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FINAL REPORT

Outcome evaluation of Swiss-funded COSE II

Creating Opportunities in a Safe Environment (COSE)

Phase II: Fostering Self-Sustained and Resilient Communities



Dr. Urs Bloesch, Adansonia-Consulting mandated by SDC; Evillard, 22/12/2019

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Executive summary

The project entitled “Creating Opportunities in a Safe Environment: Fostering Self-Sustained and Resilient Communities”, hereafter called COSE II, was initially planned from 1 August 2016 to 31 July 2019. It was extended until 31 December 2019 based on an additional credit proposal approved on 18 July 2019.

Switzerland together with co-funding from other donors has funded three previous phases of the project from 2009 to 2016 in the eastern province of Gorno-Badakhshan Autonomous Oblast (GBAO). This fourth phase was planned by Swiss Agency for Development and Cooperation (SDC) as an exit strategy.

Adansonia-Consulting was mandated by SDC to conduct this external and independent outcome evaluation. The purpose of the outcome evaluation is to provide accountability and learning to the project stakeholders and describe reasons behind the achieved results and consolidate lessons learnt and best practices.

The project is implemented in the eastern province of GBAO in Tajikistan by Aga Khan Agency for Habitat (AKAH) in close collaboration with Mountain Societies Development Support Program (MSDSP). In these harsh climatic conditions with little rainfall livestock breeding is the predominating agricultural management practice. The region is prone to hydro-meteorological disasters (mudflows, avalanches, glacial lakes outburst, rock falls, landslides, flash floods, flooding and droughts) posing damage to critical infrastructure, affecting people and their livelihoods. The situation is aggravated by climate change including the expected glacier and permafrost melt due to rising temperature. Moreover, Tajikistan is situated in a seismic zoning ranging from 7 (very strong) to 9 (destructive) on the Medvedev-Sponheuer-Karnik (MSK 64) scale with frequent earthquakes.

The overall objective of COSE II project is to improve the resiliency of communities to disasters through reduced vulnerability and increased livelihood opportunities in Khorog town and in the Shugnan and Roshtqala districts of GBAO. COSE II follows a cluster approach regrouping 30 villages in six clusters beyond administrative boundaries in sub-watersheds to conduct advanced risk assessments combined with sustainable land, pasture and livestock management.

In addition to the standard evaluation criteria relevance, effectiveness, efficiency, impact, and sustainability, the evaluation criteria climate change adaptation and reporting, monitoring and evaluation were assessed. Sites in five of the six clusters were visited from 14 to 17 November 2019.

The main findings are as follows:

Relevance: The project's strategy is in line with relevant national and international policies. The integrated cluster approach for Disaster Risk Reduction (DRR) including an enhanced Natural Resource Management (NRM) component is very relevant for the mountainous area of GBAO where the overwhelming part of the rural population is depending on livestock management. The project design and its logframe are coherent to meet the targeted outputs, outcomes and the overall objective. However, all indicators at outcome and output level are quantitative what makes the evaluation of the results difficult when it comes to the assessment of changes. Score: 5 (out of 6).

Effectiveness: The project is on track and almost all outputs are or will be achieved by the end of the project. The LUC's and PUG's greatly facilitate the involvement of the beneficiaries in the project implementation and favour the ownership at local level in a country which is characterised by a strong centralised government. Score: 6 (out of 6).

Efficiency: The project implementation is well on track and most of the project activities were (will be) successfully completed as planned. Due to funds savings and unutilised budget even additional activities could be realised. The quality standards for the implementation of the technical DRR components as well as the NRM elements were generally met. Score: 6 (out of 6).

Impact: The endline survey should focus on socio-economic changes at the beneficiaries' level which have been induced by the project. It would be very interesting to conduct an overall impact evaluation of the four phases of the RGHP-COSE since 2009 by a PhD study as part of a systematic knowledge management in profit of new projects / initiatives. Score: 5 (out of 6).

Sustainability: AKAH has a strong capacity building component for both the local communities and the local and regional authorities from GBAO. The organisation of two summer universities in Khorog was a success. A complete phasing out of all project activities initially foreseen for end of 2019 is too premature and would jeopardise several project results which need further consolidation. These include the NRM activities, the Support Unit at the regional government and the three open centres of data management at national level. Score: 4 (out of 6)

Climate change adaptation: COSE II has considered the expected increase in the magnitude of extreme events for designing DRR structural mitigation measures, hazard risk maps and for hazard risk models of remote hazards. The enhanced erratic precipitation pattern and the prolonged drought periods require the selection of appropriate crop seeds which will become more and more important. Score: 6 (out of 6).

Reporting, monitoring and evaluation: An endline survey is planned for the second half of December 2019. The results of this assessment can be used as baseline for future activities in the field of DRR and NRM. Overall the AKAH and MSDSP teams left a very good impression by their professionalism and high commitment leading to many vivid discussions during the field mission. Score: 5 (out of 6).

The overall assessment of the project performance is satisfactory to highly satisfactory. The application of a cluster approach for DRR beyond administrative boundaries in sub-watersheds has proved very successful. The strengthening of the NRM component (eco-based DRR) is very relevant for the mountainous area of GBAO where the overwhelming part of the rural population is depending on livestock management and to a lesser degree on cropping farm. The promotion of NRM activities has allowed the active participation of the local communities thereby also raising their awareness for risk informed development. However, a complete phasing out of all project activities initially foreseen for end of 2019 is too premature and would jeopardise several project results which need to be further consolidated.

The replication of the project approach to other areas in GBAO should only be considered when the consolidation and preservation of the results of COSE II can be guaranteed. The Support Unit at the regional government, the NRM activities and the open centres for data sharing at national level need further external support.

Recommendations for COSE II

- 1) Elaborate a final report at the end of the phase presenting the overall achievements of COSE II considering all funding sources.

- 2) Include in the data search function for the open centres the coordinates of a locality which is precise and less ambiguous than names of a locality which often differ.
- 3) Conduct an overall impact evaluation of the four phases of the RGHP-COSE projects starting in 2009 by a PhD study (e.g. student from Khorog State University) as part of a systematic knowledge management in profit of new projects / initiatives.

Recommendations for a new DRR project in the region

It is important to note that the new project considers a) the key findings and recommendations of this outcome evaluation, b) the results of the end line survey which can be used as baseline for the new project, and c) recommendations outlined below.

- 1) The replication of the project approach to other areas in GBAO should only be considered when the consolidation and preservation of the results of COSE II can be guaranteed. As outlined, the SU, the NRM activities (maintenance of ANRM and IGA sub-projects considering DRR and well-functioning LUC's and PUG's) and the open centres need further external support.
- 2) Establish a clear baseline for the new project area (annual report 2018/19, endline survey, additional assessments);
- 3) Elaborate an underlying theory of change for the new project to strengthen the coherence of the logframe and its quantitative and qualitative indicators;
- 4) Carefully identify qualitative SMART indicators for the logframe allowing the assessment of achieved changes;
- 5) Apply the principles of Conflict Sensitive Program Management for a possible extension of the project area (focus on vulnerable groups and gender);
- 6) Focus on eco-based DRR by strengthening the NRM component including forests and its products in the approach;
- 7) Further train the staff of the Support Unit to enhance their competencies in the capacity building capacity of relevant government staff what will take time; hire an additional consultant for the SU with a NRM profile to complement its expertise;
- 8) Enhance the regular and frequent exchange between all DRR actors in GBAO to exploit synergies (forum to be identified);
- 9) Enhance the role of participants from GBAO (UCA, government) in a possible new summer university (e.g. working practically on a case study identified by participants from GBAO);
- 10) Consider the monitoring of trends in pasture conditions (use of vegetation indices) in the pasture management; collaborate with conservation organisations / universities for better understanding the wolves' attacks on livestock and possible mitigation measures;
- 11) Elaborate a communication strategy at local (regional), national and international level to facilitate the dissemination and exchange of information;
- 12) SDC and AKAH should advocate for open access to the data of the open centres based on standard-operation procedures signed by the three centres and the national focal point for DRR (Deputy Prime Minister).
- 13) Include in the mid-term data from the Ministry of Agriculture in the open centres to support eco-based DRR in Tajikistan.

Recommendation for SDC

For future evaluations we suggest to add a few more days mainly for the field assessment what would increase the representativeness of the findings.

List of acronyms and abbreviations

AKAH	Aga Khan Agency for Habitat
AKDN	Aga Khan Development Network
AKF	Aga Khan Foundation
ANRM	Agriculture and Natural Resource Management
CERT	Community Emergency Response Team
CoESCD	Committee of Emergency Situations and Civil Defence
COSE	Creating Opportunities in a Safe Environment
DFID	Department for International Development
DRR	Disaster Risk Reduction
DRM	Disaster Risk Management
Eco-DRR	Ecosystem-based Disaster Risk Reduction
FOCUS	FOCUS Humanitarian Assistance
GBAO	Gorno Badakhshan Autonomous Oblast
GDP	Gross Domestic Product
GIS	Geographic Information System
GLOF	Glacial Lake Outburst Flooding
HDG	Head Department of Geology
Hydromet	State Organisation for Hydrometeorology
IGA	Income Generating Activity
IWM	Integrated Watershed Management
IPD	Institute for Professional Development
JICA	Japan International Cooperation Agency
LUC	Land Use Committee
LUP	Land Use Plans
MSDSP	Mountain Societies Development Support Program
MSRI	Mountain Societies Research Institute
NRM	Nature Resource Management
PLMP	Pasture and Livestock Management Plan
PUG	Pasture User Group
REACT	Rapid Emergency Assessment and Coordination Team
RGHP	Remote Geo-Hazard Capacity Building and Monitoring project
SECO	State Secretariat for Economic Affairs
SCO	Swiss Cooperation Office
SDC	Swiss Agency for Development and Cooperation
SDI	Spatial Data Infrastructure
SMART	Specific, Measurable, Attainable, Relevant, Time-bound (indicators)
SU	Support Unit
ToR	Terms of Reference
UCA	University of Central Asia

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1) Introduction

The project entitled “Creating Opportunities in a Safe Environment: Fostering Self-Sustained and Resilient Communities”, hereafter called COSE II, was initially planned from 1 August 2016 to 31 July 2019. It was extended until 31 December 2019 based on an additional credit proposal approved on 18 July 2019.

Switzerland together with co-funding from other donors has funded three previous phases of the project from 2009 to 2016 in the eastern province of Gorno-Badakhshan Autonomous Oblast (GBAO). The series of RGHP (Remote Geo-Hazard Capacity Building and Monitoring project, phase 1 and 2) - COSE projects (phase 3 and 4) will be phased out by the end of this project. Consequently this fourth phase was planned by Swiss Agency for Development and Cooperation (SDC) as an exit strategy.

SCD funds CHF 1,801,540 or 50.4% of the total project costs of CHF 3,575,841 (including project extension¹) for COSE II. The rest is financed by core funds from AKAH, MSDSP and from several other donors and by in kind contributions from the benefiting communities.

Adanson-Consulting was mandated by SDC to conduct this external and independent outcome evaluation. Initially, the evaluation was supposed to be implemented in October 2019. The field mission to Tajikistan was finally carried from 11 to 20 November 2019. The mission was launched on 12 November 2019 in Dushanbe with the briefing at the SCO (Swiss Cooperation Office) with the senior national program officer for Disaster Risk Reduction (DRR) and climate change. The debriefing workshop (discussion seminar) with relevant stakeholders from GBAO was held in Khorog on 18 November 2019 (see participants Annexe E) followed by a debriefing with the Governor of GBAO.

It was agreed, that the outcome evaluation will focus on the implementation of COSE II activities financed by SDC. The thematic focus of this outcome evaluation will be more on Natural Resource Management (NRM) and its links with DRR and less on technical aspects of DRR which are regularly reviewed by the DRR program backstopper.

Due to the late realisation of the outcome evaluation, the review is de facto an end of phase evaluation since the remaining period of the project until end of December is too short to effectively address any recommendations for the remainder of the project implementation.

The evaluation criteria and evaluation questions from the Terms of Reference (ToR, see Annexe A) were amended. It was felt necessary by the evaluator to add the evaluation criteria climate change adaptation and reporting, monitoring and evaluation.

2) Background and context

93% of the Tajikistan is mountainous area and about 70% of the population was living in rural areas in 2015 where cropping farm and livestock breeding are the main sources of income. The economic situation in Tajikistan forces more than one million people to migrate for labour, sending back remittances which are making about 40% of the country's Gross Domestic Product (GDP).

The country is extremely prone to hydro-meteorological disasters (mudflows, avalanches, glacial lakes outburst, rock falls, landslides, flash floods, flooding and droughts) posing

¹ An additional extension at no-cost until 31 March 2020 was decided after the evaluation.

damage to critical infrastructure, affecting people and their livelihoods. The situation is aggravated by climate change including the expected glacier and permafrost melt due to rising temperature. This is likely to result in a sharp increase in spring and summer runoffs with higher risks of flooding, landslides, and glacial lake outbursts. In addition, increasing erratic rainfall pattern and prolonged droughts will hamper the agricultural production. Moreover, Tajikistan is situated in a seismic zoning ranging from 7 (very strong) to 9 (destructive) on the Medvedev-Sponheuer-Karnik (MSK 64) scale with frequent earthquakes.

The eastern province of Gorno-Badakhshan Autonomous Region is home of the Pamir Mountains. In these harsh climatic conditions with little rainfall livestock breeding is the predominating agricultural management practice. Cropping farm is limited to irrigated areas at lower altitude using mainly meltwater from snow and glaciers in spring and summer time. Narrow patches of riverine forests, mostly composed of poplar and willow trees, tolerating recurrent flooding, occur along some rivers and streams.

Due to population growth, people were increasingly forced to expand their settlements in hazard areas and to use natural resources more intensely. The overstocking of pastures beyond the carrying capacity has led to increased degradation of the rangeland accompanied with higher soil erosion and lower palatability of the pastures. Pasture management for improving livestock is not well-developed, as farmers lack knowledge on fodder production, rotational grazing and livestock development.

The cultivation of crops on steeper slopes favoured landslides and soil erosion. The increasing need for fuelwood for heating and cooking purposes, accelerated by the lack of coal after the collapse of the Soviet Union has led to the deforestation and degradation of the remaining riverine forests. Communities lack the environmental consciousness, legal awareness, analytical skills and technical support to develop sustainable land management plans.

Switzerland has funded four phases of the project implemented with the support of FOCUS Humanitarian Assistance in 2009-10, 2011-13 {co-funded by the Department for International Development (DFID)} and 2013-2016 (co-funded by the Japan International Cooperation Agency (JICA) and US Government}, totalling 5.05 mio CHF. During project phases I/II (RGHP), some 200 existing remote hazards were assessed and inventoried and 49 communities are better prepared to possible flash floods and glacial lake outbursts.

Under phase III (COSE I project) a more integrated approach was selected, including both local and remote hazards for a better risk informed development focusing on 90 villages in Shugnan and Roshtqala valleys, covering about 75'000 people. 49 structural mitigation and natural resources management projects were implemented, ten functioning early warning systems installed, two new medical stockpiles were placed in strategic locations and 20 Community Emergency Response Teams (CERT) retrained.

The current COSE II project (phase IV) entitled "Creating Opportunities in a Safe Environment: Fostering Self-Sustained and Resilient Communities" is implemented by the Aga Khan Agency for Habitat (AKAH, formerly FOCUS) in close partnership with the Mountain Societies Development Support Program (MSDSP).

AKAH, an apex agency of the Aga Khan Development Network (AKDN), was established in 2015 to strengthen the AKDN's commitment to build disaster-resilient, economically empowered and sustainable communities in Central and South Asia. With a broad and innovative mandate, AKAH brings together a number of activities prioritizing preparation for both sudden and slow-onset disasters thereby fostering AKDN long-term experiences with Disaster Risk Reduction (DRR). Aga Khan Foundation (AKF) provides overall quality control,

guidance and strategic visioning to the project as well as advocacy at the government and donor levels.

MSDSP is the lead agency for implementing rural development projects of AKF in Tajikistan. MSDSP has implemented programs in community-based development, rural livelihoods, micro enterprise development, natural resources and Integrated Watershed Management (IWM), infrastructure, governance, and gender equality since 1997. MSDSP is focussing on the livelihood promotion activities within the target areas.

There are expected 15,900 direct beneficiaries and 37,000 indirect beneficiaries supported by COSE II. The project closely collaborates with the regional and local government of GBAO and their technical departments and supports their capacity building. The Institute for Professional Development (IPD) fulfils an important quality assessment of the trainings by conducting pre- and post-tests.

The key national stakeholders in the area of disaster management and climate change are the Committee of Emergency Situations and Civil Defence (CoESCD), the Head Department of Geology (HDG) and the State Agency of Hydrometeorology (Hydromet). AKAH collaborates with several universities amongst others the University of Central Asia (UCA), Khorog State University and University of Berne.

COSE II follows a cluster approach regrouping 30 villages in six clusters beyond administrative boundaries in sub-watersheds to conduct advanced risk assessments combined with sustainable land, pasture and livestock management (see Fig. 1).

The **overall objective of COSE II project** is to improve the resiliency of communities to disasters through reduced vulnerability and increased livelihood opportunities in Khorog town and in the Shugnan and Roshtqala districts of GBAO (see Fig. 1).

To pursue this objective, the project aims to achieve the following **two outcomes**:

- 1) Communities and government authorities apply comprehensive land use planning and have adopted sustainable pasture, livestock and natural resources management for effective risk reduction;
- 2) Local communities have access and make use of livelihood opportunities and hazard risk reduction solutions for increased resilience to natural disasters.

The two outcomes will be attained by five outputs presented in Table 1 below:

Table 1. Project outputs

Output
O1.1: New and updated knowledge and information about remote and local hazard risks is available for development planning, natural resources management and policy making
O1.2: Communities for DRR are strengthened
O1.3: Capacity development and resources delivered to project stakeholders
O2.1: NRM and IGA sub-projects from PLMPs, LUPs, and IGA competition are prioritized and implemented
O2.2: Mitigation projects and early alerting solutions are identified based on hazard risk examination and are implemented

AKAH is leading the implementation of outputs 1.1 and 2.2 while MSDSP is in charge of the implementation of the outputs 1.2 and 2.1. Output 1.3 is implemented jointly by AKAH and MSDSP. Land Use Committees (LUCs) and Pasture User Groups (PUGs) are the main community bodies for the project land resources and pasture planning and management.

The strengthening of the NRM component is promoted by the support of sub-projects for Agriculture and Natural Resource Management (ANRM) at community level and for Income Generating Activities (IGA) at individual (or small group of people) level.

COSE II was extended until 31 December 2019 for further strengthening the Support Unit (SU) under the regional government office for a) enhancing mainstreaming DRR into development planning processes, b) strengthening the capacity of the regional government and the local municipality of Khorog town in GBAO, and c) for coordinating all actors having a stake in DRR in GBAO.

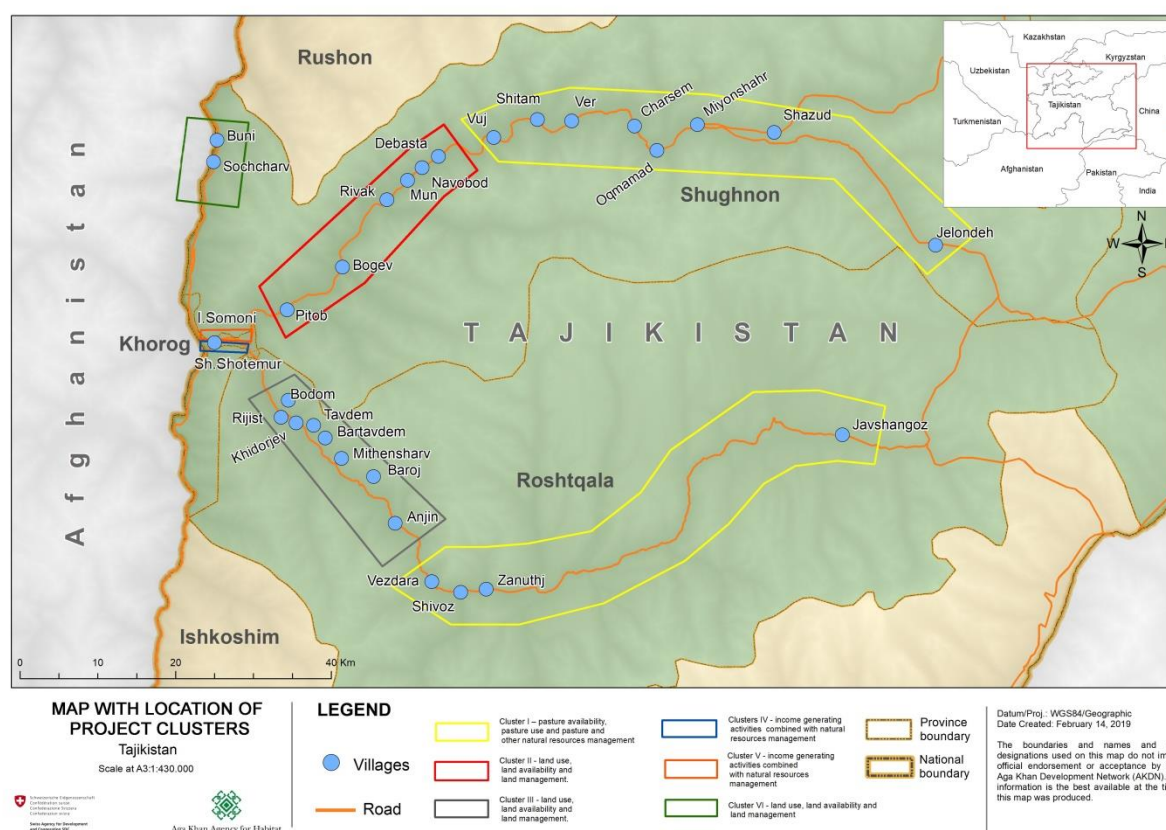


Fig. 1. COSE II project implementation areas with 6 clusters.

3) Purpose and methodology of the outcome evaluation

The purpose of the outcome evaluation is to provide accountability and learning to the project stakeholders and describe reasons behind the achieved results and consolidate lessons learnt and best practices. More specifically, according to the ToR (see Annexe A) the objectives of the outcome evaluation are as follows:

- (a) determine whether the results specified in the log frame have been achieved thus far or are likely to be achieved throughout the remainder of the project and sustained;
- (b) identify any positive or negative results that may have occurred as outcomes of the project activities and mitigation measures for the remainder of the project;
- (c) identify key lessons learnt;

(d) frame recommendations for the remainder of project implementation and future projects.

It is noteworthy to mention that due to the late realisation of the outcome evaluation the remaining period of the project until end of December 2020 (now no-cost extension until 31 March 2020) is too short to effectively address any recommendations for outstanding issue. Therefore, the more important it is to consider the recommendations for a potential new project proposal.

The approach and methodology for the external outcome evaluation follows the ToR. The project performance was carried out by evaluating quantitatively and qualitatively the current achievement of each indicator at outcome and output levels against the status identified at baseline (see Table 1). A critical analysis of the project's logframe was undertaken. The indicators were evaluated using the "SMART" criteria (Specific, Measurable, Attainable, Relevant, Time-bound).

The DAC-OECD² standard evaluation criteria relevance, effectiveness, efficiency, impact, and sustainability and were assessed. In addition to the ToR, the evaluation criteria climate change adaptation and reporting, monitoring and evaluation were analysed. The set of evaluation questions were amended and completed. For each question its indicators, sources of data, and methodology are presented in the evaluation matrix in Annexe B). The project performance for each evaluation criteria is rated with a score (see Annexe C).

Practically, a mixed evaluation method was applied including document reviews (secondary data), interviews and direct on-site observations from the field visit (primary data). The documents and reports reviewed are listed in Annexe D.

The discussion with the DRR program backstopper in Switzerland prior to the field mission helped to prepare the mission. The mission program including the sites visited and organisation met (key stakeholders) was elaborated jointly with AKAH and SDC office (see Annexe E). Sites in five of the six clusters were visited from 14 to 17 November 2019.

The external evaluation focused on evidence-based information that is credible, reliable and useful. The triangulation of multiple data sources allowed cross-checking of data to ensure the validity of the findings.

For the interviews/focus group discussions mainly open-ended-questions were applied to stimulate the active participation of the interviewees. As far as possible the review was participatory including the stakeholders in the analysis. With respect to the principles of an independent evaluation, parts of interviews/discussions were conducted without staff involved in the project as interviewees might not feel comfortable to speak openly in their presences. An independent Pamiri translator was mandated by SDC to ensure the translation of interviews/discussions in GBAO.

At the end of the field visit in GBAO a briefing (discussion seminar) was organised at AKAH project office in Khorog with key stakeholders (see list of participants in Annexe E). This workshop allowed to present the preliminary findings and recommendations and to further analyse them jointly. Additional debriefings were held with the Governor of GBAO in Khorog and with the SCO Senior National Program Officer for DRR and Climate Change in Dushanbe.

The limitations of the outcome evaluation are the limited number of project sites/activities visited during the three and a half days and the limited number of stakeholders interviewed

² Development Assistance Committee for the Organisation for Economic Cooperation and Development

(mainly at the community level) due to the shortness of the mission. Therefore, general conclusions at the project level must be drawn carefully (representativeness of project sites/activities visited).

4) Main evaluation findings

1) Relevance

COSE II is an integrated part of the domain “water, infrastructure and climate change” of the current Swiss Cooperation Strategy for Central Asia (2017 – 2021).

Globally, COSE II with the integration of NRM activities is in line with the Sendai Framework for Disaster Risk Reduction 2015 – 2030 (UNISDR 2015) which explicitly recognises sustainable ecosystem management as a priority DRR measure. The project contributes to the achievement of the sustainable development goals 1, 2, 3, 5, 6, 9, 13, 15 and 16 (United Nations 2015). COSE II is in accordance with the National Development Strategy for the Period up to 2030 (Government of the Republic of Tajikistan 2016) which explicitly highlights the importance of Disaster Risk Management (DRM) and climate change for the socio-economic development of Tajikistan and for building resilient communities.

COSE II is fully in line with the four objectives of the National Disaster Risk Reduction Strategy 2019 – 2030 (Government of the Republic of Tajikistan 2019) presented below:

- 1) to reduce the number of deaths, persons affected and material damage caused by natural disasters as compared to the period 2005-2015;
- 2) to ensure that all stakeholders have access to disaster risk information;
- 3) to mainstream disaster risk management into development process;
- 4) to improve disaster preparedness and response mechanisms.

The project’s strategy for COSE II, based on an integrated cluster approach for DRR including an enhanced NRM component, is very relevant for the mountainous area of GBAO where the overwhelming part of the rural population is depending on livestock management and to a lesser degree on cropping farm. The application of the cluster approach beyond watersheds has smoothed conflicts over summer pastures commonly used by people from Shughnan and Roshtqala districts in cluster 1.

The NRM project interventions, especially the promotion of ANRM and IGA sub-projects, are meeting the needs of the beneficiaries and are highly appreciated by the local communities. (see Fig. 2). The pasture management assessment, conducted jointly by government agencies and MSDSP, revealed that enough pastures are available, but many of the summer pastures are not used either due to access constraints or lack of appropriate animal sheds. Covered sheds protect the animals from rain what allows to bring the animals earlier in spring to the mountain pasture and keep them there till late autumn (see Fig. 3). This practice has reduced the overgrazing of pastures nearby the villages.

The project design and its logframe are coherent to meet the targeted outputs, outcomes and the overall objective. However, all indicators at outcome and output level are quantitative what makes the evaluation of the results difficult when it comes to the assessment of changes as a result of the project implementation. Indicators should be carefully identified in the logframe for each level. The indicators for the outputs 2.1 and 2.2 are the same than for outcome 2.

The project has not elaborated explicitly a theory of change with its impact pathway. The elaboration of a theory of change would a) help to think critically about the desired societal change (about pathway), b) illustrate how the complex process of change will unfold over time, and c) help / force projects to explain output to outcome to impact logic and to define the appropriate quantitative and qualitative indicators of the logframe (adapted from NWO-WOTRO 2019, 23 November).

The national DRR strategy promotes a strong gender approach considering the fact that disasters affect men and women differently and that each may have distinct requirements and vulnerabilities. Social groups most at risk including e.g., persons with disabilities and elderly must be considered taking into account different types of vulnerability and actual capacities.

The project has promoted a gender approach in the establishment of LUC's and PUG's and in the development of LUP's and PLMP's. Due to the massive male outmigration, women have taken key roles in LUC's and PUG's and income generating activities. The project staff of AKAH is gender-balanced.



Fig. 2. The rehabilitation of the access road in 2018 to the alp of Barvoz village has greatly facilitated the use of pasture, arable land and forests and the marketing of their products.



Fig. 3. Covered and fenced animal shed (protection from snow leopard and wolves attack) on Bodomdara pasture.

Overall assessment of relevance: 5 (out of 6)

2) Effectiveness

The assessment of the project achievements is presented in the Table 1 below. The situation of the project achievements at 17 November 2019 was established together with AKAH and MSDSP staff by updating the figures from the annual operational report 1 August 2018 - 31 July 2019. The project results were commented considering quantitative and qualitative criteria.

The project is on track and almost all outputs are or will be achieved by the end of the project. Some targets were even surpassed owing to savings encountered after two years of project implementation, which allowed the realisation of additional activities.

Based on the community's needs a community capacity building programs for LUC's and PUG's and their members was realised on land and pasture management, soil assessment, agro-forestry, bioengineering, and adaptation to climate change. Even if the LUC's and PUG's were established only in 2017, they already play an effective role and are well recognised by authorities and local communities. They greatly facilitate the involvement of the beneficiaries in the project implementation and favour the ownership at local level in a country which is characterised by a strong centralised government. Moreover, LUC's and the sub-district governments make very good use of the LUP's and consider DRR in their village development plan.

All ANRM sub-projects are completed and handed over to the relevant government authorities and Community-Based Organisations (CBOs) for use and maintenance. All 29 IGA sub-projects are realised (see Fig. 4). While the IGA subprojects have created additional incomes and may provide new jobs, the integration of DRR elements in their activities are not given in each case. However, we feel that the grant recipients could be more actively involved in DRR awareness-raising. They could use their production facility, which is often a meeting point, to attract the interest of visitors to project activities by hanging illustrative posters with key messages on the walls. An excellent opportunity for awareness-raising would be to use the mobile-café for this purpose.



Fig. 4. Fruit processing IGA enterprise in Khorog: Production of apple juice.

Overall assessment of effectiveness: 6 (out of 6)

Table 1: Outcome and output achievements of COSE II (1 August 2016 – 31 December 2019)

Outcomes	Outcome indicators	Achievements 17 November 2019 ³ (31/12/19)	Appreciation
Outcome 1: Communities and government authorities apply comprehensive land use planning and have adopted sustainable pasture, livestock and natural resources management for effective risk reduction	# of government institutions delivering higher quality technical services and making and applying more informed policies in disaster risk and ANRM (target: 32 institutions / 144 people; baseline: 0);	32 institutions (144 people)	Only the number of institutions respectively people collaborating with the project does not evaluate the quality of the implementation. SCORE: 5 (Satisfactory)
	% of population of the targeted 30 villages using DRR-informed planning for land and pasture management (target: 80%; baseline: tbd).	84% (in July 2019); final assessment by the endline survey	LUPs and PLMPs considering the hazard risk maps. SCORE: 6 (Highly satisfactory)
Outcome 2: Local communities have access and make use of livelihood opportunities and hazard risk reduction solutions for increased resilience to natural disasters	# of communities with protected, regenerated, or improved natural resource base through enhanced scale and technical quality ANRM sub-projects (target:12+3=15; baseline: 3);	30	The ANRM sub-projects are an important component for the livelihoods of the local communities and create the necessary economic incentive to consider DRR. SCORE: 6 (Highly satisfactory)
	Area (ha) of land protected, regenerated or developed. (target: 550 ha; baseline: 0);	Irrigation of arable land: 333 ha; New access to summer pastures: 5868 ha Total: 6101 ha	The target has been widely exceeded what is in profit of the livelihoods of the local communities. SCORE: 6 (Highly satisfactory)
	# of micro or small enterprises supported through IGA sub-projects with 10% average increased income ⁴ (disaggregated by sex of owner) (target: 15 in addition to baseline; baseline: 19);	29 (new IGA sub-projects for COSE II)	Not all IGA have a clear link with DRR; IGA entrepreneurs could be involved in awareness-raising (see comments under effectiveness) SCORE: 5 (Satisfactory)

³ Established together with AKAH and MSDSP staff

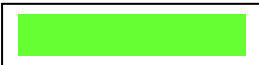
⁴ To be assessed by endline survey

	# of at risk villages with reduced vulnerability to natural hazards through enhanced (scale and technical quality) early alerting and structural mitigation projects (target: 44+10=54; baseline: 10).	Emergency communication systems (CODAN): 8 funded by SDC; 23 funded by others; 3 structural mitigation measures (slope terracing, pedestrian bridge, riverbank protection) expected to be finalised 31/12/2019	Swiss-funded emergency communication systems installed in project targeted area, the rest beyond. Structural mitigation projects generally of high quality; comments from the DRR backstopper for Anjin riverbank protection will be considered. SCORE: 6 (Satisfactory)
Outputs	Output indicators	Achievement 17 November 2019 (31/12/19)	Appreciation
Output 1.1 New and updated knowledge and information about remote and local hazard risks is available for development planning, natural resources management and policy making	# of hazard risk models of remote hazards developed (target: 4; baseline: 0);	6 hazard risk models of remote hazards (GLOF) developed	State of the art modelling by Moscow State University SCORE: 6 (Highly satisfactory)
	# of hazard risk maps of local hazards developed and distributed to stakeholders (target: 9 new +2 1 updated =30, baseline: 21).	30 In addition piloting of two integrated habitat assessments (Sochcharv and Buni villages)	All 30 villages have received hazard risk maps. SCORE: 6 (Highly satisfactory)
Output 1.2 Communities for DRR are strengthened	# of village clusters identified (target: 6; baseline: 0);	6	Cluster approach well established and maps elaborated. SCORE: 6 (Highly satisfactory)
	# of LUCs established (target: 6; baseline: 0);	6 at cluster level 30 at village level	LUCs established and operational; quality assessment by endline survey SCORE: 6 (Highly satisfactory)
	# of PUGs established (target: 6, baseline: 0);	6 at cluster level 30 at village level	PUGs established and operational; quality assessment by endline survey SCORE: 6 (Highly satisfactory)
	# of LUPs developed and under implementation (target: 6; baseline: 0);	6 at cluster level 30 at village level	LUPs elaborated and disseminated SCORE: 6 (Highly satisfactory)
	# of PLMPs developed and under implementation (target: 6; baseline: 0);	6 at cluster level 30 at village level	PLMPs elaborated and disseminated

	0);		SCORE: 6 (Highly satisfactory)
	# of IGA competitions launched (target: 1+1; baseline: 1).	1 IGA competition launched in April 2018 (selection of 15 projects and additional 14 later on)	IGA projects selected based on clear criteria SCORE: 6 (Highly satisfactory)
Output 1.3 Capacity development and resources delivered to project stakeholders	# of government specialists participating in round tables, workshop, remote sensing, flood modelling, emergency response and management, risk informed development planning and bioengineering trainings (target: 12+12+15+15+15+15=84; baseline: 12);	141 participants from government; additional trainings scheduled for 2019, final figures to be established on 31/12/19	Awareness and technical level of government staff to be assessed by endline survey. SCORE: 5 (Satisfactory)
	# of government staff received on-the-job training through technical support unit established in the regional governor office (target: 36; baseline 0):	Will be assessed on 31/12/19	Since the capacity building of Government staff is still ongoing, this activity will be assessed at the end of the project.
	# of SDI platform established and on-the-job trainings on operationalization of the platform delivered to relevant specialist (target; 2 platforms and 6 staff trained; baseline 0):	2 SDI platforms are being established and 6 staff trained	The two open centres are established but not yet operational; AKAH proposes the official opening of the centres for the second half of January 2020. Additional support from AKAH is needed in 2020 for the well-functioning of the centres. SCORE: 5 (Satisfactory)
	# of government specialists and project staff participating in GIS and modelling of effects of climate change training (target: 5; baseline: 0);	5 participants trained in Nairobi, Kenya in May 2019 (10 days training)	Not assessed
	# of farmers participating in the planned 15 trainings on NRM topics (target: 375; baseline: 0);	380 farmers trained	Feedbacks from field visits very positive SCORE: 6 (Highly satisfactory)
	# of farmers implementing	330 farmers trained	Not assessed; application of new

	new/improved learned NRM techniques in their work (target: 300; baseline: 0);		knowledge acquired to be assessed by endline survey
	# of government representatives participating in the training on LUP and PLMP methodologies (target: 40; baseline: 0);	60 government representatives trained	Not assessed; application of new knowledge acquired to be assessed by endline survey
	# of schoolchildren attended the planned 9 school-level awareness-raising campaigns (target: 225; baseline: 0);	480 schoolchildren participated in 2018/19 (including field visits on DRR, NRM and climate change)	Pre- and post-test evaluation done by IPD SCORE: 6 (Highly satisfactory)
	# of schoolchildren with improved understanding / knowledge of DRR issue (target: 200; baseline: 0);	350 schoolchildren with improved understanding / knowledge of DRR	According pre- and post-test evaluation done by IPD SCORE: 6 (Highly satisfactory)
	# of topics presented at policy dialogue meeting at national level (target: 2; baseline: 0);	DRM / DRR mainstreaming in development planning presented in high level meeting SDI and in national DRR workshop	Not assessed (impact not known)
	# of students with improved knowledge and who are able to develop DRR concepts (target: 20; baseline: 0);	International summer university: 2017: 27 students trained 2019: 25 students trained	Pre- and post-test evaluation of knowledge SCORE: 6 (Highly satisfactory)
	# of students' satisfaction with summer schools (qualitative) (target: 20; baseline: 0);	All students were satisfied (evaluation at the end)	Higher level of students 2019 SCORE: 6 (Highly satisfactory)
	# of topics on DRR and resilience building taken up at UCA (target: 4; baseline: 0).	DRM, IWM, climate change, eco-DRR, cost-benefit analysis, risk management from summer university	Not assessed (quality of training not known)
Output 2.1 NRM and IGA sub-projects from PLMPs, LUPs, and IGA competition are prioritized and implemented	# of ANRM sub-projects implemented (by type) (target: 21+3=24; baseline: 3);	NOT CLEAR AND INDICATORS ARE THE SAME AS FOR OUTCOME 2	
	# of IGA sub-projects implemented (by type) (target: 15+19=34; baseline: 19).		
Output 2.2 Mitigation projects and early alerting solutions are identified based on hazard risk examination	# of hazard risk mitigation projects implemented (target: 21+7=28; baseline:7);		

and are implemented	# of early alerting solutions installed (target: 23+3=26; baseline: 3).		
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The target has been or will be achieved at the end of the phase on 31/12/2019.



The target has not been fully achieved or not yet assessed.

3) Efficiency

The project budget utilisation during the three-year period is 3,316,335 CHF (94.5%), out of which CHF 1,711,606 (97.4% of utilisation) is SDC contribution. The unutilised SDC funds will be mainly used for the intervention of the SU (see below).

The project implementation is well on track and most of the project activities were (will be) successfully completed as planned. Due to funds savings and unutilised budget under human resource and other budget categories at the amount of CHF 140,700 after two years of project implementation, even additional activities (e.g. IGA) could be realised until end of July 2019.

On request of AKAH a project cost extension of CHF 65,500 until December 2019 was approved by SDC. The additional funds will allow AKAH to further build the capacity of relevant government staff by the SU for a) coordinating resilience measures amongst all stakeholders in GBAO and b) integrating systematically resilience measures in development planning amongst all key actors and decision-making bodies at the governor and mayor offices. This will also help to hand over the project to the regional government.

The quality standards for the implementation of the technical DRR components (structural mitigation measures, hazard risk maps, hazard risk models...) as well as the NRM elements were generally met what is also the result of the professional coaching of the AKAH and MSDSP teams.

Overall assessment of efficiency: 6 (out of 6)

4) Impact

The evaluation of direct or indirect, intended or unintended long-term effects to the resilience and livelihoods of the beneficiaries induced by the project is challenging to assess. The assessment of changes at the socio-economic level of targeted communities is difficult to evaluate.

The proper assessment of the impact at the beneficiaries' level would require the considering of the counterfactual, i.e. what would be the situation in the targeted area without the project intervention. The elaboration of a theory of change as basis for project design could help to conduct an impact evaluation later on.

The exact number of direct and indirect beneficiaries should be determined by the endline survey. The focus of the survey should be on socio-economic changes at the beneficiaries' level which have been induced by the project.

We believe that it would be very interesting to conduct an overall impact evaluation of the four phases of the RGHP-COSE since 2009. Such study could also contribute to a systematic knowledge management in profit of new projects / initiatives and could be realised by a PhD student, e.g. from the Khorog State University.

Overall assessment of impact: 5 (out of 6)

5) Sustainability

AKAH has a strong capacity building component for both the local communities and the local and regional authorities from GBAO. Numerous trainings on different topics were given.

Moreover, MSDSP jointly with IPD in GBAO organised awareness-raising campaigns including excursions and exchange visits. Since the beginning of the project, a total of 468 schoolchildren were reached.

As part of the capacity building for stakeholders, AKAH has organized two summer universities in Khorog. The first edition hosted in August 2017 focusing on the development of a systematic interdisciplinary understanding of DRM and key underlying concepts. The second edition was held in June 2019 on integrated watershed management with a field trip to Muminabad (IWM, eco-DRR). The events were planned and conducted jointly with the Mountain Societies Research Institute (MSRI), UCA, University of Berne (Institute of Geography), and the University of Natural Resources and Life Sciences, Vienna. The summer university included participants from UCA, Khorog State University and other universities as well as from government and non-governmental organizations.

Key stakeholders in the field of DRR in GBAO are regularly meeting during the COSE II steering committee. As discussed during the field mission, however, there is a need for a more frequent and systematic exchange, e.g. every two months (forum to be identified), to build up strong partnership. This would also help to facilitate the coordination role of the regional government and the municipality of Khorog. Moreover, such a forum would also enhance the exchange and the exploitation of synergies with other Swiss funded projects including Pamir Private Power Project (Phase III) and the planned Khorog City Urban Resilience Project (both projects funded by SECO) and the Upgrading of the Early Warning System for Lake Sarez (SDC).

Under COSE II several exchange visits and participations in international workshops were realised. However, we feel that the project's lessons learnt, especially the cluster approach and the combination of DRR measures with natural resource management activities, could be disseminated more actively. Neither AKAH nor MSDSP has an own project website to share information easily on global level. What is missing is a project communication strategy at local (regional), national and international level to facilitate the dissemination and exchange of information. A comprehensive communication strategy would also support a systematic knowledge management within the project.

The co-funding of COSE II by a consortium of other donors and by in kind contributions from the communities is a solid basis for the continuation of the activities. According to project proposal and credit proposal, the series of RGHP-COSE projects will be phased out by the end of the present phase. The exit strategy is not explained in full details and lies on the following pillars (adapted from the credit proposal):

- a) The data collected over the last ten years with SDC support through the hazard risk assessments will be organised, together with data from other sources, into an open source virtual repository that will be accessible for all respective stakeholders and managed by government partners.
- b) The formally established and registered LUC's and PUG's are permanent and recognised public organisations operating in the cluster areas. These organisations enhance the organisation of the local communities and their participation in the project implementation.
- c) AKAH and MSDSP are committed to continuing programming related to DRR, institutional strengthening, sustainable and climate-smart NRM, and poverty reduction the target areas.
- d) The capacity development component of the project has been largely implemented through UCA, Khorog State University, the Pamir Biological Institute, and IPD. As long term partners of AKAH and AKF they are empowered to take over the capacity building activities and scale them up in future.

- e) In addition, the SU, a key element for the handover of the project activities, was established during the extension period.

At the time of the elaboration of the project proposal the necessary time for effective capacity building at local, regional and national level was certainly underestimated. At the moment of the outcome evaluation the sustainability of the project activities after the phasing out end of 2019 is not ensured mainly due to the still weak pillars a, b, and e (it is important to note that AKH will further support the operationalisation of the SDI and sustain the SU during the no-cost extension until 31 March 2020 which was decided after the evaluation):

- a) None of the three open centres at the national level was operational. The establishment of the centres and the recording of data must go on next year, the exchange of the data between the three government institutions must be ensured and the open access to the data guaranteed.
- b) The LUC's and PUG's were only established in 2017 and need further support for their consolidation and for supporting ownership of project activities at local level.
- e) The SU to the regional government, a key component for allowing the sustainability of DRR activities under the government, was only established recently. The extension period of five months is far from being enough to build the capacity of relevant government staff for coordinating all DRR measures and integrating resilience in development planning amongst all key actors and decision-making bodies at the governor and mayor offices. The technical expertise of the SU (c) needs to be enlarged by hiring an expert with a NRM profile for facilitating the advocacy for ANRM and IGA sub-projects and exchanging with the technicians from the government (agronomists, environmentalists, foresters...). The handover of all relevant project components from AKAH to the regional government should be carefully planned and done stepwise providing enough time to allow ownership at the government level.

Realistically, SCO advised the project team to consider and analyse lessons learnt and gaps, which could be considered in developing a new project on DRR for the region (see minutes of the last two steering committees). Consequently, AKAH has submitted to SCO a new project proposal (see below).

Regarding NRM activities, AKAH should continue to assist NRM interventions in the targeted area. The pasture management needs further technical support for appropriate rangeland management (e.g. rotational grazing, assessment of fodder production, livestock development, assessment of trends in pasture conditions using vegetation indices). Moreover, the new and alarming danger of wolves' attacks on livestock and even human being is threatening the pasture management. It seems that wolves have lost their natural fear from human beings.

ANRM and IGA sub-projects, as well as LUCs and PUGs and their members may need further specific support to implement NRM activities. In addition, the government and the CBOs may facing financial constraints for the maintenance of the ANRM sub-projects and may need specific technical support.



Fig. 5. Land use maps are an important tool for community-based management of NRM.

Overall assessment of sustainability: 4 (out of 6)

6) Climate change adaptation

The Sendai Framework outlines the challenges of climate change for DRR (UNISDR 2015). According to the Third National Communication on Climate Change in Tajikistan:

- Average temperatures can be expected to continue to increase in the coming years;
- Heat waves will increase;
- Precipitation levels will increase and be increasingly in the form of rain rather than snow during the colder months.

We are expecting especially an increase of mudflows due to melting glaciers and permafrost further intensified by high rainfall. COSE II has considered the expected increase in the magnitude of extreme events for designing DRR structural mitigation measures, hazard risk maps and for hazard risk models of remote hazards. The enhanced erratic precipitation pattern and the prolonged drought periods require the selection of appropriate crop seeds which will become more and more important.

AKAH and MSDSP staff participated in the workshop “Managing disaster risks and water under climate change in Central Asia and Caucasus” in Khorog in 2018. The event was organised by the SCO Dushanbe together with three thematic SDC networks (Climate

Change and Environment, Disaster Risk Reduction, and Water) and supported with thematic inputs and logistics from AKAH / MSDSP.

Overall assessment of climate change adaptation: 6 (out of 6)

7) Reporting, monitoring and evaluation

AKAH implements the project considering the principles of results based management. Quality assurance in project implementation is provided by senior staff from AKF and SCO supported by the external DRR program backstopper who has carried out four missions for COSE II.

The reporting of the project follows the structure of the logframe and is coherent. The semi-annual narrative reports and annual reports are comprehensive including challenges and lessons learnt. Moreover, illustrative factsheets of the project and well-elaborated technical notes on structural mitigation measures have been elaborated.

The project steering committee takes place semi-annually in Khorog and has a wide audience including representatives from SDC, AKAH, MSDSP, AKF, GBAO provincial government, the municipality of Khorog, the two districts, other DRR key stakeholders, as well as civil society/community leaders from the project area.

No comprehensive baseline was available at the start of project. A socio-economic baseline at household and government officials' level was carried by M-Vector-Tajikistan in the second half of 2017 to determine their awareness regarding DRR and the COSE II activities implemented.

An endline survey is planned for the second half of December 2019. The results of this assessment can be used as baseline for future activities in the field of DRR and NRM. The endline survey should focus on assessing qualitative changes in awareness, perception, and application of new knowledge at community and government level as a result of the capacity development programme realised by COSE II.

COSE II is funded by Switzerland and a consortium of other donors and by in kind contributions from the communities. It is not clear to an outsider what activities of COSE II were financed by the others donors. It would be very helpful to elaborate a final report at the end of the phase presenting the overall achievements of COSE II considering all funding sources.

Overall the AKAH and MSDSP teams left a very good impression by their professionalism and high commitment leading to many vivid discussions during the field mission. All of the staffs are Pamiri what facilitate the exchange with the local communities and with the government.

Overall assessment of reporting, evaluation and monitoring: 5 (out of 6)

5) Conclusions

The overall assessment of the project performance is satisfactory to highly satisfactory. The application of a cluster approach for DRR beyond administrative boundaries in sub-watersheds has proved very successful. The strengthening of the NRM component (eco-

based DRR) is very relevant for the mountainous area of GBAO where the overwhelming part of the rural population is depending on livestock management and to a lesser degree on cropping farm. The promotion of NRM activities has allowed the active participation of the local communities thereby also raising their awareness for risk informed development. However, a complete phasing out of all project activities initially foreseen for end of 2019 is too premature and would jeopardise several project results which need to be further consolidated.

Recently launched ANRM and IGA sub-projects and pasture management as well as LUCs and PUGs and their members may need further specific support to implement NRM activities.

The recently established SU is well integrated in the regional government and is efficiently supporting the authorities in DRR matters. It fulfils a key role for risk informed development planning in GBAO.

None of the three open centres at the national level was operational at the moment of the outcome evaluation and further external support beyond 2019 is needed to make them operational and to ensure open access to the data which is a key element for appropriate response and preparedness in DRR.

6) Recommendations

The remaining period of the project until end of December is very short for effectively addressing any recommendations until the end of COSE II on 31 December 2019. Therefore, most recommendations are aimed at the possible new project.

Recommendations for COSE II

- 1) Elaborate a final report at the end of the phase presenting the overall achievements of COSE II considering all funding sources.
- 2) Include in the data search function for the open centres the coordinates of a locality which is precise and less ambiguous than names of a locality which often differ.
- 3) Conduct an overall impact evaluation of the four phases of the RGHP-COSE projects starting in 2009 by a PhD study (e.g. student from Khorog State University) as part of a systematic knowledge management in profit of new projects / initiatives.

Recommendations for a new DRR project in the region

It is important to note that the new project considers a) the key findings and recommendations of this outcome evaluation, b) the results of the endline survey which can be used as baseline for the new project, and c) recommendations outlined below.

- 1) The replication of the project approach to other areas in GBAO should only be considered when the consolidation and preservation of the results of COSE II can be guaranteed. As outlined, the SU, the NRM activities (maintenance of ANRM and IGA sub-projects considering DRR and well-functioning LUC's and PUG's) and the open centres need further external support.
- 2) Establish a clear baseline for the new project area (annual report 2018/19, endline survey, additional assessments);

- 3) Elaborate an underlying theory of change for the new project to strengthen the coherence of the logframe and its quantitative and qualitative indicators;
- 4) Carefully identify qualitative SMART indicators for the logframe allowing the assessment of achieved changes;
- 5) Apply the principles of Conflict Sensitive Program Management for a possible extension of the project area (focus on vulnerable groups and gender);
- 6) Focus on eco-based DRR by strengthening the NRM component including forests and its products in the approach;
- 7) Further train the staff of the Support Unit to enhance their competencies in the capacity building capacity of relevant government staff what will take time; hire an additional consultant for the SU with a NRM profile to complement its expertise;
- 8) Enhance the regular and frequent exchange between all DRR actors in GBAO to exploit synergies (forum to be identified);
- 9) Enhance the role of participants from GBAO (UCA, government) in a possible new summer university (e.g. working practically on a case study identified by participants from GBAO);
- 10) Consider the monitoring of trends in pasture conditions (use of vegetation indices) in the pasture management; collaborate with conservation organisations / universities for better understanding the wolves' attacks on livestock and possible mitigation measures;
- 11) Elaborate a communication strategy at local (regional), national and international level to facilitate the dissemination and exchange of information;
- 12) SDC and AKAH should advocate for open access to the data of the open centres based on standard-operation procedures signed by the three centres and the national focal point for DRR (Deputy Prime Minister).
- 13) Include in the mid-term data from the Ministry of Agriculture in the open centres to support eco-based DRR in Tajikistan.

Recommendation for SDC

For future evaluations we suggest to add a few more days mainly for the field assessment what would increase the representativeness of the findings.

7) Lessons learnt

The cluster approach first introduced in COSE II has proved its worth. The regrouping of villages sharing the same natural resources and facing similar challenges is an appropriate way to improve the resiliency of communities to disasters through reduced vulnerability and increased livelihood opportunities.

The eco-based DRR approach of COSE II focussing on NRM activities which are essential for the communities has offered an entry point for DRR awareness-raising at local level. The establishment of LUC's and PUG's have favoured the participation and ownership of the beneficiaries.

8) References

Government of the Republic of Tajikistan (2016) National Development Strategy of the Republic of Tajikistan for the Period up to 2030.

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NWO-WOTRO (2019, 23 November) Science of Global Development. Retrieved from <https://www.nwo.nl/en/about-nwo/organisation/nwo-domains/wotro>.

UNISDR (2015) Sendai Framework for Disaster Risk Reduction 2015 – 2030. UNISDR, Geneva.

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ANNEXE A: Terms of Reference

Contract no. 81062337 (B Mandate)

External evaluation of the COSE project

External Project Evaluation

Date: August 29, 2019

Project title: Creating Opportunities in a Safe Environment (COSE); Fostering Self-Sustained and Resilient Communities Project

Country: Tajikistan

Project No.: 7F-06585.04.01

Duration: 01.08.2016 – 31.12.2019

Description of Assignment: Outcome Evaluation

Period of assignment/services: October 21 – November 30, 2019

Project evaluation location: Tajikistan

Deadline for application: September 15, 2019

1. BACKGROUND

According to UNOCHA, Tajikistan is the most disaster prone country amidst the Central Asian Republics. Approximately 93% of land is mountainous. 70% of the population is living in rural areas where farming and livestock are the main sources of income. Widespread poverty forces more than 1 million Tajiks to labour migration, sending back remittances (about 40% of the country's GDP). The eastern province of the Gorno-Badakhshan Autonomous Region (GBAO) has limited land available for agriculture and forestry. Coupled with a growing population, people are forced to expand their settlements in hazard areas and farm activities onto sloping lands. Pasture management for improving livestock is not well-developed, as farmers lack knowledge on fodder production, rotational grazing and livestock development. Communities lack the environmental consciousness, legal awareness, analytical skills and technical support to develop Sustainable Land Management (SLM) plans.

Switzerland has funded three phases of the project in 2009-10, 2011-13 (co-funded by DFID) and 2013-2016 (co-funded by JICA and US Government), totaling 5.05 mln CHF. During project phases I/II, some 200 existing remote hazards were assessed and inventoried; 49 communities are better prepared to possible flash floods and glacial lake outbursts. Under phase III a more integrated approach was selected, including both local and remote hazards for a better risk informed development. Today, 90 villages in Shugnan and Roshtqala valleys, covering about 75'000 people, are better protected from natural disasters due to 49 structural mitigation and natural resources management projects implemented, 10 functioning Early Warning Systems, 2 new medical stockpiles placed in strategic locations and 20 Community Emergency Response Teams retrained. The 90 villages take decisions based on their Village Development Plans which include Disaster Risk Reduction (DRR) elements and local authorities in 9 Districts apply hazard risk maps in development planning. 60 families have increased income due to new business such as bakeries, carpenter's shop or food processing and marketing. To ensure sustainability of the results, the current phase as part of the interventions' exit strategy, will apply a holistic cluster approach. The focus will be on empowerment of the local communities/actors/authorities beyond administrative boundaries in sub-watersheds to conduct advanced risk assessments linked with designing and implementing sustainable land, pasture and livestock management planning for increased resilience to natural disasters.

The Aga Khan Agency for Habitat (AKAH) in close partnership with the Swiss Cooperation Office Dushanbe (SCO), Aga Khan Foundation and Mountain Societies Development Support Program (MSDSP) is implementing the Phase II of "Creating Opportunities in a Safe Environment (COSE); Fostering Self-Sustained and Resilient Communities" project, envisaged for a timeframe of 41 months and targeting about 30 villages /communities, which are further divided into clusters. The second phase of COSE project builds on the success and lessons learned from COSE Phase I. Through COSE Phase II, the implementing organizations continue working with communities and government institutions to address the underlying causes of social and economic vulnerability at the grassroots

level and further develop the capacity of partner institutions at the local, regional and national government levels. Particularly the proposed project aims to promote and enable sustainable livelihoods opportunities to improve communities' resilience to disasters in Khorog town, Shugnan and Roshtqala districts of GBAO. The project commenced in August 2016 and ends in December 2019.

The overall objective of COSE II project is to:

Improve the resiliency of communities to disasters through reduced vulnerability and increased livelihood opportunities in Khorog town and in the Shugnan and Roshtqala districts of GBAO.

To pursue this objective, the project aims to achieve the following outcomes:

- a. Communities and government authorities apply comprehensive land use planning and have adopted sustainable pasture, livestock and natural resources management for effective risk reduction;
- b. Local communities have access and make use of livelihood opportunities and hazard risk reduction solutions for increased resilience to natural disasters.

2. PURPOSE OF OUTCOME EVALUATION

The main purpose of this task is to undertake the outcome evaluation for the above-mentioned project that will provide the donor and the implementing agencies (AKAH and MSDSP) with sufficient information to:

- Make an independent assessment of the performance of the project against objectives defined in the proposal;
- Identify any positive or negative results that may have occurred as outcomes of the project activities and mitigation measures for the remainder of the project;
- Define the lessons learned from the project; and
- Formulate recommendations for implementation of the remainder of the project and considerations for the content of future interventions.

More specifically, the outcome evaluation will review the project's progress against its planned activities and indicators per logframe, its relevance, effectiveness, efficiency, impact, sustainability and coordination in the implementation process. The outcome evaluation will involve, to an appropriate degree, all interested parties, and will be undertaken by an external evaluator.

3. SCOPE OF WORK AND DESCRIPTION OF ASSIGNMENT

The outcome evaluation will have to comprise of four key phases, including desk research, field visits, report and discussion seminar for presenting the findings. The objectives of the evaluation will be to: (a) determine whether the results specified in the log frame have been achieved thus far or are likely to be achieved throughout the remainder of the project and sustained; (b) identify any positive or negative results that may have occurred as outcomes of the project activities and mitigation measures for the remainder of the project; (c) identify capture lessons learnt thus far; and (d) frame recommendations for the remainder of project implementation and future projects. It is envisioned that the evaluation will cover all key stakeholders involved or influenced by the project.

It is also expected that the evaluator's report will provide examples from the project to justify his/her findings/observations/recommendations, etc.

The outcome evaluation should consider the following pillars of the project:

- **Relevance: The extent to which the objectives of integrating DRR into development are consistent with beneficiaries' requirements, region needs, global priorities and partner' and donor's policies.**
 - What is the **relevance or significance** of the intervention to the local / regional and national requirements and priorities?
 - To what extent does the intervention comply with development policy and national and local development plans of the recipient country?

- How important is the intervention for the target group and subgroups (e.g. women, children), and to what extent does it address their needs and interests?
- **Effectiveness: A measure of the extent to which the project's specific objectives were achieved, or are expected to be achieved in the longer run, taking into account their relative importance.**
 - Have the objectives of the intervention been achieved as planned, (Comparison: result – planning - achieved);
 - To what extent has the target group been reached;
 - To what extent did the project staff use mitigating measures to overcome any changes/challenges?
- **Efficiency: how well the various activities transformed the available resources into intended results (outputs), in terms of quantity, quality and timeliness. Comparison to be made against what has been planned;**
 - Are the objectives being achieved in a cost-efficient manner by the development intervention?
 - Are there other approaches for achieving the same results with fewer inputs/funds?
 - Were the commodities (inputs) utilised as planned?
- **Impact: The positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended, in particular regarding the project planned overall objective.**
 - What real difference has the activity made to the beneficiaries to date?
 - How many people have benefited?
 - Does the development intervention contribute to achieving the overall development objectives (tangentially, overall goal)?
 - What is or are the output(s) of the intervention compared to the total situation of the target group or those affected:
 - Positive and negative, intended and unintended effects.
 - Technical, economic, social, cultural, ecological effects.
- **Sustainability: relates to whether the positive outcomes of the project and the flow of benefits are likely to continue after external funding ends or non-funding support interventions (e.g. coordination, etc.).**
 - Are the positive effects sustainable?
 - How is the sustainability or the continuity of the intervention and its effects have been addressed?
 - How self-supporting in particular is the assisted local counterpart?
 - To what extent are the intended beneficiaries able to maintain the knowledge acquired without further assistance?
 - To what extent were local capacities developed or strengthened through the capacity building intervention?

4. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

- Degree in Social Sciences, Development Studies or any other related fields;
- Prior experience/references in conducting project and programme evaluations (sharing samples is appreciated);
- Familiarity with topic / work on Disaster Risk Reduction;
- Familiarity with the geographical locations (Central Asia);
- Good writing and communication skills;
- Ability to work meet short deadlines and produce good products;
- Fluent English. Knowledge of Tajik or Russian is an asset.

5. METHODOLOGY

Members of SCO and AKAH will assist the consultant in achieving the outcome evaluation objectives. The evaluation methodology will consist of:

- An analysis of project secondary information i.e. project document, progress reports, donor guidelines, etc. provided by SCO and AKAH;
- Development of detailed checklist for each key phase;
- Meeting with staff/field sites in Tajikistan. The consultant will meet with stakeholders and visit the project target areas;
- Development of draft reports according to the evaluation objectives;
- Preparing a draft report for the review and comments of SCO (tentatively by November 21st, 2019);
- A Final Report that incorporates the findings and feedback from SCO.

6. REPORT

- The consultant will submit a report in English (printed and electronic version) to the SCO in Dushanbe.
- The consultant(s) will reference relevant supporting documentation in a bibliography and include the materials on a CD/DVD/USB Drive whenever appropriate.
- The report will include an executive summary and will address the evaluation objectives and questions outlined in the Scope of Work.
- The document format should contain:
 - Cover page with
 - Title
 - Date of the evaluation period
 - Name of the consultants
 - SDC logo
 - Table of contents
 - Executive Summary
 - Methodology
 - Findings
 - Conclusion and recommendations
 - Annexes, including bibliography and supporting documents
- The report will include a copy of the Terms of Reference.
- The report will be structured to provide key findings/conclusions for each evaluation question described within the Evaluation Pillars and Scope of Work.
- Recommendations for improvements and future programs will be provided.

7. DELIVERABLES AND SCHEDULE

The evaluation deliverables are: i) research plan, ii) detailed report outline, iii) draft report, and iv) final report. The evaluator will submit a report in English in both printed and electronic versions. The report should have an executive summary and document the key findings. The narrative will include the objectives, methodology, framework, collection of information and analysis, reporting and work schedule, and will be structured to provide key findings/conclusions against each evaluation key question.

The key findings and recommendations will be presented to SCO after the fieldwork completion; draft report will be submitted within a week of completing the fieldwork; permitting 4 days for comments and feedback by SCO; with the final report to be submitted within a week of the completion of fieldwork.

8. TIMEFRAME

The Mandate is scheduled for the period of October 21 – November 30, 2019.

The following time allocation is suggested for the consultant:

- | | |
|----------------------------------|---|
| - Desk review: | 2 days |
| - Travel to and from Tajikistan: | 2 days |
| - Field work in Tajikistan: | 10 days (including field mission to GBAO) |
| - Debriefing in Dushanbe: | 1 day |

- Report writing: 5 days
Total: 20 days

9. BUDGET AND LOGISTICS

The applicants should submit to SCO Dushanbe a Financial Offer (Annex 1. SCO Template).

The SCO Dushanbe shall organize the field missions of the consultant and provide the logistic support.

10. INTELLECTUAL PROPERTY RIGHTS

SCO will retain all intellectual property rights for all material produced, in any media format, for this consultancy assignment.

11. SUBMISSION OF APPLICATIONS

Applicants meeting the above requirements requested to submit a Cover letter along with their Curriculum Vitae by email to SCO Dushanbe Ms. Svetlana Jumaeva: svetlana.jumaeva@eda.admin.ch with copy to Ms. Lotti Roth lotti.roth@eda.admin.ch .

Applications should include a) a tentative outline of the evaluation methodology and timelines for completing the activities, b) financial offer as per Annex 1 SCO Template and c) detailed report outline. Closing date for submitting the applications is **September 15, 2019**.

Please note that SCO gives equal chances to all applicants, however, shortlisted candidates will be approached only.

ANNEXE B: Evaluation matrix

Revised and amended evaluation questions from the ToR

Evaluative questions	Indicators	Sources	Methodology
1) Relevance: To which extent is the overall objective of integrating DRR into development consistent with beneficiaries' requirements, region needs, global priorities and partner' and donor's policies.			
A) Is the project strategy in line with local (regional) and national development policies and their respective plans?	Coherence between project strategy and local (regional) and national development policies and plans	Project proposal and logframe; local (regional) and national development policies and plans	Comparison/analysis of project strategy and local (regional) and national development policies and plans
B) Is the project strategy in line with global DRR and CC policies?	Coherence between project strategy and global DRR and CC policies?	Project proposal, HFA, Global Platform for DDR 2019, latest IPCC reports	Comparison/analysis of project strategy and HFA, Global Platform for DDR 2019, latest IPCC reports
C) Is the project design appropriate to meet the targeted outputs, outcomes and overall objective?	Coherence between project design and project targets	Project proposal and logframe	Comparison/analysis of project proposal and logframe
D) Are the indicators and targets of the project logframe "SMART"?	SMART criteria	Project logframe	Analysis of the project logframe
E) How important is the intervention for the target group and subgroups (e.g. women, children), and to what extent does it address their needs and interests?	Socio-economic contribution of the project activities to the livelihoods of the local communities	Annual reports, existing livelihood surveys (polls)?, mission interviews	Analysis of reports and surveys, mission interviews
Have gender issues explicitly been considered in project design and implementation?	Systematic consideration gender elements	Project documents, data collected throughout evaluation mission	Document and data analysis, interviews with stakeholders
2) Effectiveness: What are the project's achievements towards the end-of-phase targets?			
A) To what extent have the outputs and outcomes been attained in quantitative and in qualitative terms (progress made)?	Logframe indicators	Logframe	Assessment of indicator
B) To what extent has the target group been reached and involved in project implementation?	Participatory involvement of beneficiaries	Annual reports, mission interviews	Analysis of reports and mission interviews
C) To what extent did the project staff overcome any	Adaptive measures taken (existing monitoring and	Annual reports, mission interviews	Analysis of reports and mission interviews

changes/challenges (adaptive project management)?	evaluation tools)		
3) Efficiency: How economically has the project converted its resources/inputs into results considering quality and timeliness?			
A) Are the project targets being achieved in a cost-efficient manner compared with alternatives?	Ratio project cost activities / alternatives	Accounts from projects, costs alternatives	Cost comparison project activities - alternatives
B) How have the resources (inputs) been transformed into results (outputs) in terms of quality?	Quality standards	Annual and technical reports, field visits, state of the art standards	Comparison of project results with quality standards
4) Impact: What are the direct or indirect, intended or unintended long-term effects induced by the project?			
A) What real difference has the project made to the resilience and livelihoods of the beneficiaries?	Counterfactual (with and without project activities)	Reports, interviews	Comparison between current level of resilience and livelihoods of communities and expected situation without project activities
B) Who are the people who have benefited from the project activities (directly and indirectly)?	Direct and indirect beneficiaries (in numbers)	Report, interviews	Analysis of reports and mission interviews
5) Sustainability: Are the positive outcomes of the project and the flow of benefits likely to continue after external support ends (funding, technical assistance, coordination)?			
A) Are the achieved results sustainable at social, economic and ecological level?	Existing mechanisms / arrangements and engagements supporting the sustainability	Regional and national strategies, possible new funding, mission interviews, field observations	Analysis of strategies, interviews, field observations
B) To what extent are the intended beneficiaries able to maintain and apply the knowledge acquired without further assistance?	Possession of approach and techniques by the beneficiaries	Annual reports, mission interviews, field observations	Analysis of documents, interviews / focus group discussions with beneficiaries, project staff and partners, field observations
C) Is there any change in behaviour or management practices of beneficiaries?	Change of behaviour and management practices at beneficiary level	Annual reports, mission interviews, field observations	Analysis of documents, interviews / focus group discussions with beneficiaries, project staff and partners, field observations
D) To what extent were local capacities developed or strengthened through the capacity building interventions?	New knowledge acquired	Annual reports, mission interviews, field observations	Analysis of documents, interviews / focus group discussions with beneficiaries, project staff and partners, field observations
E) Are the SDC activities well-integrated and coordinated by the	Complementarity of COSE II activities funded by SDC and other donors	Annual reports	Analysis of annual reports and other project documents

overall COSE II project			
F) Is there a clear indication of government commitment at regional and national level after the project closing date?	Statements from politicians at regional and national level	National policies or strategies, websites	Analysis of documents and websites, interviews with project staff and partners
G) Will the established partnerships and coordination mechanisms continue after project closure?	Well-functioning coordination mechanisms	Reports, meeting minutes	Analysis of reports and minutes, interviews with stakeholders
H) What is the replication mechanism for promoting best options at national and international level?	Characteristics of scaling up mechanism	Project communication strategy	Analysis of communication strategy, interviews
6) Adaptation to climate change: Is climate change adaption an integral part of the project strategy?			
A) To what extent does the project demonstrate awareness of current and future climate risks?	Systematic consideration of climate change adaptation	Project documents	Document analysis
7) Reporting, monitoring & evaluation: Does the reporting, monitoring and evaluation system support appropriately the project's adaptive management?			
Is the reporting, monitoring and evaluation system appropriate and applied systematically?	Coherence of reporting, monitoring and evaluation system allowing quantitative and qualitative assessments also at outcome level (indicators)	Project proposal, annual and semi-annual reports, logframe (indicators)	Analysis of project proposal, annual and semi-annual reports, logframe and other project documents

ANNEXE C: Rating system

IFAD Evaluation Manual (2015)

Rating scale	Score descriptor
Highly satisfactory (6)	Under the concerned criterion, the activity (project, programme, non-lending, etc.) achieved or surpassed all main targets, objectives, expectations, results (or impacts) and could be considered as a model within its project typology.
Satisfactory (5)	Under the concerned criterion, the activity achieved almost all (indicatively, over 80-95 per cent) of the main targets, objectives, expectations, results (or impacts).
Moderately satisfactory (4)	Under the concerned criterion, the activity achieved the majority (indicatively, 60 to 80 per cent) of the targets, objectives, expectations, results or impacts. However, a significant part of these was not achieved.
Moderately unsatisfactory (3)	Under the concerned criterion, the activity did not achieve its main targets, (indicatively, less than 60 per cent) objectives, expectations, results or impacts.
Unsatisfactory (2)	Under the concerned criterion, the activity achieved only a minority of its targets, objectives, expectations, results or impacts.
Highly unsatisfactory (1)	Under the concerned criterion, the activity (project, programme, non-lending, etc.) achieved almost none of its targets, objectives, expectations, results or impacts.

ANNEXE D: Additional documents and reports reviewed

Additional Credit Creating Opportunities in a Safe Environment (COSE II)

Annual operational report 1 August 2018 – 31 July 2019. AKAH.

Baseline Survey Creating Opportunities in a Safe Environment (COSE). Phase II: Fostering Self-Sustained and Resilient Communities.

Credit proposal Creating Opportunities in a Safe Environment (COSE II)

Managing disaster risks and water under climate change in Central Asia and Caucasus. Workshop in Khorog 2018. Climate Change and Environment Network.

Nelson, N. & Sysykova, G. (2016) Creating Opportunities in a Safe Environment (COSE). Integrating Risk Management into Urban and Rural Development Project. Final Evaluation Report.

Project Proposal. Creating Opportunities in a Safe Environment (COSE). Phase II: Fostering Self-Sustained and Resilient Communities.

Steering Committee Minutes Creating Opportunities in a Safe Environment (COSE II): 6 December 2018 and 24 July 2019.

Summer University on Disaster Risk Management. Session Program 2019.

Swiss Cooperation Strategy for Central Asia (2017 – 2021). Swiss Agency for Development and Cooperation.

Tajikistan, Backstopping DRR. Backstopping mission 14 – 26 September 2019.

Technical factsheets: Slope terracing project against rockfall, Pedestrian bridge in Barsem, Riverbank protection in Anjin.

ANNEXE E: Mission program (11 – 20 November 2019) and organisations / people met

Date	Time	Description	Organisations / persons met (field visits were accompanied by AKAH/MSDSP senior staff)
Monday, Nov 11, 2019	13:30- 17:00	Debriefing SCO, Dushanbe	Svetlana Jumaeva, SCO, Senior National Program Officer – DRR and Climate Change
Tuesday, Nov 12, 2019	9:00- 15:00	Travel Dushanbe - Darwaz	
Wednesday, Nov 13, 2019	6:30- 12:00	Travel Darwaz - Khorog	
	12:30- 13:30	Joint lunch with AKAH Team	Zaynura Khudoyorbekova, Head of Knowledge Management Dep. Idris Jonmamadov, Head of Emergency Department Manzura Bakhtdavlatova, COSE II Project Manager
	13:30	Meeting with AKAH/MSDSP: Presentation by AKAH/MSDSP of COSE II project achievements, review of mission program	AKAH: Zaynura Khudoyorbekova, Head of Knowledge Management Dep. Manzura Bakhtdavlatova, COSE II Project Manager Yusuf Raimbekov, Senior Geologist Hikmat Alifbekov, GIS Specialist Saida Nazarkhudoeva, Community Mobilizer Ruslan Bobov Head of Operation, Research and Technical Dep. Tohir Sabzaliev, Spatial Data Infrastructure (SDA) Supervisor Soybegim Sharipova, Civil engineer MSDSP: Anis Khudonazarov, Technical Expert Masrur Mirgharibov, Agriculture and Food Security (ANRM) Ofarid Okimbekov, ANRM Specialist Yodgor Sherzamonov, Civil Engineer Shirin Kurbonkhonov, ANRM Specialist
Thursday, Nov 14, 2019	8:30- 10:00	Meeting with the Support Unit Team at the Regional Government Office Meeting with the GBAO Governor	<i>Support Unit Team</i> Najib Yaminov, Resource mobilization Consultant Ubaid Saidasanov, Public relations and accountability Consultant Bakhtibek Otambekzoda, DRR and Emergency response Consultant

			Mahrambek, Civil Engineer/Report Writing Consultant – <i>Regional GBAO Governor</i> Yodgor Fayzov
	10:00-11:30	Meeting with the head and members of the Water User Association “Jayhun” to understand the current irrigation situation in Khorog	Sherjonov Najmiddin, Head of the Water User Association “Jayhun”
	11:30-13:00	Visit Dodikhudo and Temur canals of Khorog – meeting with beneficiaries, community members and head of the areas	<i>Dodikhudo canal:</i> Najmiddin Sherjonov, Head of the Water User Association “Jayhun” <i>Temur canal:</i> Husein Elnazarov, Deputy Head of Shirinsho Shotemur, Khorog city Elchibek Asanbekov, Community member
	13:00-14:00	Lunch in “Mobile café” – interview with the owner of café –recipient of IGA grant	Zohir Shomusalomov, Owner of café
	14:00-15:00	Visit stockpile, interview with the CERT members of Suchon jamoat	Abdulhamid Gayosov, Community Capacity Building Supervisor Saikhun Amirov, Supervisor Communication System Members of the Community Emergency Response Teams (CERTs): 1. Avaz Gulayozov 2. Daler Aqnazarov 3. Alima Fayzmamadova 4. Naima Davronova 5. Mizhgona Nuridinjva 6. Afzal Davlatnazarov 7. Amdam Gulayozov 8. Amida Muborakshoeva
	15:30-16:30	Meeting with Land Use Committee (LUC) in Suchon. Visit to sub-project “Reconstruction of Boghev canal”	Head of the Land Use Committee in Boghev village – Nozim Maqsudshoev; – Head of village in Boghev- Kukan Gulbekov; - Member of Land Use Committee – Lolagul Yaqubova
Friday, Nov 15, 2019	9:00 - 11:00	Travel to Ghund valley Meeting with Pasture User Group (PUG) in Shitam	
	11:00-12:00	Restoration of ducker in Dashti Shitam and further on travel to Oqmamad animal shed project visit (ANRM)	Saodatov Suhrob, Head of Village Shitam and member of PUG Shoidoriev Gulshoh, Head of Village Oqmamad
	13:00-	Visit to Barsem Pedestrian Bridge and Debris Flow	Chingizkhon Chinikhonov, Head of Barsem village

	16:00	Cleaning sub-projects in Barsem; meetings with beneficiaries	<i>Community members:</i> Parviz Salimshoev; Siyovush Yuronshoev; Nazarmamad Shermamadov; Asadbek Sultonshoev; Nazarbek Nurullobekov; Sattor Ozodbekov
	17:30	Dinner with Summer University participants from government GBAO	Marodmamad Mirasanov, Head of irrigation sector Dilovarsho Nasullobekov, Head of Land Committee Farangis Ukumatshoeva, Water management specialist/Monitoring and Evaluation Specialist Shuhratjon Shoismatov, Deputy of Committee of Emergency and Civil Defence Qonun Davlatqadamov, Agriculture sector specialist
Saturday, Nov 16, 2019	09:30 - 10:30	Travel to Roshtkala village, visit animal shed in Rushtakshosh area of Bodomdara village, interview with village leader and community members	
	10:30- 12:30	Travel to Barvoz village. Visit sub-project reconstruction access road to farmland and pasture, meeting with beneficiaries	Sipinyor Aliyorov, Member of PUG Farukhsho Imatshoev, Head of Bodom village Saradbek, Community member/training participant Azora Akimbekov, Head of Shivoz village Mirzonabot Bulikov, Head of LUC in Shivoz
	13:30- 15:30	Visit to Riverbank protection sub-project in Anjin, and meeting with the head of Roshtqala district and discussion about the project impact with community	Davlatsho Mamadshoev, Head of Roshtqala district Daler Mukaramshoev, State Unitary Enterprise Badakhshonrohsoz/Contractor-
Sunday, Nov 17, 2019	9:00 – 9:30	Meeting with MSRI at UCA	Christian Hergarten, Trainer of Summer University from UCA MSRI
	9:30- 10:00	Slope terracing project in Parinen, Khorog	Manzura Bakhtdavlatova, COSE II Project Manager Soybegim Sharipova, Civil Engineer Yusuf Raimbekov, Senior Geologist
	10:00- 11:00	IGA sub-projects in Khorog, fruit processing	Zurobek Nazrishoev, Owner of IGA sub-project fruit processing
	11:00- 14:00	Logframe indicators achievements and review	<i>AKAH:</i> Zaynura Khudoyorbekova, Head of Knowledge Management Dep. Manzura Bakhtdavlatova, COSE II Project Manager

			<p><i>MSDSP:</i> Anis Khudonazarov, Technical Expert Masrur Mirgharibov, Agriculture and Food Security (ANRM) Ofarid Okimbekov, ANRM Specialist</p>
	15:00	Evaluator: preparation debriefing	
Monday, Nov 18, 2019	9:00 – 11:00	Debriefing of mission findings and discussion of challenges and lesson learnt with participation of project stakeholders	<p><i>Heads of sub-districts</i> Qurbonmamadov, Head of sub-district (Q.Gadoliev sub-district) Gulnazar Khudonazarov, Secretary of Vanqala sub-district Amonbek Mavlonazarov, Head of Suchon sub-district Nosir Surkhov, Head of Ver sub-district <i>AKAH:</i> Zaynura Khudoyorbekova, Head of Knowledge Management Dep. Manzura Bakhtdavlatova, COSE II Project Manager Yusuf Raimbekov, Senior Geologist Hikmat Alifbekov, GIS Specialist Zafarbak Quvvatbekov, Head of operation department <i>MSDSP:</i> Khujamyor Khumorikov, MSDSP Regional Manager Anis Khudonazarov, Technical Expert Masrur Mirgharibov, Agriculture and Food Security (ANRM) Ofarid Okimbekov, ANRM Specialist Yodgor Sherzamonov, Civil Engineer Shirin Kurbonkhonov, ANRM Specialist A.Nizomidinov – ANRM Specialist</p>
	11:00- 11:40	Debriefing with GBAO Governor	Governor of GBAO- Yodgor Fayzov
	13:00	Travel to Darwaz	
Tuesday, Nov 19, 2019	7:00	Travel Darwaz - Dushanbe	
	13:30- 14:30	Meeting with CARITAS	Shinan Kassam, Director CARITAS Office Tajikistan Arabela Philipona, Project Officer IWS CARITAS
	14:30- 15:30	Meeting with UNDP DRMP	Firdavs Fayzulloev, UNDP DRMP Manager Khursheda Aknazarova, UNDP DRMP Project Analyst
	15:30-	Meeting with National DRR Platform, CoESCD	Colonel Jamshed Kamolov –Secretariat of the National DRR Platform

	16:30		
	16:30-17:30	Meeting with ADB,	Raza M. Farrukh Head, Project Administration Unit
Wednesday, Nov 20, 2019	08:00-09:00	Meeting with Pamir Energy	Daler Jumaev, General Director of Pamir Energy Sahar Ibrahim, Regional Lead for Strategic Partnership
	09:00-10:00	Visit to the Open Centre in Main Department of Geology	Aziz Gulamadshoev, Head of Spatial Data Infrastructure
	10:00-11:00	Visit to Open Centre in Committee of Emergency Situation and Civil Defense (COESCD)	Mirzoghafur Mirzoev, Head of Crisis Situations Management Azam Rahimzoda, Deputy of the Head of International Cooperation Unit Aminjon Aliev, Senior Specialist of Resource Mobilization Department
	13:00-14:00	Meeting senior management AKF/AKAH and MSDSP over lunch	Hadi Husani, AKAH CEO Kishwar Abdulalishoev, AKF CEO Bakhtiyor Azizmamadov, MSDSP CEO
	14:00	Debriefing	Svetlana Jumaeva, SCO, Senior National Program Officer – DRR and Climate Change