed the critical pillars of the Sendai Framework for Action.

For the development approach and methodology, on the municipal level, a team of international and national consultants was engaged in developing the MDRMIP. The objective of MDRMIP was to provide the vision and the roadmap for sustainable development and address the resilience challenges effectively.

The process was designed to apply international experience and local expertise. The international consultant was responsible for developing the methodology formulation of the MDRMIPs for the two municipalities together with the local consultants. At this stage, local consultants were responsible for support, data collection, and facilitation of the local level. In the next step, being knowledgeable about the methodology approach, local consultants finalized the MDRMIPs, so these plans were developed for nine municipalities. Directions and activities from these plans were integrated into the District Development Plans.

The stakeholders were involved in the project. Local people played an essential role in validating the proposed measures in MDRMIP.

Activity 2.2. Implement the municipality disaster risk management improvement plans.

Based on the identified priorities in the MDRMIP, selected measures have been implemented on the municipal level. The identification of the pilot progress was made in close cooperation with the local authorities, local councils, and CoES representatives.

These projects were welcomed by the local authorities and were necessary for local communities, ensuring security and raising resilience to risks caused by natural hazards.

Underfunding is a common problem and obstacle for development in Tajikistan. Local budgets have 80-90% allocation for social needs, and only 0.5% can be allocated for the development issues. That is why donor support is essential in ensuring resilience development, mainly when addressing infrastructure problems. The project has organized raising awareness campaigns on DRR issues, including land use training for the local authorities, competition among the schools, and exhibitions. The equipment was provided for the municipalities to support the development of urban search and rescue teams on the local level. The list of items for the rescues teams was identified together with the CoES to enable the prompt response. The municipalities will be responsible for storage, allocation when necessary and maintenance on behalf of voluntary rescue teams, thus ensuring ownership and sustainability after the project ends.

Table 7. Assessment of activities implementation, Outcome 2

Status	Activity	Comment
	Activity 2.1 Assess urban disaster management challenges and opportunities	**Activity implemented as per project proposal**
	Activity 2.2. Implement the municipality disaster risk management improvement plans.	**Activity implemented as per project proposal**

Implemented	Partly Implemented	Not implemented
		

Outcome 3: Search, and Rescue capacities improved

Activity 3.1 Integrate community-based disaster risk management (CBDRM) SAR

This activity focused on establishing and integrating the DRM system of community-based response teams. To support this process, local experts, having previous experience in the search and rescue activities within the Committee of Emergency Situation (CoES), have supported SARs development. In the initial phase, stocktaking of the previous initiatives was made, based on the meetings held with CoES, OXFAM, Red Crescent Society. Previous experiences showed that it is essential to ensure the diversity of the participants in Search and Rescue (SAR). Those groups where women were included showed better sustainability.

The national consultant supported the capacity development activities for the Community-Based Disaster Risk Management (CBDRM) SARs teams. Local authorities helped in the process of identification of the possible teams based on the interest expressed. Each team got four days of extensive training that included theory and practice. During training, teams were trained in first aid, evacuation of injured people, and establishing camps. The training modules were tailored to the needs of each team. Further, these groups have been integrated as a part of voluntary groups that can be used in the response system within the CoES.

In 15 districts (21 jamoats), 21 Emergency Management Groups (EMG) were established, which was done based on the recommendation of the national consultant. Their objective is to take over the coordination in case of an emergency. Around 30 community leaders representing five jamoats were trained in legal, institutional, and operational procedures in emergency and got training certificates. The teams were trained and certified in:

- Hisor (1 team)
- Shahrinav (3 teams)
- Tursunzoda (1 team)
- Kushoniyon (1 team)
- Vakhsh (1 team)
- Panj (1 team)
- Kubodiyon (1 team)
- Jomi (1 team)
- Khuroson (1 team)
- Varzob (1 team)
- Rudaki (1 team)
- Levakand (2 teams)
- Bokhtar (2 teams)
- Jaykhun (2 teams)
- J. Balkhi (2 teams).

Institutionally, volunteer groups, according to decree #157 from August 26, 2017, issued by the CoES chairman, are a part of the response operations. This document regulates the registration process, structure, functions, and work modality. In its last operational year, the project has supported the procurement of materials and technical means that are important for operations. It helped community groups to exercise their tasks.

In total, 273 members of the CBDRM SAR teams (local leaders and activists) were trained on basic rescue skills. It is worth mentioning that women were also trained as members of the local rescue teams. As was said by the respondents during the evaluation, traditionally, women are not a part of rescue activities unless help is needed. In some cases, women can help better other women due to cultural traditions. Trainers also mentioned that women are motivated to gain new experience, and it was an excellent strategy to have them as members of the rescue teams.

Figure 7-8. Training of the voluntary rescue teams

Activity 3.2 Increase search and rescue capacities of CoES

This activity was focused on increasing CoES response capacities. Operational capacities have been strengthened by providing the needed equipment for intervention.

UNDP PMI has gone through a long negotiation process on the exact list of items that should be procured for improving search and rescue capacities. The initial list of machinery and goods was developed during the project development phase. It has been reviewed several times over the implementation process based on the requests coming from CoES.

The project has developed internal operational procedures for communicating with partners on updating equipment, machinery, and other technical means for the national partners. As some changes have been requested from the nationwide partners in the procurement process of specialized equipment, the project has been experiencing delays. UNDP has internal procurement procedures that involve various levels of approval and reviewing of each phase (country office – regional office- global level), ensuring transparency and openness to all eligible companies.

The project has provided significant support for the fortification of CoES capacities. Renovation of the SAR team-building of CoES was possible due to the allocation of the additional resources from the exchange rate gains. The project supported the rehabilitation of the production facility of

CoES (manufacturing gabion nets and concrete cubes). Technical means (telecommunication equipment, emergency vehicle, rescues equipment on water) have been procured to address the identified needs. Once the equipment was procured, it was handed over to the CoES, the nationally responsible authority. CoES, in their turn, were in charge of distributing the equipment to their departments in the districts.

Activity 3.3 Train women and young adults in search and rescue

Integration of women into the search and rescue activities was one of the strong points of this project. Gender aspects have been entirely integrated into the establishment of the SARs. First of all, there were women as participants. In training held in 2019, 39% of participants were women, and 46% were under 30 years old.

Training curricula for SARs teams were updated, and gender aspects were integrated. Such topics were incorporated: the first aid for pregnant women, addressing needs of children and women in the rescue and response operations. Notably, during practical exercises, women and young people were more active.

Activity 3.4 Integrate Tajikistan into INSARAG

The project has contributed to the integration of Tajikistan into the INSARAG system. Capacity assessment has been developed to identify the country's capacity to join INSARAG with the guidance and support of the INSARAG secretariat. In 2018 INSARAG experts evaluated potential SAR teams' rescue, search, logistics, and medical capacities during in-country missions. The assessment report listed the requirements to comply with the certification standards. The first step for appointing the national and operation focal points was done. Later on, the project supported the capacity gap of the potential members of SAR teams and organized the English courses, which the participants highly appreciated, but further political support should be ensured to follow the remaining recommendations.

Table 8. Assessment of activities implementation, Outcome 3

Status	Activity	Comment
	Activity 3.1 Integrate community-based disaster risk management (CBDRM) SAR	*Activity implemented as per project proposal*
	Activity 3.2 Increase search and rescue capacities of CoES	*Activity implemented as per project proposal, and some procurements are ongoing at the stage of evaluation*
	Activity 3.3 Train women and young adults in search and rescue	*Activity implemented as per project proposal*
	Activity 3.4 Integrate Tajikistan into INSARAG	*Significant efforts are taken for the integration into INSARAG. Simulation exercise (linked with cooperation with Afghanistan) was not held due to COVID 19 restrictions and the political situation in Afghanistan.*

Implemented	Partly Implemented	Not implemented
		

Outcome 4: Cross-border cooperation for disaster response improved.

Activity 4.1 Establish a "friction-free" agreement *for the movement of relief aid and personnel across the Afghan-Tajik border*

This activity focused on establishing cooperation relations between Tajik and Afghan authorities to support relief aid and response in case of disasters in the cross-border area. At the beginning of the project implementation, the project facilitated the dialogue between CoES and the Afghan National Disaster Management Authority (ANDMA) with the involvement of the UNDP Afghanistan office. The first meeting was organized in Dushanbe, where the draft Cooperation agreement was reviewed. The agreement between the Government of the Republic of Tajikistan and the Government of the Islamic Republic of Afghanistan on cooperation in the field of prevention and liquidation of emergencies was signed in August 2019. This document has described the involvement of various agencies from each country, forms of cooperation, types of assistance, and its delivery modality, including import and export of equipment and materials in case of emergencies.

Activity 4.2 Establish Tajik-Afghan SAR Interoperability

At the beginning of the project, the team supported the elaboration of the Cooperation Agreement between the two countries' Governments. It was seen as the legal basis for the SARs teams to be involved in the joint simulation exercises, training, and other activities. The agreement was signed in August 2019. An international consultant has been hired to review the response capacities in both countries, assess the Response Management and SAR Procedures and Systems in Afghanistan, and propose the following steps to improve Tajik-Afghan SAR Collaboration. This work was mainly done based on the open and available information and information from key informants from ANDMA, while the UNDP Afghanistan staff facilitated the whole process. A comprehensive review of the Disaster Risk Management structure in Afghanistan was done, having the objective to identify legal status capacities of existing SARs teams, identify the gaps and needs and outline the next steps.

Unfortunately, the change in governance in Afghanistan in August 2021 changed the political landscape. The interim version of the Assessment of Disasters Response Management was presented and discussed with ANDMA officials representatives from UNDP Tajikistan and Afghanistan offices. Later on, cooperation was not possible. Further assessments have not been presented to Afghan authorities to introduce the recommendations for improvement proposed as the evaluation result.

Activity 4.3 Establish relief supply stockpiles in Tajikistan for use in Afghanistan

The project has committed to establishing relief stockpiles in Tajikistan along the Tajik-Afghan border that will be released in case of emergencies and cover the needs of people from border areas. The project facilitated discussion between two countries to identify the list of goods that should be stored. The starting points were international experience, guidelines, and

recommendations for disaster relief and recovery assistance. Partners have provided inputs to the initially proposed goods and items, including gender and cultural dimensions. Two locations have been selected, in consultation with CoES, to construct warehouses for Non-Food Items (NFIs), namely in Kushunion and Khorog.

Figure 9. Warehouse of non-food items in Kushunion

In the selected locations, UNDP supported technical design, construction of the buildings, interior arrangement, and procurement of NFIs as per the predetermined list. It is worth mentioning that during the construction phase challenges, COVID-19 restrictions influenced the implementation process, causing delays in delivering construction materials and executing works. Both warehouses have been finalized and NFIs procured, stored, and transferred to CoES balance by the end of the implementation process.

Table 9. Assessment of activities implementation, Outcome 4

Status	Activity	Comment
	Activity 4.1 Establish a "friction-free" agreement for the movement of relief aid and personnel across the Afghan-Tajik border	*Activity implemented as per project proposal. Due to the radical change of the government landscape, it is not valid anymore.*

	Activity 4.2 Establish Tajik-Afghan SAR Interoperability	*This activity was not implemented fully due to the change of government in Afghanistan*
	Activity 4.3 Establish relief supply stockpiles in Tajikistan for use in Afghanistan	*Activity implemented as per project proposal*

Implemented	Partly Implemented	Not implemented
		

Criterion **"Implementation of activities"** rating: "**Satisfactory."**

4.2.2 Achievement of direct outcomes

Project outcomes presented below are assessed according to the Project Proposal, Logical Framework, and the data and evidence collected during the assessment process. Outcome level results contribute to the expected overall "outputs" of the project and the impact level results situated in the logical framework and the project document.

Outcome 1. Risk Assessed and Addressed through Risk Reduction Activities and Improved Warning. According to the Logical Framework, this output is measured according to the set of target indicators. The assessment of the level of achievement of the project indicators is presented in the table below.

Table 10. Achievement of outcome 1

Status	Outcome target indicator	Comment
	A user-friendly risk assessment tool developed	*Target indicator achieved as per project proposal*
	Risk assessment and risk profile completed	*Target indicator achieved as per project proposal*
	Standardized package of hard and soft (ecosystem) engineering risk reduction measures developed	*Target indicator achieved as per project proposal*
	Strategic risk reduction projects prioritized and completed	*Target indicator achieved as per project proposal*
	Weather data collection improved	*Target indicator achieved as per project proposal*
	Weather warning messaging and modalities improved	*Target indicator partially achieved: dissemination modality was improved but not for all population*

Achieved	Partially achieved	Not achieved

Outcome 2. Improved risk management in mid-sized cities focused on work on the urban level, recognizing that the urban environment will become more vulnerable to natural disasters in the light of changing climate. The assessment of the level of achievement of the project indicators is presented in the table below.

Table 11. Achievement of outcome 2

Status	Outcome target indicator	Comment
	Urban disaster management challenges and opportunities addressed.	*Target indicator achieved as per project proposal*
	Municipality disaster risk management improvement plans implemented.	*Target indicator partially achieved as per project proposal. Technical parts of the assessments and recommendations have been provided to the towns. Still, the institutionalization and approval of the plans (being stand-alone or integrated) have not been done in all target localities.*

Achieved	Partially achieved	Not achieved
		

Outcome 3. Search, and Rescue capacities improved. This outcome was addressed to increase capacities, including the technical one in the research and rescue. Project supported the local level capacities by developing community-based SARs, facilitated the country's integration in INSARAG, and provided technical means for intervention. The assessment of the level of achievement of the project indicators is presented in the table below.

Table 12. Achievement of outcome 3

Status	Outcome target indicator	Comment
	Modalities for integrating CDBRM SAR Teams into the national system completed.	*Target indicator achieved as per project proposal*
	Assessment report completed	*Target indicator achieved as per project proposal*
	Procurement completed	*The procurement process was still ongoing for the number of items during the project evaluation.*
	Training of women/young adults completed	*Target indicator achieved as per project proposal.*

	Training for Tajspas completed	*Target indicator achieved as per project proposal.*

Achieved	Partially achieved	Not achieved
		

Outcome 4: Cross-border cooperation for disaster response improved. This output had the objective to develop capacities for the joint Tajik-Afghan response in cross-border emergencies. Due to the change of Governance in Afghanistan that happened recently, it was not possible to achieve established targets, as planned, on the project design phase, even though both sides reached the preliminary agreements. The assessment of the level of achievement of the project indicators is presented in the table below.

Table 13. Achievement of outcome 4

Status	Outcome target indicator	Comment
	"Friction-free" movement of relief aid and personnel across the Afghan-Tajik border established	*Target indicator achieved as per project proposal*
	Tajik-Afghan SAR interoperability established	*Target indicator achieved evaluated as not completed as stated in the project proposal. Due to the political situation in Afghanistan, there was no possibility to have a legal agreement between the two states. The project team did everything possible to establish the contacts between two teams, the visit to Tajikistan was organized to exchange experience.*
	Relief stockpiles in Tajikistan for use in Afghanistan established	*Target indicator achieved as per project proposal. Due to the political change, these stocks can be used by the Tajik side.*

Achieved	Partially achieved	Not achieved
		

Criterion **"Achieving of Outcomes"** rating: "**Satisfactory."**

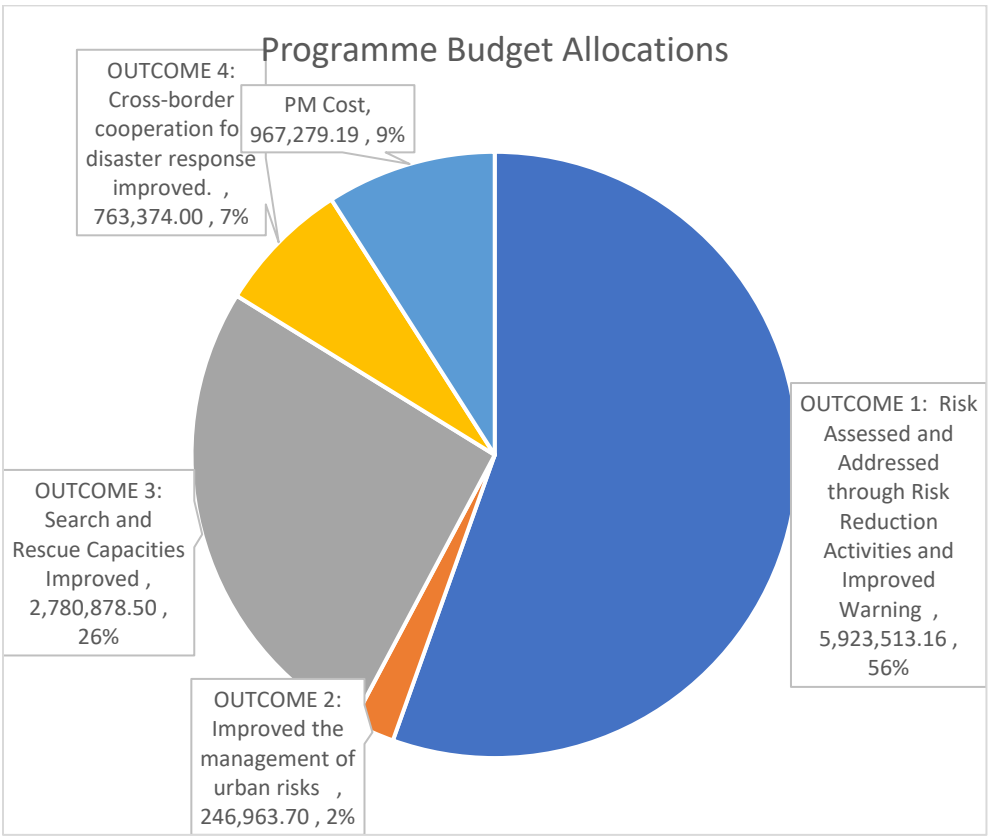
4.3 Efficiency

In the case of complex interventions that include various stakeholders' issues about the timeliness of the project, interventions regarding the initial planning are often reported. The crucial delays in the project implementation were due to several factors. COVID pandemic situation that had

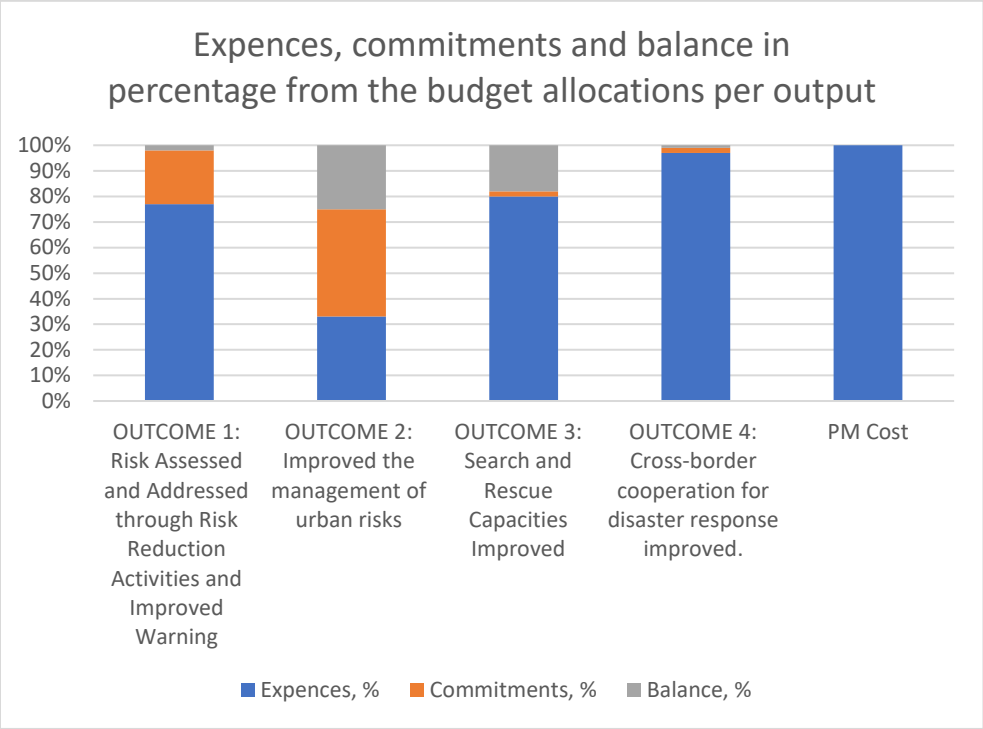
affected many processes caused significant delays in the project implementation. These effects were limiting human mobility, causing the delay in training/meetings in Tajikistan, and many supply chains on the global levels were interrupted. On the project level, it resulted in the extension of the construction component, as some materials were not available locally, which caused changes in the technical design and documentation. Several project extensions (till August 2021, December 2021, March 2022) were requested and approved by the donor to finalize the project activities.

The other reason for delays in the project implementation was difficulties in communication with the principal national partner – CoES. To facilitate the process of approval with the national partner, the project team has developed Standard Operating procedures that were the basis for the cooperation between the project and the national partner. UNDP has clear internal policies for procurement. Various approvals should be obtained based on the procurement complexity and the common goods or services once the tender is launched and the company is selected. They vary from the country office endorsement to the involvement of the headquarters. Such procedures ensure an open, transparent, and fair process to obtain the best financial offer for high-quality deliverables. Governmental structures have other procurement procedures and probably could not fully understand the requirements and procedures within the international organization. Even though there were delays in the project implementation and procurement, the project managed to have 94% delivery by the end. This estimation includes the accurate delivery and commitment by 31.12.2021.

Figure 10 below shows the budget allocations:



The overview of the expenses, commitments, and balance in percentage from the budget allocation is presented below (figure 11):



UNDP is one of the principal players in DRM in Tajikistan, and the others are the Swedish Development Cooperation and Delegation of the European Union. The project management unit has managed to make synergies with the other initiatives in the country, supported by SDC, Russian Trust Fund. It was challenging to align the timelines from several projects from one side. For example, the methodology and the risk assessment were supported jointly by two donors (Japan Government and SDC), but this allowed to unify donors' efforts and provide more comprehensive assistance to the national government.

Coordination meetings that included various donors held in the first phase of the project implementation helped coordinate different interventions, the support provided in this area. It was estimated highly by the participants and mentioned as a good initiative.

As mentioned in previous sections, the project performed well in establishing the synergies with other initiatives on the national and regional levels. As the project has not provided the Communication strategy and the plan, it isn't easy to estimate the extent to which the other projects contributed to achieving project results. The respondents from the countries recognized that the information campaign was held on the national and local levels. That means that the project performed well by joining efforts and resources from different stakeholders.

Criterion **"Efficiency"** rating: **"Satisfactory."**

4.4 Sustainability and Impact

This section presents the assessment overview and the findings regarding sustainability and impact. The project performed various activities, and more than 140 pilot projects have been realized on the local level. The national level's DRR governance structures still need significant improvement, and the shift towards disaster risk management is taking place gradually.

The project team has dedicated efforts to communicate and establish partnership relations with main stakeholders on the national level established new partnerships. These partnerships, for example, in the case of ALRI, helped significantly increase the local level impact. Heavy machinery procured for the agency will be used in future DRR activities on the local level, and the national authorities are developing the mechanism of financial sustainability.

The evaluation considers that the likelihood of impact on the local level is “likely, the rating of sustainability on the local level has rating “likely” as well.

4.4.1 Likelihood of impact

Evaluation of the likelihood of the impact presents an assessment of how the current intervention contributed to the long-term results stipulated in the Logical Framework. There are two levels of long term results that are specified in the project document

- **Output:** 20% reduction in disaster impact in the form of loss of life and damage, from high impact hazards, including mudflows, avalanches, earthquakes, and floods
- **Impact:** People of Tajikistan become more resilient to disasters and benefit from improved policy and operational frameworks for environmental protection and sustainable management of natural resources.

In the current evaluation, the assessment of the impact level result was done by addressing the evaluation questions to the key informants. The aspects addressed various capacities that should be in place for effective implementation of disaster risk management: governance, knowledge, technology and equipment, implementation capacities, and financing.
There is a national policy document guiding the efforts in disaster risk management. NDRMS covers the period till 2030. However, no program document stipulates the priorities, actions, and resources that the government commits for acting in this direction. It also means that no budget allocations can be made for the strategic priorities, and governance is the limiting factor for the various stakeholders to act. Deliverables developed by the project (e.g. Risk Assessment Tool, Flood protection manual that has a set of the proposed measures) can not be covered from the state budget. Their further application will depend a lot on external funding.

Development of the prevention activities in partnership with ALRI contributed significantly to raising their capacities to implement local-level infrastructure measures. This was reaching out to “non-usual” actors in DRM showed to be effective and increased the implementation capacities that are in the process of introduction into their services, which in the long run can result in a positive impact on the local level.

The project has supported the first steps of integrating the national team into the INSARAG (International Research and Rescue Advisory Group). Being an international network, it includes more than 90 countries and organizations dedicated to urban research and rescue activities and operational field cooperation. Tajikistan has made the first step for becoming a member of this mechanism, appointing the national focal points. Initial capacity assessment personified has identified the areas that need improvement to enable the country team to join INSARAG. Nevertheless, the following steps should be supported to facilitate the involvement. Joining INSARAG can become a strong point in response to emergencies.

The project has contributed significantly to increasing technological preparedness, giving various means for intervention: e.g., mountainous SAR equipment, hydraulic rescue equipment, diving equipment. But their further application will depend on how well the internal logistic processes within CoES are organized, e.g., how fast they can redirect equipment to the point where it is needed and how prepared for their use the personnel is. The situation is aggravated by the fact that there is a significant staff turnover on the operational level. Staff with the save and rescue capacities migrate to other countries (e.g., Russia) where these professions are in demand. Others can leave the country as the salaries are low and people have to find alternative sources of income.

The project has contributed to developing technical capacities on the national and local levels. Additionally, were strengthened operational capabilities and improved risk assessment and forecasting unless the existing governance system in the country is not ready to fully absorb these products and incorporate them into the daily business operations, which poses threats to the project's positive long-term impact.

Criterion **“Likelihood of impact” (on the local level)** rating: “**Likely.”**

4.4.2 Sustainability

There are prerequisites for the continuation of activities for all four project directions. They are: following risk assessment and risk reduction measures; improving risk management in urban areas; further developing search and rescue capacities on the national and local levels, strengthening cross-border disaster response. Methodological tools, equipment and materials, guidelines, training, and awareness-raising materials can be used by stakeholders to advance their DRM capacities.

The country has approved the Disaster Risk Management strategy till 2030. But the detailed implementation program, activities, and budget are not endorsed yet. This means that even if the strategy is in place, there is no national-level financing allocated to improve the DRM capacities, as stated in the Strategy. This direction is not supported by the state budget and is mainly donor-driven. Such a situation negatively influences the sustainability of the project achievements as

organizations do not have the financial means to sustain the products delivered by the project (e.g., this refers to the risk assessment system).

High employee turnover reduces the institutional memory, and repetitive training (e.g., applying the risk assessment methodology, forecasting dangerous meteorological events) should be done to retain the same level of knowledge of the staff in the responsible organizations. To the extent possible, it should be included in the institution's budgets, while developing the new capacities and tools can be done with external support.

The National Platform for DRM presented an excellent initiative, and due to the coordination done on the national level, Tajikistan has advanced in promoting the DRM agenda. They were among the first countries which adopted the DRM that includes the main direction from Sendai Framework for Action. Until now, UNDP was mainly supporting the operational work of the platform, as CoES did not have resources allocated regularly to support its work. Even though a coordination mechanism exists, actors should initiate its functional and institutional review to address the new challenges, implement tasks, and identify internal resources to be regularly allocated. It will ensure the sustainability of this mechanism.

The financial sustainability of the project activities and possibilities for the replication still depends a lot on external resources that could probably become available from the donors' and development partners' support. As was mentioned by key informants during interviews, there are no regular budget allocations for disaster risk management. The funds can be allocated in case of an emergency after the disaster occurs. Respondents from various sectors have indicated that prevention and preparedness are still possible only with external support.

The sustainability of the project actions, which were focused on the Tajik-Afghan cross border cooperation, depends mainly on the political situation in Afghanistan and is currently out of the project control. CoES is responsible for maintaining the warehouses with non-food items, and those built and equipped with the project support are insecure places. The national partner will be managing them according to the existing regulations.

Raising awareness and education activities do need a systematic approach. Stakeholders had recognized, during the evaluation, that they are paramount. To further support this, roles and responsibilities should be identified in this process.

Criterion **"Sustainability"** (on the local level) rating: "**Likely."**

4.5 Lessons learned

Lessons learned were collected throughout the evaluation process. They derive from interviews, field visits, and observations. These insights can be further used to create process change and applied in similar projects.

Support from the key national partners is essential for the effective and efficient implementation of the project activities.

When non-governmental partners implement external assistance projects, it should be done in close cooperation with the national authorities. Such projects are designed to support the development challenges that national organizations have. Being in close contact with national partners coordinating all implementation steps helps ensure that the country's needs are addressed. However, it is essential to keep track of the project's objectives, goals, and commitments as designed in the development phase. While the ways to achieve objectives can be negotiated to the extent that the donor accepts, all changes should align with the overall project goals and results stipulated.

Coordination in the DRM is essential for ensuring efficiency and sustainability.
Disaster risk management is a cross-cutting area that needs the involvement of various stakeholders on all levels: local, national, and international. When the national level authorities take the lead in this process, it helps them have the overview of all support that can be accorded to the country and mobilize the expertise and funds in case of emergency. An important aspect is ensuring the transparency and commitment of all interested partners to contribute and actively take part in the process. The coordination mechanism should be revised from time to time as it needs to correlate with changing situations and needs and respond to new challenges.

The involvement of national-level actors responsible for the prevention activities resulted in added value and the potential replication of project activities.
Usually, emergency services on the national level are the key partners in the DRM projects, and they coordinate the involvement of the other national-level actors. Very often, Tajikistan is not the exception, and emergency services do not have enough legislative power to involve to the needed extent the other subordinate agencies. In Tajikistan, ALRI was engaged as the project team's partner, so equipment and technical means were provided directly to them. It will support the integration of the services for flood prevention in ALRI daily business and, in this way, will ensure the sustainability and replicability of the project work.

Government commitment towards the internationally approved goals allows mobilizing external/donor funding.

The Government of Tajikistan has shown strong commitment towards achieving SDGs, contributing to Sendai Framework for Action. National Development Strategy 2030 National Disaster Risk Management Strategy 2030 was developed to integrate the required directions. Donors and development partners strongly support the Government of Tajikistan to advance the international Agenda. Coordination mechanisms that already exist on the national level ensure this support to be integrated further.

In low-income countries, sustainability aspects depend a lot on the available resources and modalities for their allocation, and in some cases, international assistance remains the paramount factor.
Tajikistan faces many challenges in different areas of development. Ensuring effective DRR governance is often not a top priority in the development plan, especially when discussing prevention and preparedness. The response is on the list of importance of the governmental authorities, but it is often addressed only after the emergency happens. External funding is essential for the whole DRM system, but it should address the significant gaps in the governance

rather than concrete interventions in case of disasters. The government should allocate special budget lines, both on national and local levels, to ensure financial sustainability, identify resources for priority actions, and identify those actions that the other actors can support.

Regional cooperation is vital in case disaster strikes.
There is a saying that “disasters do not know borders.” If a disaster happens in the transboundary area, both countries should act. If interaction protocols are established preventively, it is easier to operate in an emergency. According to the risk assessment protocol, preparedness for significant emergencies can be applied, as well, in other circumstances.

Conduct a mid-term review for complex projects

For complex interventions with two years or more, the mid-term review can adjust the project implementation. Assessment of project achievements, accountability, and evidence-based decision-making in the middle of the implementation process can help change the initial project planning and propose the relevant fine-tuning of the performance indicators that better suit the project implementation. At this stage, the allocation of resources, including the human resources (personnel assigned for the project implementation), should be reviewed critically to ensure that required expertise within the team (e.g., financial, procurement, communication, and logistic) is sufficient to implement the project activities.

Strategic communication should be an integral part of the project implementation

Communication strategy and its implementation plan should be developed to guide the project efforts for reaching out to target groups. A dedicated communication specialist can be part of the implementation team if possible. Communication strategy, being developed in the inception phase (first project implementation stage), can set the strategic directions for reaching out to the critical audience. Messages and dissemination modalities should be adjusted based on the target groups and their level of knowledge to access information. Communication objectives, targets, and SMART indicators should be set to monitor its effectiveness. The progress can be evaluated against the initial plan during the mid-term review and final assessment. To develop the baseline targets in the communication process, a separate study, e.g. social reception study, can be done to identify all aspects required for the communication process.

4.6 Conclusions and recommendations

4.6.1 Conclusions

The evaluation finds that the project has achieved an adequate level of success in all four project directions. The project has been relevant across all levels:

- International: supporting the government in the implementation of the international commitments
- Addressing donor's priorities
- Complementing the other efforts taken by the UN country team
- Responding to the needs of local communities.

The evaluation has assigned the following scores for the evaluation criteria:

- **Relevance: Highly relevant**
- **Implementation of activities: Satisfactory**
- **Achievement of outcomes: Satisfactory**
- **Efficiency: Satisfactory**
- **Likelihood of impact (on the project level locations):** Likely
    - **Likelihood of impact (on the national level):** Moderately likely
- **Sustainability (on the project level locations):** Likely
    - **Sustainability (on the national level):** Moderately likely

It is worth mentioning that the project has performed well at the levels of activities and outcomes. Several external factors, such as weak governance structures and low capacities of the national partners to maintain the project results and the low budget allocations for disaster risk management, result in a lower evaluation rating of the long-term results. These shortfalls have been addressed in the recommendation part that can be integrated into other projects this year.

4.6.2 Recommendations

Recommendation 1.1. Facilitate the further development of a multi-hazard information system

During the current project, the first step in developing the multi-hazard risk assessment was made. However, the support is still necessary to be institutionalized within the national disaster risk management system. It is essential to ensure access to all of the parts of this system for all interested partners, local authorities, and donors. This information can help decision-makers better plan the activities in the country to raise the resilience of the local communities. Regular review and update of the system should also be discussed with the national authorities. Of course, the types of data and information that are part of the system should not be updated daily unless periodical updates should be foreseen and planned. Information should be presented in the major languages (Tajik, Russian, English) to reach key stakeholders and the interested public.

Recommendation 1.2. Engage the national authorities and development partners in supporting the dialogue on the disaster risk management

The National Platform for Disaster Risk Management has been formed as a coordination mechanism. Being institutionalized, it has the legal power to coordinate the efforts on the national level of various stakeholders. Nevertheless, the real influence of this platform is minimal. There is no funding allocated for the functioning of the National Platform. It was formed in 2012, and the review of its aspects of functioning should be done to identify up-to-date needs and existing gaps. UNDP can play an essential role in this process, having experience. They can reach out to the international network of experts to do this review. It is crucial to organize the participatory process with the involvement of various stakeholders.

Recommendation 1.3. Support Tajik-Afghanistan regional cooperation in disaster risk management.

Tajik-Afghanistan cross-border cooperation must be further explored to ensure that the countries are fully prepared in case of cross-border emergencies. Even though the political situation in Afghanistan does not fully allow joint activities, Tajik national authorities do consider this issue a priority, and strengthening DRM capacities in the bordering areas can be a priority in this respect.

Recommendation 1.4. Support integration of the country into INSARAG mechanism

Further support for joining the INSARAG platform should be accorded to the Government of Tajikistan. The accreditation process for INSARAG itself will facilitate the development of disaster risk management in-country capacities. Building the national team's capacities, identifying the ways for maintaining the qualified personnel, developing the national regulations and response measures to enable the team to act rapidly as required by this mechanism will contribute to the enabling DRM response for the in-country interventions as well.

Recommendation 1.5. Support the national partners in the integration of the methodologies tools developed into their daily activities

Under this and previous initiatives, UNDP has developed methodologies and tools for various aspects of Disaster Risk Management. Piloting methods (e.g., urban risk assessment, afforestation) have been applicable in the national context. Governmental agencies do not always have the necessary resources (financial, human, procedural) to integrate the project results into their daily processes. This means that support for integration should be foreseen in the project design. After elaborating the tool, legal and procedural approval will be accorded, and, thus, the project results will be integrated into their policies and procedures.

Recommendation 1.6. Advocate for mainstreaming DRR and CCA into the development processes on various levels

DRR should be integrated into governmental strategies and plans across all levels. This should also foresee the identified measures' budget allocations on all levels. Mainstreaming DRR should go hand in hand with climate change adaptation (CCA) being two interconnected processes.

Annex 1. ToR for the assignment

TERMS OF REFERENCE

Organization:	**United Nations Development Programme**
Project name:	**Strengthening Disaster Risk Reduction and Response Capacities**
Post Title:	**International Consultant for Project Evaluation**
Period of assignment/services:	**Estimated 25-30 working days during July-August 2021**
Duty station:	**Home-based, with one mission to Tajikistan**
Type of appointment:	**Individual Contract (International Consultancy)**

I. PROJECT BACKGROUND

In its work, UNDP focuses on promoting integrated approaches to development, ensuring building the resilience of communities to climate variability and climate-related disasters, disaster risk reduction, and promoting integrated approaches to development. In this regard, UNDP with funding of the Government of Japan, implements "Strengthening Disaster Risk Reduction and Response Capacities" project to maintain the high level strategic policy dialogue with the Government of Tajikistan on disaster risk reduction and disaster risk management, and pilot local level interventions, to reduce the risk of disasters and increase resilience, and thus contribute to improving livelihoods.

The "Strengthening Disaster Risk Reduction and Response Capacities" project is built on the National Disaster Risk Management Strategy and priority areas identified in the "Sendai Framework for Disaster Risk Reduction (2015-2030)". The project implementation started in Sept. 2016.

The project supported the Government of Tajikistan to undertake a nation-wide risk assessment, worked to establish and implement risk reduction measures and improve early warning (Project Outcome 1), in line with Sendai Framework's Priority Area 1 on understanding disaster risks and Priority Area 3 on investing in DRR for resilience. The project facilitated an improved disaster management planning, preparedness and response in nine mid-sized municipalities (Outcome 2) and strengthened capacities of search-and-rescue teams (Outcome 3), in line with Sendai's Priority Area 2 on enhancing disaster preparedness for an effective response and disaster risk governance. The project promoted cross-border cooperation with Afghanistan to improve disaster response (Outcome 4), in line with the call under the "Central Asia plus Japan" Dialogue to promote regional cooperation in the area of DRR. The project is implemented by UNDP Tajikistan in partnership with the Committee of Emergency Situations and Civil Defense of

Tajikistan, Agency of Hydrometeorology, Department of Geology, Afghanistan National Disaster Management Authority, and local authorities, with broad participation of the communities.

Due to COVID-19 impact on the pace of project implementation, operational challenges and delays caused by specific focus of government counterpart organizations on solely procurement of equipment and machinery, the project has been extended for one year, and will close in August 2021.

UNDP's work on this project throughout 2016-2021 demonstrated the importance and effectiveness of integrated approaches in disaster risk reduction. The evaluation of the project is expected to capture the project results, successes and lessons learnt, and to feed into the formulation of the next programme cycle for UNDP Country Office in Tajikistan, in order to ensure that the sustained engagement over time (10-20 years) serves as a pre-requisite for institutionalization of these results, leading to direct economic, social and environmental gains.

II. PURPOSE

UNDP is seeking for an International Consultant, who, under an overall supervision of UNDP DRM Programme Manager and the Team Leader on Climate Change, DRR, Energy and Environment and in close consultation with the national stakeholders and other relevant counterparts, will assess the overall project impact, as well as the project progress towards achievement of its development goal and associated outputs, as well as quality of project implementation.

Main objectives of the Final Project Evaluation include:

- To determine the extent to which the project design has been in line with GoT and UNDP policy/programmatic priorities, and how it contributed to uplifting policies in this sector;
- To assess to which extent the project successfully achieved impact through reaching its anticipated outcomes and outputs, as stipulated in the Project Document and Project Results Framework.
- Identify factors that have contributed to achieving project results, or, in contrary, impeded the project progress.
- Analyze the effectiveness of the partnerships established/maintained with the Government, UN Agencies, donors, local communities and other relevant stakeholders.
- Identify lessons learnt in the course of project implementation, and provide recommendations as necessary.

In particular, the project evaluation should respond to following key evaluation criteria:

Relevance

- Assess to what extent the project was in line with national disaster risk reduction and response preparedness priorities, UNDAF, UNDP CPD and SDGs.
- Assess to what extent the project's overall interventions addressed the needs of the beneficiary government agencies and local communities.
- Assess the relevance and impact of technical assistance provided within the framework of the project.

Effectiveness

- Review and analyze the achievement of projects' results against set targets. Were the projects objectives and outputs clear and feasible?
- Assess the performance of the Project with particular reference to qualitative and quantitative achievements of outputs and targets as defined in the Project documents and work-plans and with reference to the Project baseline.
- Assess the areas in which the project has the fewest and the greatest achievements.
- Analyze the underlying factors within and beyond implementing agency's (UNDP) control that affect the Project (including analysis of the strength, weaknesses, opportunities and threats affecting the achievement of the Project).
- Assess the extent to which the project partners been involved in project implementation. What has been the contribution of partners and other organizations to the outcome, and how effective have UNDP partnerships been in contributing to achieving the outcome.
- Asses to what extent capacities of national and regional partners/authorities have been enhanced.

Efficiency

- Assess whether the Project has utilized Project funding as per the agreed work plan to achieve the projected targets.
- Analyze the role of the Project Steering Committee (PSC) and whether this forum has been optimally used for decision making.
- Assess the timeline and quality of the reporting followed by the Project.
- Assess the qualitative and quantitative aspects of management and other inputs (such as equipment, monitoring and review and other technical assistance and budgetary inputs) provided by the project vis-à-vis achievement of outputs and targets.
- Identify factors and constraints, which have affected Project implementation including technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the Project design.

Sustainability and Impact

- Assess preliminary indications of the degree to which the Project results are likely to be sustainable beyond the Project's lifetime (both at the community and national level) and provide recommendations for strengthening sustainability.
- Assess the sustainability of the Project interventions in terms of their effect on environment.
- Analyze the emerging impact on the communities for both men and women in terms of food security, income and asset enhancement. Asses to what extend the project

interventions contributed to economic/livelihood empowerment of the community level beneficiaries, especially vulnerable women, migrant families, etc.

Lessons learnt/Knowledge Management

- Analyze areas for improvement for programming, especially with respect to project design, relevance and capacity of institutions for project decision making and delivery.
- Identify significant lessons or conclusions which can be drawn from the Project in terms of effectiveness, efficiency, sustainability and networking. Special attention may be given to the security situation and the coping strategies developed by the project to maintain work momentum.

EVALUATION METHODOLOGY SUGGESTED

The proposed evaluation methodology employs results-oriented approach and integrates cross-cutting issues (human rights, gender equality, environment etc.) into the evaluation.

The key elements of the methodology to be used by the evaluation team will consist of (but not limited to) the following:

- Documentation/desk review;
- Interviews with key partners and stakeholders;
- Focus groups;
- Field visits;
- Questionnaires;
- Participatory techniques, SWOT analysis and other approaches for gathering and analysis of data.

Documents to be reviewed:

Some of the background documents to be reviewed as part of the outcome evaluation are as follows:

- United Nations Development Assistance Framework (2016-2021);
- Country Programme Document (CPD) 2016-2021;
- Project Document “Strengthening disaster risk reduction and response capacities”;
- Annual Progress Reports for the entire project period;
- Monitoring and Evaluation tools (field trip reports, minutes of the Project Steering Committee meetings etc.).
- Project partner reports, project related outputs/deliverables, etc.
- Publications and social media resources, as relevant.

EXPECTED OUTPUTS AND DELIVERABLES

The consultant is expected to provide the following key deliverables within the period of his/her assignment:

- Inception report, comprising a proposed methodology, workplan and schedule;
- Draft evaluation report for comments;
- Address comments, questions and clarifications;
- Final evaluation report (addressing comments, questions and clarifications);
- Evaluation report summary; and
- Project evaluation presentations and other relevant products.

It is expected that draft report will be submitted to the UNDP in two working weeks after the in-country mission, and the final report with all comments and recommendations incorporated submitted to UNDP for final endorsement not later that in two working weeks after receipt of consolidated formal feedback with comments to a draft from the UNDP (in the form of audit trail).

The draft Report and Final Reports: The Report should be logically structured, contain evidence-based findings, conclusions, lessons and reasonable number of recommendations, and should be free of information that is not relevant to the overall analysis. The Report should respond in detail to the key focus areas described above.

Presentation: For presenting and discussing the draft final report interactively, the consultants will facilitate a concluding workshop for the Project stakeholders.

III. EXPECTED DELIVERABLES

#	***Deliverable***	***Approx. Timeframe***	***Approx. Days***
1.	Desk review of the contextual and project related documents	July	4 days
2.	Provision of inception report, comprising of the evaluation methodology, questionnaires, mission plan		
3.	7-10 day in-country mission and presentation of findings at the end of the mission	July	10 days
4.	First draft of the Project Evaluation report submitted within 2 weeks after the mission	July	10 days
5.	Feedback on the draft evaluation report incorporated	July	1 day
6.	Final Project Evaluation report with recommendations in a form and substance satisfactory to UNDP, submitted within 2 weeks after the receipt of final comments from UNDP. The presentation of key Project Evaluation findings prepared and presented at the Final Project Workshop meeting	August	5 days

Annex 2. Bio of the evaluator

Education:

Master in Natural Sciences (M.S.), Tiraspol State University, Chisinau, Moldova, graduated in **June 2016**

- Emphasis on Drought Risk Management

Master in Management (MSc), Academy of Public Administration, Chisinau, Moldova, graduated in **June 2004**

- Emphasis on management of non-government organizations

Specialist in biology and Chemistry (University degree), Tiraspol State University, Tiraspol, Moldova, graduated in **May, 2003**

- Emphasis on electrochemistry

Qualifications

- Certified PRINCE©2 Practitioner
- Geographic Information System ArcGIS, able to create maps
- Experienced in organizational assessments
- Certified trainer and facilitator
- FAO certification in Pesticides Management and inventory of POPs.
- Able to communicate fluently and write in English and Russian and Romanian

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Experience in Evaluation

UNDP Tajikistan, August – December 2021

- Final project evaluation "Improving sustainable institutional and regulatory framework for chemicals and waste management throughout their lifecycle in the Republic of Moldova".

Blacksmith Initiative, November 2020 – March 2021

- Final project evaluation "Strengthening the capacity of Tajik CSOs to be effective advocates for socially-excluded, vulnerable populations in rural areas"

Environmental Pollution Prevention Office Ministry of Agriculture, Rural Development and The Environment, May – December 2020

- Final project evaluation "Improving sustainable institutional and regulatory framework for chemicals and waste management throughout their lifecycle in the Republic of Moldova".

UNDP Moldova, May-November 2020

- Mid-term review of the GEF Project „Moldova Sustainable Green Cities – Catalyzing investment in sustainable green cities in the Republic of Moldova using a holistic integrated urban planning approach“.

UNDP Istanbul Regional Hub, April-September 2020

- Evaluation of the summers school on Disaster Risk Management

Environmental Pollution Prevention Office Ministry of Agriculture, Regional Development and Environment of the Republic of Moldova, November – December 2018.

- Performing final evaluation of the project: “Strengthening capacities for the development of the national Pollutant Release and Transfer Registers (PRTR) and supporting SAICM implementation in two countries with economy in transition: The Republic of Moldova and the Republic of Macedonia.”

UN Environment, May-November 2017

Terminal Evaluation of the UNEP/GEF project “Demonstrating and Scaling Up Sustainable Alternatives to DDT for the control of vector borne diseases in Southern Caucasus and Central Asia (Georgia, Kyrgyzstan, Tajikistan)”.

Annex 3. Programme of the evaluation

In-country mission				
Monday, 15 November	TK 801 arrival 0330 15 Sep			UNDP DRMP driver will pick up from airport
Monday, 15 September 2021	13:00 – 13:15	Country Security Briefing by UNDSS	Ms. Ecaterina Melnicenco UNDSS Team	UN Compound in Lotus
	13:30 – 14:30	Meeting with UNDP Team	Ms. Ecaterina Melnicenco Ms. Malika Khakimova, Programme Associate on Climate Change, DRR, Energy and Environment, UNDP Tajikistan Mr. Firdavs Faizulloev, Programme Manager, UNDP DRMP Mr. Ilhom Safarov, Project Analyst, UNDP DRMP	UNDP CO
	14:30-15:00	Meeting National Consultants on Urban DRM Planning	Mr. Dehkonov J.	
	15:30 – 16:00	Meeting with Agency for Land Reclamation and Irrigation (ALRI) Mr. Kholmurod Rahmon, Director	Mr. Kholmurod Rahmon, Director of ALRI Ms. Ecaterina Melnicenco Ms. Khursheda Aknazarova	ALRI office
	16:20 – 17:00	Desk work		
Tuesday,	09:00 – 11:00	Meeting National Consultants on: Land Use Planning	Ms. Ecaterina Melnicenco	UNDP CO

In-country mission				
16 November, 2021		Eco-DRR Consultant CBDRM Consultant	Mr. Abdurakhimov N. Mr. Gulonov M.	
	11:00-12:00	Meeting with UNDP RR/DRR	Mr. Christophoros Politis Ms. Ecaterina Melnicenco Ms. Malika Khakimova Mr. Firdavs Faizulloev	UNDP CO
	12:30-13:30	Zoom call with UNDP Afghanistan Mr. Mohammad Salim, Programme Officer mohammad.salim@undp.org	Mr. Mohammad Salim Ms. Ecaterina Melnicenco	Zoom call
	14:00-15:00	Meeting the Committee of Emergency Situations and Civil Defence (CoES) Mr. Nazarzoda R. Chairman	Mr. Nazarzoda R. Ms. Ecaterina Melnicenco Ms. Khursheda Aknazarova	CoES
	15:10-17:00	Desk work		UNDP CO
Wednesday, 17 November 2021	09:00-10:00	Zoom call meeting with RBO Team of Panj River on Flood DRM Manual for Tajikistan.	Mr. Amriddin Shamsov, Coordinator of Panj RBO and his Team Ms. Ecaterina Melnicenco Ms. Khursheda Aknazarova	Zoom call shamsov_7073@mail.ru
	10:30-11:00	Meeting with Katori Harumi, Third Secretary, Embassy of Japan in Dushanbe.	Ms. Ecaterina Melnicenco Ms. Khursheda Aknazarova	Embassy of Japan in Dushanbe
	11:10-11:50	Meeting NP for DRR Secretariat	Mr. Jamshed Kamolov Ms. Ecaterina Melnicenco Ms. Khursheda Aknazarova	CoES Main Building
	12:00-13:00	Lunch		
	14:10-17:10	Field visit to Eco-DRR and infrastructure sites in Fayzabad district, meeting with local authorities	Mr. Boev Jahonbek, Deputy chairman of Fayzabad district	Fayzabad district

In-country mission				
			Ms. Ecaterina Melnicenco Mr. Firdavs Faizulloev Mr. Abdurakhimov N.	
	15:00-15:30	Meeting with AKF staff and RBO Team of Zarafshan River on Flood DRM Manual for Tajikistan.	Mr. Sukhrob Qishkorov, M&E Specialist, AKF Tajikistan TBC, Zarafshon RBO Deputy Ms. Ecaterina Melnicenco Mr. Firdavs Faizulloev	Center of Ayni District
Thursday, 18 November 2021	08:30-08:50	Meeting with Agency for Hydrometeorology	Mr. Kurbonzoda Abdullo Ms. Ecaterina Melnicenco Ms. Khursheda Aknazarova	To be postponed/via zoom
	09:30-11:30	Visit to ALRI specialized mobile park of heavy machinery	Ms. Ecaterina Melnicenco Ms. Khursheda Aknazarova	
	12:30-13:30	Lunch		Akf monitoring evalution report officer Zarafshon rbo
	14:00-15:00	Visit to CoES SAR Department and review the procured equipment		
	15:20-16:20	Visit to CoES logistics Department and review the SAR equipment and heavy machinery		
Friday, 19 November 2021	08:30-12:30	Visit to Kushoniyon Warehouse for non-food items and meeting with Regional CoES	Mr. Mamadzoda J. Ms. Ecaterina Melnicenco Mr. Firdavs Faizulloev	
	14:30 - 15:00	Debriefing with UNDP SM	Ms. Ecaterina Melnicenco Ms. Malika Khakimova Mr. Firdavs Faizulloev Mr. Ilhom Safarov	
Saturday,				

In-country mission				
20 November 2021				
	09:00-17:00	Visit to Panjakent town to review the DRR infrastructure projects	Ms. Ecaterina Melnicenco Mr. Firdavs Faizulloev	
Sunday, 21 November 2021		Desk work		
Monday, 22 November 2021	03:00	Departure		

Annex 4. List of people interviewed

1. **Mr. Vasko Popovski**, Int. Consultant on Urban DRM Planning
2. **Mr. Hubert Lohr**, Int. Consultant on development of Flood manual
3. **Mr. Johannes Sander**, Int. Consultant on capacity building of the Agency for hydrometeorology
4. **Mr. Charles Kelly**, Int. Consultant on interoperability of SAR teams of Tajikistan and Afghanistan
5. **Dr. Manzul Kumar Hazarika**, Team Leader on Conducting Risk Assessment and Developing Risk Profiles
6. **Mr. Mohammad Salim**, Programme Officer
7. **Mr. Mohammadi M.,** Department for International Cooperation
8. **Ms. Malika Khakimova**, Programme Associate on Climate Change, DRR, Energy and Environment, UNDP Tajikistan
9. **Mr. Firdavs Faizulloev**, Programme Manager, UNDP DRMP
10. **Mr. Ilhom Safarov,** Project Analyst, UNDP DRMP
11. **Mr. Dehkonov J.**, National Consultant on Urban DRM Planning
12. **Mr. Kholmurod Rahmon**, Director of the Agency for Land Reclamation and Irrigation (ALRI)
13. **Ms. Khursheda Aknazarova**
14. **Mr. Abdurakhimov N.**, Eco-DRR Consultant
15. **Mr. Gulonov M.**, CBDRM Consultant
16. **Mr. Christophoros Politis**
17. **Mr. Nazarzoda R.**, Chairman of the Committee of Emergency Situations and Civil Defence
18. **Mr. Amriddin Shamsov**, Coordinator of Panj RBO and his Team
19. **Mr. Jamshed Kamolov**
20. **Mr. Boev Jahonbek**, Deputy chairman of Fayzabad district
21. **Mr. Sukhrob Qishkorov**, M&E Specialist, AKF Tajikistan
22. **Mr. Kurbonzoda Abdullo**, Agency for Hydrometeorology

Annex 5. List of Documents reviewed

Document's name	File name	Language	Type
Annual Report - “Strengthening Disaster Risk Reduction and Response Capacities” (2016-2017)	Annual Report Strengthening Disaster Risk Reduction and Response Capacities_07.09.2017	English	Project document
Project Report - “Strengthening Disaster Risk Reduction and Response Capacities” 2018-2019	Progress Report SDRRRC_Final	English	Project document
Annual Report - “Strengthening Disaster Risk Reduction and Response Capacities” (2017-2018)	Annual Report Strengthening Disaster Risk Reduction and Response Capacities_07.09.2018 (final 20180907)	English	Project document
UNDP Project Document - Tajikistan - Strengthening Disaster Risk Reduction and Response Capacities - 2016-2020	ProDoc signed and approved_ENG_resized.pdf	English	Project document
UNDP in Tajikistan “Strengthening Disaster Risk Reduction and Response Capacities” project (Summary of the Project)	Progress of SDRRRC project_10092020	English	Project document
Agreement between the Government of Tajikistan and the Government of Afghanistan on cooperation in the field of prevention and liquidation of emergency situations	Agreement Eng.pdf	English	National document
Algorithm of actions on technical needs assessment, identification of the type of equipment, elaboration of specs and procurement of search and rescue equipment in the framework of the project “Strengthening disaster risk reduction and response capacities”, funded by the Government of Japan	SOP on equipment_updated	English	Project document
List of UNDP/DRMP Infrastructure projects for 2014-2020(updated 30.09.2021)	List of the DRMP projects for 2014-2021 (notcompl 29.11.2021)	English	
Letter to Mr. Rustam Nazarzoda, Chairman of Committee for Emergency Situations	Tajikistan_new_FP	English	

Письмо Секретариату ИНСАРАГ от Р. Назарзода	Letter to INSARAG on Focal Points_updated 16.11.2018	Russian	
International deployment of Tajikistan Urban Search and Rescue Teams Legal and institutional review	TAJ USAR Review_Jan 2020_Final	English	
IEC/R Checklist - version 2018	INSARAG_Checklist_2018v1.0 for Tajikistan	English	Project document
USAR Assessment Report Tajikistan	USAR Assessment Report Tajikistan	English	
ОТЧЕТ КОНСУЛЬТАНТА в рамках программы “Программа по управлению рисками стихийных бедствий ПРООН/ Укрепление потенциала по снижению риска бедствий и реагированию”	Report on Hydromet Assessment_TJK	Russian	
UNDP Disaster Risk Management Programme/Strengthening Disaster Risk Reduction and Response Capacities - Situation Analysis	02_Report_On_Situation_Analysis	English	Project document
Water Sector and DRR - Flood Risk Coordination and Inter-District Flood Management Collaboratives	Inter-district flood managment collaboratives_eng	English	
Nominalization of Ms. Ecaterina Melnicenco as UNDP International Consultant	SKonica_Min21111016110	English	
Agreement between the Government of Tajikistan and the Government of Afghanistan on cooperation in the field of prevention and liquidation of emergency situations	Agreement Eng.pdf	English	National document
ПОЛОЖЕНИЕ БАССЕЙНОВОГО СОВЕТА РЕКИ СЫРДАРЬЯ	ПОЛОЖЕНИЕ БАССЕЙНОВОГО СОВЕТА РЕКИ СЫРДАРЬЯ	Russian	
WATER SECTOR REFORMS PROGRAMME OF THE REPUBLIC OF TAJIKISTAN FOR 2016-2025 (Unofficial Translation!!!)	Water Sector Reform Programme Approved 30122015	English	
Постановление Правительства Республики Таджикистан о Программе реформы водного	Resolution of the GoT 30122015	Tajik / Russian	National document

сектора Республики Таджикистан на 2016-2025			
БАССЕЙНОВЫЙ ПЛАН ИСПОЛЬЗОВАНИЯ, ОХРАНЫ И РАЗВИТИЯ ВОДНЫХ РЕСУРСОВ РЕКИ КАФИРНИГАН	Kofarnihon_RBMP_full_draft3	Russian	
AKSU Disaster Risks Reduction WATERSHED MANAGEMENT PLAN - Tajikistan 2018-2022	Aksu watershed management plan Eng (1)	English	
THE WATER PLAN OF TAJIKISTAN PART OF SYRDARYA RIVER BASIN FOR 2020-2025	20.07.2018_ Final USA	English	Project document
MDRMIP of the City of Khujand – Monitoring Plan	Khujand MDRMIP Action Plan M&E final	English	Expert's deliverable
City of Khujand - Municipal Disaster Risk Management Improvement Plan (MDRMIP) Action Plan 2019 - 2025	Khujand Action Plan Presentation	English	Expert's deliverable
ASSESSMENT OF CURRENT DISASTER RISK MANAGEMENT SYSTEM IN TAJIKISTAN	VP TAJ DRM Assessment Final	English	Expert's deliverable
MUNICIPAL DISASTER RISK MANAGEMENT IMPROVEMENT PLAN - CITY OF KHUJAND (2019 – 2025)	Khujand MDRMIP final	English	Expert's deliverable
Cover Note - Review of Disaster Response Management and Search and Rescue Operation Modalities in Afghanistan - UNDP Contract IC/2021/079 - Prepared by C. Kelly, Disaster Management Consultant	Afghan SAR Cover Note	English	Expert's deliverable
Assessment of Disasters Response Management and SAR Procedures and Systems in Afghanistan Prepared by C. Kelly, Disaster Management Consultant	Afghan SAR Systems - Report 1	English	Expert's deliverable
Comparison of Afghan and Tajikistan SAR Regulations and Capacities Prepared by C. Kelly, Disaster Management Consultant	Comparison of Afghan and Tajikistan SAR	English	Expert's deliverable

Water Sector and DRR - Flood Risk Coordination and Inter-District Flood Management Collaboratives	Inter-district flood managment collaboratives_eng	English	Expert's deliverable
Inception Report Review of Disaster Response Management and Search and Rescue Operation Modalities in Afghanistan Prepared by C. Kelly, Disaster Risk Management Consultant	Taj Af SAR Assessment Inception Report	English	Expert's deliverable
Climate Risk Country Profile - Tajikistan	climate-risk-country-profile-tajikistan	English	
Tajikistan Climate Facts and Policy	CC-Tajikistan-web-2016	English	
Recovery Framework - Small Scale Disasters in Tajikistan Including Winter, Conflict and Gender Rapid Assessment Supplement	recovery_framework_eng	English	
ПОСТАНОВЛЕНИЕ ПРАВИТЕЛЬСТВА РЕСПУБЛИКИ ТАДЖИКИСТАН от 30 декабря 2015 года №799 О вопросах Государственной комиссии Правительства Республики Таджикистан по чрезвычайным ситуациям	National Commission on Emerg	Russian	National document
NATIONAL DEVELOPMENT STRATEGY OF THE REPUBLIC OF TAJIKISTAN FOR THE PERIOD UP TO 2030 (Non official Translation)	National Development Strategy-2030	English	National document
National Disaster Risk Reduction Strategy of the Republic of Tajikistan for 2019-2030	National DRM Strategy	Tajik / English / Russian	National document
UNDP Project Document - Tajikistan - Strengthening Disaster Risk Reduction and Response Capacities - 2016-2020	Project Document_(new format)_Final	English	Project document
United Nations Development Assistance Framework (UNDAF) for Tajikistan	UNDAF 2016-2020	English	Project document
ANNUAL PROJECT REPORT 2018 United Nations Development Programme Tajikistan Disaster Risk Management Programme [01-01-2018 – 31-12-2018]	APR_2018	English	Project document

ANNUAL PROJECT REPORT 2019 - UNDP in Tajikistan STRENGTHENING DISASTER RISK REDUCTION AND RESPONSE CAPACITIES - [January – December 2019]	APR_2019	English	Project document
Annual Work Plan - Disaster Risk Management Programme - 2017 (January-December)	AWP 2017	English	Project document
Annual Work Plan - Disaster Risk Management Programme - 2018 (January-December)	AWP 2018	English	Project document
Annual Work Plan - Disaster Risk Management Programme - 2019 (January-December)	AWP 2019	English	Project document
Annual Work Plan - Disaster Risk Management Programme: Strengthening Disaster Risk Reduction and Response Capacities (SDRRRC) - 2020 (January-August)	AWP 2020	English	Project document
Work Plan - Disaster Risk Management Programme: Strengthening Disaster Risk Reduction and Response Capacities (SDRRRC) - 2021 (January- August)	AWP 2021	English	Project document
Постановление № 533 от 17 августа 2014 года - Состав национальной платформы Республики Таджикистан по снижению риска стихийных бедствий	Decree on NP 07082014	Tajik / Russian	National document
The Government of the Republic of Tajikistan Decree From March 1, 2012 - Dushanbe - № 98 On Establishment of National Platform for Disaster Risk Reduction of the Republic of Tajikistan	National Platform_TOR_ENG	English	National document
Roles and Responsibilities of the members of the National Platform for Disaster Risk Reduction in Tajikistan	Roles and Responsibilities of NP members_ENG	English	National document
ПРОТОКОЛ Первой встречи Координационного Комитета Программа по управлению	1. PSC Feb 2017	Russian	Project document

рисками стихийных бедствий (ПУРСБ), ПРООН - 19 января 2017 г.			
MINUTES Programme Steering Committee Meeting - Disaster Risk Management Programme, UNDP - December 19, 2017	2. PSC Dec 2017	English	Project document
MINUTES Programme Steering Committee Meeting - Disaster Risk Management Programme, UNDP - November 30, 2018	3. PSC Nov 2018	English	Project document
MINUTES Project Steering Committee (PSC) Meeting - Strengthening Disaster Risk Reduction and Response - 18 February 2020	5. PSC Feb 2020	English	Project document
MINUTES Project Steering Committee (PSC) Meeting - Strengthening Disaster Risk Reduction and Response - 07 December 2020	6. PSC Dec 2020	English	Project document
GUIDELINES on regional disaster risk assessment for the territory of Tajikistan	Final RA methodology SDC	English	Project document
Final Report Multi-hazard Risk Assessment at District Level in Tajikistan (A report submitted to UNDP in partial fulfillment of services under Contract ref.: 43-2018-RFP-UNDP-DRMP)	Final-Report-UNDP-Tajikistan	English	Project document
Disaster Risk Assessment in Tajikistan: Methodological Framework	TJ DDRA Methdological Framework Japan	English	Project document
District Disaster Risk Profile – Sughd Region Multi-hazard Risk Assessment at District Level in Tajikistan (A report submitted to UNDP in partial fulfillment of services under Contract ref.: 43-2018-RFP-UNDP-DRMP - 2019)	Risk_profiles_Sugd	English	Project document
Terms of Reference International Consultant to review of Disaster Response Management and Search and Rescue Operation Modalities in Afghanistan	TOR Charles Kelly	English	

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE - UNDP Disaster Risk Management Programme/Strengthening Disaster Risk Reduction and Response Capacities - 40 working days during August 2017 – December 2017	TOR Hubert Lohr	English	
INDIVIDUAL CONSULTANT PROCUREMENT NOTICE - UNDP Disaster Risk Management Programme/Strengthening Disaster Risk Reduction and Response Capacities - 25 working days during April 2019 – September 2019	TOR Johannes Sander	English	
INDIVIDUAL CONSULTANT PROCUREMENT NOTICE - UNDP Disaster Risk Management Programme/Strengthening Disaster Risk Reduction and Response Capacities - 25 working days during April 2018 – December 2018	TOR Vasko Popovski	English	

Annex 6. Achievement of the targets by the end of the project

Outcomes	Target Indicators	Progress
Outcome 1: Risk Assessed and Addressed through Risk Reduction Activities and Improved Warning	1.1 User-friendly risk assessment tool developed. 1.2 Risk assessments and Risk Profiles completed 1.3 Standardized package of hard and soft (ecosystem) engineering risk reduction measures developed. 1.4 Strategic risk reduction projects prioritized and completed. 1.5 Weather data collection improved 1.6 Weather warning messaging and modalities improved.	1.1 Risk assessment methodology developed and introduced to Expert Group. 1.2. Risk assessment conducted in 58 districts, risk profiles develop and Countrywide Multi-hazard Risk Assessment Portal was launched. 1.3. Flood management guide was developed and presented to wide range of stakeholders. Many national and international partners are using it for their project implementation. 1.4 more than 85 disaster risk reduction sub-projects were implemented, including 57 ecosystem based DRR sub-projects. 1.5 Technical and institutional capacity of AoH was improved through provision of equipment and trainings. 1.6. To achieve the objectives of this activity, a multisectoral working group was established. The WG members decided to develop a mobile application for early warning and preparedness to emergencies. As model, CoES suggested to take the application used by the Ministry of Emergency Situations of the Republic of Belarus (MoESB). It was agreed to sign an Agreement with the MoESB for development of the similar application for Tajikistan. The TOR for the development of the mobile application was developed and agreed with MoESB. However, in January 2022, MoESB did not sign the agreement due to legislation restrictions, although the contract was agreed for signature. In order to achieve the target indicators, it was agreed with CoES that they will develop a simplified database of all jamoat and mahalla leaders throughout the country with contact details. In case of emergency, the direct phone calls/sms could be send to target mahallas and jamoats, informing them about potential emergencies.

Outcome 2: Improved risk management in mid-sized cities	2.1 Urban disaster management challenges and opportunities assessed. 2.2 Municipality disaster risk management improvement plans implemented.	2.1 The urban disaster management challenges were assessed in Khujand, Panjakent, Bokhtar, Kulyab, Rasht, Shaartuz, Jayhun, Tursunzoda and Gissar districts. 2.2 Municipality DRM plans were developed in all abovementioned municipalities. To demonstrate UNDP's commitment to urban DRM improvement, a number of sub-projects were implemented in Panjakent and Kulyab municipalities
Outcome 3: Search and Rescue capacities improved	3.1 Modalities for integrating CDBRM SAR Teams into national system completed. 3.2 Assessment report completed. 3.3 Procurement completed. 3.4 Training of women/young adults completed 3.5 Training for Tajspas completed.	3.1 CBDRM mapping was conducted in 15 districts to identify the institutional and technical capacities of volunteer teams were identified. 3.2 Based on the capacity assessment, the detailed report and recommendations were developed. 3.3 For identifying the technical capacities on CoES SAR teams, the INSARAG experts were involved. Based on their findings and recommendations, a great deal of SAR equipment and machinery were procured and handed over to CoES. 3..4 Based on identified needs, UNDP built the capacity of 21 CBDRM SAR teams in Khatlon province and Republican Subordinate districts. In particular, CBDRM SAR teams were trained and certified in Hisor (1 team), Shahrinav (3 teams), Tursunzoda (1 team), Kushoniyon (1 team), Vakhsh (1 team), Panj (1 team), Kubodiyon (1 team), A. Jomi (1 team), Khuroson (1 team), Varzob (1 team), Rudaki (1 team), Levakand (2 teams), Bokhtar (2 teams), Jaykhun (2 teams), J. Balkhi (2 teams). In total, 273 members of the CBDRM SAR teams (local leaders and activists) were trained on basic rescue skills, including young women. 3.5 With involvement of INSARAG experts, trainings and simulation exercises were conducted for SAR teams.
Outcome 4: Cross-border cooperation for disaster response improved.	4.1 "Friction-free" movement of relief aid and personnel across the Afghan-Tajik border established. 4.2 Tajik-Afghan SAR Interoperability established.	4.1 Intergovernmental Agreement on preparedness and response between emergency services of Tajikistan and Afghanistan was signed in August 2019. 4.2 Interoperability of Tajikistan and Afghanistan emergency services were assessed and details recommendations were provided. However, due to security situation in Afghanistan, the recommendations were not introduced.

	4.3 Relief stockpiles in Tajikistan for use in Afghanistan established**.**	4.3 Two warehouses for NFI stockpile were constructed in Kushoniyon and Khorog. The set of NFIs were procured and stocked in both warehouses.