

Republic of Tajikistan

Managing for Development Results: Highlights of Best Practice

Overview

Government of Tajikistan with donors' assistance is moving to results oriented management from management that is based on "control" of use of inputs and completion of physical outputs. Tajikistan is currently in the process of developing a ten-year National Development Strategy (NDS) and a medium term Poverty Reduction Strategy (PRS). The process of preparation of the NDS and PRS provides a unique entry point for strengthening the results management capacities of the Government.

ADB is providing a grant package totaling US\$900,000 to assist the Government to boost the results management for the PRS. The package comprises a grant of \$500,000 from the Government of Sweden and \$400,000 from ADB's Cooperation Fund in support of managing for development results. The TA Strengthening Results Management in Support of Poverty Reduction in Tajikistan will also help to improve results management capacity of the Government.

Highlights

A. Government's Ownership of the Process (TA)

Government has undertaken structural reforms that made it possible for it to seriously consider adopting results-based monitoring tools. These reforms include the Public Administration Reform Strategy, which aims to streamline Government structure, strengthen and decentralize power to line ministries and local Governments and become more results focused. Preparation of NDS and PRS, formulation and implementation of Medium Term Expenditure Framework (MTEF), reorganization of key ministries and agencies, and strengthening the State Financial Control Committee (SFCC) and National Statistical Systems are the interlinked components of the Government's public administration reform agenda. State Statistical Committee (SSC) has inherited weak methodological skills of the Soviet system which is not geared to collect poverty and development indicators. The SSC therefore is building up skills and realigning data collection activities with the donors' assistance.

The institutional setting for results management is fragmented among President's Office, ministries and agencies, and links between planning, budgeting and implementation are weak. The processes are not clearly understood at the service delivery level. Budgeting is fragmented and budgeting for capital and current expenditures is done separately. But the ongoing reforms seek to address some of these weaknesses and will together with the TA bring development of a comprehensive results management system within reach. The currently confused and fragmented responsibilities for monitoring national development plans and programs have been generally addressed under the Public Administration Reform Strategy (PARS). Functional duplications remain albeit, significantly reduced. The Strategy gives the Ministry of Economy and Trade (MOET) responsibilities for formulation of national development plans significantly enabling it to potentially play a major role in managing the PRS for results. It is necessary to strengthen the capacity of the MOET and reorient the current "control"-based approach to a results-based approach to better fulfill these responsibilities. The discussion between Mission and the Government led to the agreement that the executing agency for the TA be MOET under the overall coordination of the President's office.

B. Donor Coordination

Following Management approval of the TA concept in June 2006, ADB pursued joint approaches and commitments by donors to assist the Government in strengthening results management system in the public sector. As a result a consortium of four donors including ADB, EC, SIDA and DFID emerged. Other key donors including World Bank strongly support the consortium. The mission helped harmonize approaches of the consortium

members. The Mission found a general agreement among consortium members that preparation of the PRS provides a good starting point for development of a first generation comprehensive results management system. Tajikistan though fully developed results management system covers not only NDS and PRS but all aspects of Government including transparency and accountability of public expenditure.

The sequencing of the assistance by the consortium members was also agreed. SIDA would consider co-financing the TA with \$500,000. DFID also participated at all the meetings and is considering co-financing the TA. In parallel EC will administer a complementary stand alone TA amounting to EUR 700,000 focused on implementation and pilot testing of the results management system developed by the TA in one or two specific sectors. The TA is also closely aligned with other donor projects related to development of results agenda in Tajikistan.

C. TA Outputs

Following are the expected outputs of the TA:

- (i) Assessment of current results management capacity of existing systems, processes and activities of the Government and other relevant stakeholders;
- (ii) Design of comprehensive results management system, including a consolidated PRS results framework;
- (i) Implementation and pilot-testing of the systems and the frameworks in the MOET, PRS Monitoring Unit, Aid Coordination Unit (ACU) and other decision making structures and oversight bodies;
- (ii) Assessment and further refinement of the systems and frameworks based on the first phase of implementation and pilot testing.

The World Bank \$5 million TA on Strengthening the National Statistical System for Development and Poverty Reduction has started in June 1 2006, which will improve the capacity of the State Statistical Committee to collect poverty related data. United Nation is assisting SSC to use the DevInfo Software. EC is assisting SFCC in capacity building. Also ADB has included Tajikistan in assessment phase of its regional technical assistance (RE-TA) project on Statistical Capacity Building (SCB) in the Asia and Pacific Region.

Public Investment Projects (PIP) is a three year budgeting of capital expenditures.

Government is assisted by donors to build capacity to implement Medium Term Expenditure Framework (MTEF); to build capacity of State Financial Control Committee (SFCC) in analyzing the cost revenue and expenditure parts of the budget and identify deviations from the indicators of the budget; and to build capacity of the State Statistical Committee (SSC) to collect poverty related data.

Results Achieved

Public administration reform is underway after signing PARS in March 2006. In late November 2006 the number of ministries was reduced from 25 to 17 and number of committees from 15 to 13. The ministries and committees were further streamlined and the functional duplications reduced.

More restructuring and reform is expected next year to make the public policy more results oriented. The TA will assist the Government in reforms and building capacity of the new structure to manage for development results.

Lessons Learned for Replication/Scaling Up

During the Fact Finding Mission of the TA it was noted that generally results management is perceived as "control" of the use of inputs and completion of physical outputs by the line ministries staff. Accordingly, the Government requested the Mission to propose development of a common glossary of key terms in consultation with ADB HQ and donors during the TA implementation. This glossary will then be translated and circulated widely in the Government to ensure better understanding of the concept and methodology.

Lead Ministry/Organization Contact Information

Ministry of Economy and Trade (MOET) will be the executing agency of the TA under the overall coordination of the President's office. For Further Information contact Sayfeyev Maruf, Deputy Minister, Ministry of Economy and Trade

