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IMPLEMENTATION COMPLETION AND RESULTS REPORT

TF 017852

ON A

SMALL GRANT

IN THE AMOUNT OF USD 2.5 MILLION

TO THE

Government of the Republic of Tajikistan

FOR

Republic of Tajikistan - Implementation of the NSDS (P145185)
19 December 2018

Poverty And Equity Global Practice
Europe And Central Asia Region

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ABBREVIATIONS AND ACRONYMS

ADP	Accelerated Data Program
AI	Access to Information
CIS	The Commonwealth of Independent States
CPS	Country Partnership Strategy
DA	Designed account
DDI	Data documentation initiative
DFID	United Kingdom Department for International Development
DL	Disbursement Letter
EDI	Electronic data exchange
FM	Financial Management
GA	Global Assessment
GoT	Government of Tajikistan
HBS	Household Budget Survey
ICT	Information and communication technologies
IDA	International Development Association
IFR	Interim un-audited financial reports
INSDS	Implementation of the NSDS project
IOC	Incremental operating costs
ISC	Interagency Statistics Council
ISR	Implementation status and results
LFS	Labor Force Survey
LSIS	Living Standards Improvement Strategy 2013-2015
LSMS	Living Standard Measurement Survey
M&E	Monitoring and Evaluation
MDAs	Ministries, departments and agencies
MISP	Multi-Year Integrated Statistical Plan
MoEDT	Ministry of Economic Development and Trade
NADA	National data archiving
NDS	National Development Strategy of the Republic of Tajikistan
NSDS	National Strategy for the Development of Statistics 2012-2016
NSS	National Statistical System of Tajikistan
PDO	Project Development Objective
PIT	Project implementation team
PIU	Project Implementation Unit
PRS	Poverty Reduction Strategy of the Republic of Tajikistan
RF	Results Framework
RT	Republic of Tajikistan
SA	Statistical Agency
SCI	Statistical Capacity Indicator
SDMX	Standards for exchange of statistical data
SDDS	Special Data Dissemination System
SN	Statistics Norway
SNA	System of National Accounts
SSC	State Statistical Committee
TFSCB	Trust Fund for Statistical Capacity Building
TWG	Technical Working Group
WB	The World Bank

TABLE OF CONTENTS

DATA SHEET	1
I. PROJECT CONTEXT AND DEVELOPMENT OBJECTIVES.....	4
II. OUTCOME	9
III. KEY FACTORS THAT AFFECTED IMPLEMENTATION AND OUTCOME	14
IV. BANK PERFORMANCE, COMPLIANCE ISSUES, AND RISK TO DEVELOPMENT OUTCOME ..	16
V. LESSONS LEARNED AND RECOMMENDATIONS	17
ANNEX 1. RESULTS FRAMEWORK AND KEY OUTPUTS.....	19
ANNEX 2. PROJECT COST BY COMPONENT.....	34
ANNEX 3. RECIPIENT, CO-FINANCIER AND OTHER PARTNER/STAKEHOLDER COMMENTS	35
ANNEX 4. SUPPORTING DOCUMENTS.....	36



DATA SHEET

BASIC INFORMATION

Product Information

Project ID	Project Name
P145185	Republic of Tajikistan - Implementation of the NSDS
Country	Financing Instrument
Tajikistan	Investment Project Financing
Original EA Category	Revised EA Category
Not Required (C)	Not Required (C)

Organizations

Borrower	Implementing Agency
Government of the Republic of Tajikistan	Agency on Statistics under the President of the Republic of Tajikistan (TajStat)

Project Development Objective (PDO)

Original PDO

The overall objective of the proposed project (TAJSTAT-II) is to further improve the capacity of statistical system of Tajikistan to produce and disseminate relevant, reliable and timely statistics in a cost-effective manner that are in line with international standards and will be responsive to user needs. The project will build on the achievements of the previous TAJSTAT project to sustain the progress.

PDO as stated in Legal Agreement (if different from Project Paper)

Same as original PDO stated above.



FINANCING

	Original Amount (US\$)	Revised Amount (US\$)	Actual Disbursed (US\$)
Donor Financing			
TF-17852	2,500,000	2,500,000	2,500,000
Total	2,500,000	2,500,000	2,500,000
Other Financing			
Borrower	250,000	0	0
Total	250,000	0	0
Total Project Cost	2,750,000	2,500,000	2,500,000

KEY DATES

Approval	Effectiveness	Original Closing	Actual Closing
26-Sep-2014	29-May-2015	30-Jun-2018	30-Jun-2018

RESTRUCTURING AND/OR ADDITIONAL FINANCING

Date(s)	Amount Disbursed (US\$M)	Key Revisions
17-Oct-2016	0.79	

KEY RATINGS

Outcome	Bank Performance	M&E Quality
Moderately Satisfactory	Satisfactory	Substantial

RATINGS OF PROJECT PERFORMANCE IN ISRs

No.	Date ISR Archived	DO Rating	IP Rating	Actual Disbursements (US\$M)
01	26-Jan-2016	Moderately Satisfactory	Moderately Satisfactory	0.35
02	27-Sep-2016	Moderately Satisfactory	Moderately Satisfactory	0.61



03	17-Jul-2017	Moderately Satisfactory	Moderately Satisfactory	1.42
04	18-May-2018	Satisfactory	Satisfactory	2.26

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I. PROJECT CONTEXT AND DEVELOPMENT OBJECTIVES

Context

Country context

1. Tajikistan is a small landlocked country with a population of 9 million people, and a gross national income of \$3670 per capita (PPP, current international \$, 2017). Only 7 percent of its total land area is arable, and high mountain ranges make communication between different parts of the country difficult, especially in the winter. Tajikistan is susceptible to natural disasters and is regularly affected by floods, landslides, earthquakes, and droughts. Shortly after its independence in 1991, the country descended into a civil war that lasted until mid-1997, which brought extensive physical damage and heavy human losses to the country.

2. Tajikistan has achieved rapid poverty reduction over the past two decades, mainly due to a favorable external environment. Poverty fell from over 83% to about 47% between 2000 and early 2009, and from 37% to 29% between 2012 and 2017. In contrast to the decline in monetary poverty, Tajikistan has done less well in improving the quality and accessibility of public services, such as electricity, water, heating, and roads. Only three out of four persons have access to an improved water source, and market accessibility studies highlight the lack of infrastructure integration outside the largest cities.

3. The National Development Strategy 2016-30 of the Republic of Tajikistan envisions improving the living standards of the population in four main areas: (i) achieving energy security; (ii) improving transport and communication connectivity; (iii) improving food security and the population's access to good quality nutrition; and (iv) expanding productive employment. To achieve higher economic growth, Tajikistan needs to implement a deeper structural reform agenda designed to: reduce the role of the state and enlarge that of the private sector in the economy through a more favorable business climate, thus increasing private investment and generating more productive jobs; modernize and improve the efficiency and social inclusiveness of basic public services; and enhance the country's connectivity to regional and global markets and knowledge, as stated in the WBG Country Partnership Strategy 2015-2018. Addressing these development challenges, requires a functioning statistical system to create an evidence base for policies to reduce poverty and strengthen shared prosperity.

Development of the National Statistical System

4. The importance of statistics is recognized by the Government of the Republic of Tajikistan and by other users of statistics, both to assist the design of policies and decision-making, and for use in monitoring and evaluation of policies and decisions. The long-term social-economic programs - the two National Development Strategies of 2006-2015 and of 2016 – 2030 and the Poverty Reduction Strategies of the Republic of Tajikistan (PRS) - stressed the importance of obtaining relevant and reliable statistical data to make decisions for successful program implementation, and demand was not simply for better statistics, but to expand the capacity to analyze and interpret statistics in support of evidence-based policy making and implementation monitoring.

5. The transition from a centrally planned economy to a market one has brought significant changes in all areas of economic and social life in Tajikistan and required the public administration to reform and adjust accordingly. One of the areas the Government reformed was the National Statistical System (NSS), which includes the Statistical Agency under the President of Tajikistan (SA), formerly the State Statistical Committee (SSC). The SA and its regional and local offices are in charge of collecting, processing and disseminating statistical data, and take a coordinating role for the NSS, which includes Ministries and Government Agencies.

6. In 2000, as a first step towards modernization of the NSS, the SA announced a 3-year "Integrated Reform Program" for statistics, which coincided with the Government's 3-year plan of economic reforms. Some of the activities described in the reform program were partially fulfilled, but many of them were not completed due to the lack of funding.



In 2003, the SA received a grant from the Trust Fund for Statistical Capacity Building (TFSCB) and developed the Multi-Year Integrated Statistical Plan (MISP) which provided a five-year strategy for the NSS.

7. In March 2005, the Government approved the MISP, and “Strengthening the National Statistical System” project (TAJSAT I) in the amount of USD 5.7 million was prepared for its implementation, which became effective in June 26, 2006. The objectives of the TAJSTAT I project included improvement of the legal framework in the field of statistics, skills development, improvement of the equipment, and improving data quality to monitor the results achieved. By June 30, 2011 TajStat I project was successfully completed on time with full disbursement.

8. Despite all of the progress achieved within the TAJSTAT I project, there was still a need (a) for funding the maintenance, upgrading and replacing of old equipment; (b) to continue the program of statistical surveys in order to provide so much needed statistical information and time series in order to provide basic social indicators; (c) to carry out a big scope of work related to the availability of statistical data; as well as for supporting and further developing the capacity of the Agency on Statistics under the President of RT and other producers of official statistics in line ministries and regions. It was necessary to further develop the dialogue between users and producers, as well as among different producers of statistical data. These processes were planned in the second multi-year integrated statistical program which was called the National Strategy for the Development of Statistics (NSDS) to reflect its broad coverage of the National Statistical System. Implementation of the NSDS required both national and international resources.

9. In 2011, SA requested the United Nations Economic Commission for Europe (UNECE) to conduct the assessment of the NSS in Tajikistan that was entitled ‘Global Assessment of the National System of Official Statistics of the Republic of Tajikistan’ (GA). The GA was conducted in 2012 and it identified the following critical issues to be addressed in the statistical system of Tajikistan: (i) weak institutional capacity and inefficient organizational structure of the statistical system, (ii) ineffective institutional coordination between various statistical agencies and the AS, (iii) lack of well-developed human resources framework, (iv) inadequate analytical capability and qualifications of personnel of the statistical system, (v) weak statistical infrastructure, and (vi) poor physical and information technology (IT) infrastructure.

10. The GA further recommended to focus on the following key areas: (a) legal and institutional framework; (b) organizational structure and functioning of TAJSTAT; (c) dissemination, communication and relations with major stakeholders; (d) data sources and processing, quality monitoring, registers and nomenclatures; and (e) specific statistical domains. These recommendations were taken into account when SA and other members of the NSS developed the first NSDS to cover the years of 2013-17.

11. In 2011-2012, SA, together with ministries and agencies, prepared the NSDS, which has been a road map for the statistical system reform for the coming five years and whose major strategic objectives were (i) to upgrade AS’s methodological skills and other producers official statistics, (ii) automate its work across the board, (iii) meet the basic requirements for monitoring the macroeconomic situation and poverty, and (iv) fulfill other objectives required to meet the criteria of the IMF Special Data Dissemination System (SDDS).

12. To sustain the progress and outcomes achieved under TAJSTAT I project and previous support reforms in the statistical sector, the World Bank supported the design and implementation of a follow-up TAJSTAT II project (*Implementation of the National Strategy for the Development of Statistics (INSDS)*). The project was based on and was designed to support the implementation of the NSDS in a coherent, consistent and sequenced manner as required by the NSDS.

13. Under INSDS project, the SA planned to implement activities which had been identified in the MISP but could not be financed due to the lack of funding. These activities were aimed to (a) strengthen data collection for the national household survey, and establish the Household Budget Survey (HBS) as the primary data source for poverty monitoring of Tajikistan; (b) align the production of GDP estimates with international standards, and reach the status of membership of the Special Data Dissemination Standard of the IMF by 2016; and (c) introduce e-reporting, and support a better business environment and private sector development through a decreasing burden on respondents.

14. INSDS project’s objectives were to improve efficiency and effectiveness of the National Statistical System to enable it to provide relevant, timely and reliable data for evidence-based policy making in support of Government’s poverty reduction strategies and the process of economic development. The expected outputs of the project were:



- a) *improved legal and institutional framework that will encourage statistical development;*
- b) *improved physical and information technology (IT) infrastructure;*
- c) *strengthened human resources through training in statistical operations;*
- d) *improved statistical infrastructure through application of internationally accepted methodologies and data quality standards;*
- e) *developed statistical production system that continuously adapts to evolving needs of the society and economy through user-producer dialogues;*
- f) *institutionalized core statistical activities, including poverty monitoring;*
- g) *increased output of reliable statistics by consolidating and strengthening existing surveys and administrative sources, and by designing and conducting new data-generating activities; and*
- h) *timely dissemination, information-sharing, and the use of data for policy decisions.*

15. During the design stage as well as during implementation, the World Bank cooperated closely with the projects funded by other donors in order to build synergy and prevent any duplication in activities to be funded, particularly by Statistics Norway (SN) and DFID. The main activities being implemented and/or planned by the SN and DFID were in the following areas:

- The SN was willing to be a major partner in the implementation of the NSDS and planning to support in the following areas: i) IT and register development; ii) Economic statistics development; iii) Support training center; and iv) Metadata and dissemination of indicators. SN applied to the Norwegian Ministry of Foreign Affairs for funding.
- DFID planned to support the implementation of the NSDS in the Tajikistan by focusing on the following main areas: (i) support for local capacity building of SA in the design, implementation and supervision of household budget survey data collection, related micro data processing and dissemination; (ii) technical assistance to SA and Ministry of Economic Development and Trade (MoEDT) in the development of a methodology for the middle class measurement and analysis, and its dissemination to the interested parties as well as (iii) strengthening the capacity of the responsible units for monitoring and assessing the "Living Standards Improvement Strategy (LSIS) of the Government of Tajikistan for 2013-2015".

16. However, due to some internal procedures and reasons, the so-much expected support from both SN and DFID did not materialize, which in turn necessitated the INSDS project to adjust the funding of planned activities so as to stay relevant and make efficient use of INSDS project funds to achieve the stated project objectives.

Country Partnership Strategy

17. The objectives of the INSDS project were consistent with the Tajik government's priorities and the Bank's Country Partnership Strategy (CPS) for FY15-18. The project created a platform to continue supporting the production of better quality data and enhancing the availability of official statistics, necessary to monitor and coordinate policies among the Government and international development partners. As such, the project was directly relevant for the implementation of the Social Inclusion Pillar and Governance and Gender Cross-Cutting areas of engagement of the CPS. Pillar 2 on Social Inclusion (page 22 of the CPS document) calls for inputs and activities that would contribute to the twin goals of extreme poverty eradication and shared prosperity promotion by improving the delivery of social services that expand opportunities for excluded and vulnerable groups. Assessment of progress towards achievement of these twin goals required reliable data and statistical systems capable of producing evidence. Cross-cutting themes of gender and governance are also of connection to the design of this project (pages 26-27 of the CPS document). On gender, the project increased the availability of gender-disaggregated indicators, particularly via the Labor Force and the Water Users Surveys. The project also addressed the three fundamental governance challenges underlying delivery of high quality public services, including: (a) efficient allocation of public resources, (b) efficient and transparent use of public resources, and (c) use of feedback mechanisms on service delivery.



Main Beneficiaries

18. The INSDS project had multiple stakeholders/beneficiaries. The benefits of having more robust statistics will be widespread since this will satisfy the multiple needs of different interest groups. Stakeholders can be categorized into four groups:

- **SA and Ministries and agencies (MAs).** The SA (both at central and provincial levels) was the first beneficiary and stakeholder of this project, being the main producer of statistics in the Republic of Tajikistan and the coordinator of the NSS. The next beneficiaries of the Project were selected MAs that are part of the NSS.
- **Policy makers and planners.** Policy and decision-makers in the public and private sectors rely on valid and consistent data and indicators to inform their policy decisions and monitor progress. A key objective of this project was to improve the quality, timeliness and accessibility of data so that all interested stakeholders have more relevant data to inform their choices. The adequate use of statistical information further supports an evidence-based policy which improves living conditions in Tajikistan through a better design of policies – with an option to reduce poverty and enhance equity – and advanced tools to increase access to services and improve allocation of resources.
- **Non-state actors and the general public.** This project aimed to ensure that data is readily accessible and available for use by different stakeholders, including academic institutions (for research), educational institutions, the Parliament and other oversight organizations, media organizations, civil society and the general public in order to hold their government to account by having a better understanding of what has and has not been achieved. The media plays an important role by helping to sensitize the public about the activities of NSS, and also as a means to disseminate statistics to the general public.
- **Development partners.** Development partners not only help support the strengthening of the NSS to comply with best international practices, they are also key users of the data for monitoring their own programs, planning new interventions, and for carrying out international reporting on realization of their programs.

Theory of Change

19. The theory of change (see Annex 4) illustrates that the intended impact of the INSDS project goes beyond the completion of multiple outputs, which support the collection, preparation and dissemination of more reliable, relevant and timely data. In the medium- and long-term, the Project supports the GoT in establishing a NSS which contributes to the design and implementation of evidence-based policies anchored in the availability and analysis of high quality data. This information is instrumental to reach the goals established under the National Development Strategy, but also for the World Bank Twin Goals.

20. Under this long-term objective, capacity building and investments into infrastructure are fundamental for improved production and dissemination of reliable and timely data, but also require an enhanced governance structure of the NSS. Improved statistical capacity among users and producers of data, and better coordination and strengthened cooperation among key stakeholders of the NSS create an institutional framework, where better data facilitates the design of better policies. Moreover, elevated levels of trust and higher credibility through better communication support the SA in delivering to these high expectations.

21. Institutional change takes time, and most likely goes beyond the implementation period for this Project (2015 - 2018). Yet, it is expected that activities under INSDS project contribute to a positive trend with accelerated progress towards higher levels of statistical capacity and a better governance structure. Moreover, outputs delivered under the project are expected to trigger continuation of changes in mindsets within the SA, the GoT and other stakeholders, and strengthen the role of data for policy design.



22. The theory of change for the INSDS project builds on multiple critical assumptions which are essential to transform outputs into impact:

- a) **Broad-based capacity building.** Capacity building and the introduction of new standards and methodologies is at risk if staff turn-over is high, or knowledge is not applied. The Project required the Client to train multiple staff per unit, and Consultants prepared documentation to strengthen sustainability of capacity building activities.
- b) **Cooperation between stakeholders in the NSS, and the GoT.** The successful implementation and acceptance of institutional arrangements requires support and buy-in beyond the SA. Under the Project, multiple activities contributed to better relations between the SA and other stakeholders in the NSS, including the formation of formal mechanisms through interagency working groups and trust-building.
- c) **Inclusion of central and regional offices.** Regional offices play an important role for the collection of data and dissemination of statistics, but gaps in capacity and infrastructure have been huge. The Project financed capacity building for SA staff in the central office and regional offices, and some of the funds also supported infrastructure improvements in the regions.

Project Development Objectives (PDOs)

23. The overall objective of the proposed project (TAJSTAT-II) is to further improve the capacity of statistical system of Tajikistan to produce and disseminate relevant, reliable and timely statistics in a cost-effective manner that are in line with international standards and will be responsive to user needs. The project will build on the achievements of the previous TAJSTAT I project to sustain the progress.

Key Expected Outcomes and Outcome Indicators

24. The Project was designed to reach three key outcomes/objectives, all related to the production and dissemination of data:

1. **Production and dissemination of relevant statistics** - Feedback mechanism for user dialogue through regular user-satisfaction surveys and online feedback platform.
2. **Production and dissemination of reliable statistics** - Statistical outputs produced and disseminated in accordance with international standards.
3. **Production and dissemination of timely statistics** - Statistical outputs released in a timely manner in accordance with internationally accepted frequencies and timeliness.

Components

25. The project components covered all necessary elements to strengthen statistical capacity in the country. The design emphasized the government's ownership and coordination with all stakeholders, producers and users of statistical data. Every component of the project was built on the existing systems, policies and procedures indicated in the MISP and the NSDS to strengthen, improve or modify them based on recommendations given by the 2012-13 Global Assessment, and align them with international standards (such as GDDS, SDDS, DDI, GSBPM).

26. All components were designed to be complimentary to each other. A twinning arrangement with the DevStat (the Joint Enterprise of Spain, Turkey, USA, Russia, Tajikistan, Lithuania) was meant to transfer the best practices from statistical institutes and statistical consulting companies to the SA in Tajikistan, to provide systemic assistance and to



strengthen sustainability of activities. Project activities were grouped into five different components:

- a. **Strengthening institutional capacity of the SA and the NSS (Component 1):** (a) strengthening relationships with relevant policy-making bodies; (b) full implementation of supervision, coordination and organizational arrangements according to the Law on Statistics; (c) improving resource allocation among various programs and departments; (d) further improvement of human resources and HR management to support objectives of SA; and (e) improving arrangements and regulations guiding public dissemination of micro data.
- b. **Improving production of statistical data (Component 2):** (a) improving methodological skills of staff on classifications, standards, sampling and seasonal adjustment; (b) improving data quality; (c) filling capacity gaps in, for example, awareness of gender-sensitive indicators; (d) improving production of reliable and relevant economic and social statistics that are not covered by Statistics Norway in areas of System of National Accounts, Price statistics, Poverty statistics, Business statistics, Social and Demography statistics, including gender desegregated statistical indicators; and (e) improving data collection mechanism for the integrated HBS.
- c. **Improving user-producer dialog (Component 3):** (a) raising awareness of statistics and existing publications (using user accessible formats) as well as improving the image of SA; (b) improving interaction between users (including civil society groups) and producers; (c) improving access to statistics with metadata and quality reports disseminated in line with internationally accepted standards; (d) improving microdata terms of use; (e) developing public accessible anonymized microdata records; (f) introducing tools for data query and publication on the internet; (g) supporting dissemination of national development plan indicators; (h) supporting the revision and improvement of Law on Statistics, in particular provisions regarding the public access to micro-data.
- d. **Strengthening physical infrastructure, IT and automation of data processing (Component 4):** (a) upgrading hardware and software (including SPSS licenses) to address the needs of the SA; (b) improving data processing solutions; (c) improving existing IT infrastructure and connectivity.
- e. **Project management (Component 5):** This component supported incremental operational cost of project implementation and salaries of key members of project implementation team (procurement and financial management specialists).

II. OUTCOME

Assessment of Achievement of Each Objective/Outcome

Outcome #1 - Production and dissemination of relevant statistics

27. The project helped to strengthen relationships with relevant policy-making bodies through meetings and high-level seminars to improve understanding of the role of official statistics. In preparation of the Law on Statistics and the NSDS, the GoT set up an interagency working group which was led by the SA. These meetings contributed to higher trust among partners and increased the credibility of official statistics. Ministries, Universities and Development Partners confirm that in response to these more frequent interactions, the SA has raised its profile and the SA webpage is mentioned as the preferred place to access official statistics. Regular stakeholder meetings have been institutionalized and they have helped both to present the progress on statistical development in Tajikistan and to listen to needs and the feedback of the users.



28. The regulatory framework was improved by introduction of changes in to the Law on Statistics. The existing statutory legal acts were analyzed, the Model Law on official statistics was analyzed and a draft on changes and additions to the Law on State Statistics was developed and submitted to the interdepartmental working group on improving statistical records headed by the Prime Minister of the Republic of Tajikistan. The Law on Statistics integrates UNECE standards into national legislation and clarifies the role of the SA relative to the NSS. The SA has included the provisions of Article 24 of the Model Statistical Law, which determines access to confidential data for research purposes, into the amendments to the Law on State Statistics. As of the end of the Project, the Law has been submitted to GoT, and is expected to be approved by the Parliament in the first half of 2019. The project also supported the development of the new regulation on the Agency organization structure with redistribution of functions. This new regulation will come into effect upon approval of the amendments to the Law on State Statistics.

29. The project helped to develop the professional knowledge of SA staff to support NSDS objectives. 41 expert missions to Tajikistan and 20 study-visits abroad with participation of more than 70 SA specialists were organized within the Twinning Partnership. The project helped design and implement 5 large scale surveys, 4 of which were organized for the first time. Furthermore, for the first time, the SA conducted an employee satisfaction survey to assess values and preferences of employees. Results of the employee satisfaction survey were used in the development of the new NSDS 2018-22. The employee satisfaction survey helped to identify areas for improvement in the organization and assessed risks for the functioning of the SA such as turnover, social conflicts, etc. The survey shows general satisfaction of employees with job, however, pointed out some weaknesses of the SA, including deficits to the work environment, such as corridors, smoking areas and toilets. Another area of concern was low satisfaction with IT software and hardware, especially in regional offices.

30. The project supported the implementation of user feedback tracking and contributed to higher user satisfaction. SA has introduced user-satisfaction surveys in its annual work-plan. User satisfaction has improved as documented in the Nov-Dec 2017 round of the survey. Better data dissemination via a new web-site and through regional offices contributed to higher user satisfaction. Users receive official statistics from the Agency's official publications, the Agency's Web site (90%), Publications/websites of international organizations (21%) and official press releases/ the Central Bank website (17%). According to the user survey, official statistics are mainly used for general information, analysis, and research purposes. More than 70% answered that the information is easily accessible, 70% are satisfied with the frequency and timeliness of publication of official statistics.

31. Developed integrated and harmonized statistical information source for NSS and standards for exchange of statistical data (SDMX). SDMX is an international initiative that aims at standardizing and modernizing mechanisms and processes for the exchange of statistical data and metadata among members of the NSS and international organizations. Under the project, SA has strengthened its capacity to share data with partners and ministries using the SDMX format. Any interested party can request SA to share data in SDMX format.

32. Improved quality, access, and use of gender-disaggregated data. Under the project five surveys – including the Labor Force Survey, Water-users survey, Survey of Energy consumption, Survey of Microenterprises and Time-use Survey – have been completed, and gender disaggregated indicators previously not available were produced.

Outcome #2 - Production and dissemination of reliable statistics

33. The project contributed to the knowledge base of SA by providing necessary trainings to the staff on the latest methodological skills of classification, standards, sampling and seasonal adjustments. Multiple trainings and visits of international experts supported capacity building of SA staff, both from the central office and regional offices. The project supported the development of more than 20 new methodological notes (full list of new methodological guidelines developed is available in annex 4) meeting international standards covering practically all areas of statistics. However, not all staff is using the latest methodologies, and more learning activities and more time will be needed to support practical application of the new methodologies. One example is with regards to the Standards of System of National Accounts (SNA) 2008. Transition to SNA 2008 is not a 2-3 year process and will take further efforts and time to fully make the transition.



34. Data quality assurance framework and quality assurance working groups were established with support of the project. Instructions on the Generic Statistical Business Processing Model (GSBPM) application and flowchart for statistical products were prepared by each department. In addition, the project helped to prepare the first draft of the AS Statistical Glossary (in 3 languages, i.e. Russian, Tajik and English), a metadata structure, and instructions for managing metadata. Altogether, the project was able to implement an introductory package for GSBPM, but the actual incorporation of the model in the working processes will require additional efforts and resources from the SA. SA has also taken further steps to comply with IMF Special Documentation and Dissemination Standards (SDDS). Since some of the elements of the SDDS are related to the adoption and transition of new standards, such as for example SNA 2008, full compliance with SDDS will happen beyond the scope of this project.

35. The project helped implement a system for the production of standardized meta- and micro-data documentation. Most survey and census meta- and micro-data documentation are produced and are available for public use at Tajikistan National Data Archive (NADA) server (<http://nada.stat.tj/index.php/home>). Access to micro data physically possible by an official request to the SA upon signing a Memorandum of Understanding (MoU). However, not all users are aware of both the NADA server and the MoU mechanism for obtaining anonymized survey/census micro-data. SA was recommended to raise awareness of users of NADA server and MoU mechanism through its website, through its publications and during meetings with stakeholders.

36. An important contribution of the project was the improvement of the SA's IT capacity (hardware and software) for operations, printing facility and other equipment used for statistical data production and dissemination. The Project financed the purchase of server infrastructure, licensed software and specialized software solutions. Overall, the project supplied more than 100 PCs and Laptops, 70 tablets, 24 printers and 3 new servers. IT infrastructure is maintained at and from the central level.

Outcome #3 - Production and dissemination of timely statistics

37. The project contributed to the production and dissemination of timely statistics via creation of the electronic library, the widespread use of standard software packages, the development of automated technology, including the use of computer-assisted personal interview (CAPI) technologies, ensuring the confidentiality of personal data.

38. The project also helped design a new website of the SA, which is more user-friendly, provides access to relevant, reliable and timely statistics, through news, downloadable multi-language publications and macro- and micro-economic data-sets.

39. Improved statistical reporting forms and introduction of "electronic reporting" have reduced the burden on respondents and have made their processing and dissemination timelier. From July 2015 up to the present, 17 reporting forms have been transferred to the electronic collection out of which 8 electronic forms were within the framework of the project. All e-reports arrive to the SA servers purchased under the project.

40. The project also helped with the development of a data-entry system for household books maintained at municipal (jamoat) level. The system was tested and introduced in the 3 districts of Tajikistan. Further resources will be required to roll-out this system to the whole country. This initiative was a major first step towards establishing an electronic Population Register.

41. In order to enhance the image of SA, disseminate news and articles relating to the statistical development, a Press Center was developed within the SA that has been functioning effectively.



Overall Outcome Rating

Rating: Moderately Satisfactory

42. It is assessed that the Statistical Capacity Indicator (SCI) increased from its baseline value 71 in 2013 as established in project documents (e.g. Project Operational Manual) to 75 in 2018, with most of this advancement attributable to the INSDS project.
43. Of 16 targets for intermediate result indicators, 12 have been fully achieved and 4 have been partially achieved. Of the four partially achieved targets, three *((i) amendments to the law on statistics, and the new regulation on the organization structure and functions of the SA, (ii) quarterly reporting of employment indicators using HBS survey, and (iii) availability of micro-data for download on NADA)* are expected to be fully achieved in 2019.
44. The PDO remains well-aligned with objectives of the ending Country Partnership Strategy 2015-2018 and with the objectives of the new Country Partnership Framework (CPF) 2018-2022 “[Pillar 2 on Social Inclusion and Cross-cutting areas of “gender” and “governance” (pages 22-23 and 26-27 of the CPF document)]”. The design and the implementation of the Project support the SA in producing better data for better policies.
45. The PDO is well aligned with national development plans for official statistics, including key objectives of the national strategy for the development of statistics:
- i. Strengthen institutional capacity of the SA and NSS
 - ii. Improve data-dissemination and communication with users
 - iii. Improve statistical production
 - iv. Develop information technologies, automation and other infrastructure objects
46. The Project design was consistent with the PDO. The wide range of activities under four different components helped the SA to advance the collection, preparation and dissemination of data. Even though some areas have not been covered in depth, the inclusion of a broad set of activities supported a shift of mindset among SA staff. Also, a lack of financing made it impossible to purchase new IT hardware and software for all SA staff. Technical assistance provided during the project implementation addressed the most pressing needs and ensured consistency in the design of the project.
47. The actual implementation of the Project was relevant for the achievement of the PDO. The activities were logically linked to the achievement of the objectives and were strongly grounded on the statistical plan of the SA, which provided a systematic and long-term plan to develop statistical capacity in the country. The support of the project through a project implementation group (PIG) within the SA contributed to internal capacity of the agency to implement recipient-executed projects by transferring knowledge on solving fiduciary issues to the SA staff according to international FM and procurement principles. The PIG worked in close collaboration with the SA staff, in particular the FM specialist would liaise with the SA chief accountant, M&E expert had significant experience about the statistical system in Tajikistan as she had formerly been the SA employee, project coordinator would work closely with the SA senior management on a day-to-day basis to ensure smooth implementation of the project. The introduction of the twinning partnership arrangement helped in terms of knowledge sharing, and allowed for direct access to advanced statistical methodologies, processes and procedures. Moderate risks remain with regards to sustainability of these achievements, as the PIG was dissolved, and the twinning partners left the country, when the project finished in June 2018.
48. As it is noted in the project documents a statistical development project is not amenable to a cost-benefit of economic return analysis, considering the production and dissemination of statistics is financed from tax revenues, and national statistical office is not involved in any cost recovery activity. Greater coverage and quality of statistical data



contribute to a better functioning of the economy and society, better evidence-based policy decisions. While the exact economic benefit cannot be quantified, it can logically be expected to be substantial.

49. The project has contributed to higher efficiency and effectiveness of the NSS in Tajikistan and strengthened the capacity to produce and disseminate relevant, timely and reliable data in line with international standards. Investments under the INSDS project were timely and relevant to support the formulation and implementation of national strategies, such as the NDS and the World Bank CPS. Intensive training of statisticians, especially from regional offices, the adaptation of new techniques and methods, such as CAPI data collection, and e-reporting, and the introduction of international standards have improved relevance and reliability of official statistics.

50. Overall, the NSS became more involved in policy decisions, and statistical reports on Demographics and Health, on Poverty and Wellbeing, Employment and other macro-economic issues are used among policy makers. The National Development Strategy 2030 and Medium-term development strategy 2016-2020 include references to statistical information prepared by the SA and suggest that official statistics are increasingly used for evidence-based policy design. SA was tasked by the GoT to develop national official methodologies for the measurement of poverty and middle class. SA is a co-chair of the Council for the measurement of Poverty and Middle Class and the council meets regularly to discuss policy issues regarding wellbeing of the population.

51. The SA also successfully overcame issues related to implementation, including restructuring, within the originally approved project duration.

52. The project triggered the long-term reform process, which led to increasing data production, better reflection of data-users' needs and sped up data collection processes, especially for welfare measurement and firms' data, on the ground.

Other Outcomes and Impacts

53. The Project has raised the profile/reputation of the NSO relative to other Government Agencies and among Development Partners. Regular stakeholder meetings presented not only the achievements but also the needs of the NSS, which are beyond the scope of this project. These meetings shall help with attraction of more funding from Government Partners into statistical data-production.

54. In this regard, of paramount importance are the new NSDS and updated Law on Statistics that will strengthen the institutional framework to enhance cooperation and coordination. One of main outputs produced under the project was the preparation of the second National Strategy for the Development of Statistics (NSDS-2), which should coordinate the work of the Agency over the coming years to cope with (a) the tasks of rapid transformation of statistical activities, thanks to information and communication technologies; and (b) the need to strengthen compliance with international standards and classifications, as well as expanded statistical production to meet the monitoring needs of sustainable development goals (Agenda 2030).

55. The project helped implement five large-scale surveys (including Labor Force and Water User Surveys), of which four were conducted for the first time. Implementation of these surveys was coordinated with relevant sectorial ministries and agencies (MAs), which strengthened both the institutional capacity of the SA and of the respective MAs;

56. Better design of survey instruments (easier questions) helped to reduced respondents burden;

57. The new Labor Force Survey was conducted in 2016 using CAPI technology. This was the first nation-wide survey to be conducted using tablets and proved to be a tremendous experience for the interviewers. The questionnaire was based on a new conceptual framework for measuring labor activity, employment and labor underutilization adopted at the 19th International Conference of Labor Statisticians and made Tajikistan the first country among the CIS member countries and



one of the first countries in the world where a full-scale employment survey was conducted based on the latest recommendations of 19th International Conference of Labor Statisticians. As a result of the survey, data on general unemployment, informal employment, child labor, labor underutilization, data on labor migrants, additional work, those who are engaged in production for personal consumption, unpaid work, potential labor, etc. were obtained, which provides important information for labor policy formulation;

58. The new Water use survey helped the country to construct a water cadaster and prepare fuel and energy balance which have also been used for SDG monitoring;

59. While not originally planned under the project, the project also supported the initial steps of the creation of the Population Registry, by programming and introducing electronic household books (e-HH books) in the three districts of Tajikistan. Full implementation of e-HH books throughout the country is planned under the new NSDS 2018-22, which was also designed under this project;

60. During the life of the project, the SA decided to establish its own independent Press-Center, which serves the purpose of disseminating and reporting national official statistical reports and articles in an objective and independent manner and works with all stakeholders to enhance the role of national official statistics.

61. Improvements in the HBS survey have also helped in better monitoring of poverty and shared prosperity indicators.

III. KEY FACTORS THAT AFFECTED IMPLEMENTATION AND OUTCOME

62. The project design accounts for broader lessons learned from other Projects with a focus on statistical capacity building. This includes:

- a. **Implementation through a Twinning Arrangement/Partnership (TP).** Under a TP, a large number of consulting services are bundled and procured as a package. The TP increases the likelihood that the SA can hire (international) Consultants who would normally not be interested in Projects with limited budget or activities. The TP provides access to best international consultancy markets that may not be available if piece meal approach is employed instead. Moreover, TP reduce the complexity of the Project for the Client as coordination and delivery is supported by the consortium leader which has international experience in implementing statistical operations.
- b. **Governance of the NSS:** The SA is not the only agency producing and using data in the country, and an effective NSS depends on clear responsibility and functions of members of the NSS. While capacity building enhances the ability of the SA to collect, produce and disseminate better data for better policy design, the institutional framework determines how effective the SA is in achieving this goal.
- c. **Statistical literacy among users:** Better data in itself, can never be the objective of any statistical operation; instead, better data only supports better policy design if statistical literacy among users improves, including the Government, Ministries and Agencies, universities and private sector.

63. SA's experience from TAJSTAT I project was extremely beneficial in the overall designing of the project, and particularly in setting of project objectives and in the design of the Results Framework (RF) for INSDS project. The Bank team and the SA had multiple stakeholder consultations at the design stage to ensure that relevant objectives and activities are envisaged in the project. This also helped in identifying the areas of support planned by other development partners to avoid duplications but to use these for synergies.

64. The Project was designed in close coordination between the WB Team and the SA. Key principles for the design of activities can be summarized as follows:



- **Institutional inclusion:** Support the NSS by strengthening the capacity of the SA and other members of the NSS;
- **Regional inclusion:** Support the central office in the capital city and regional / district offices; and
- **Feedback loops:** Maximize users-satisfaction and response to users' needs.

65. The RF was designed in a way that it established a link between activities, intermediate results and the outcomes, but some shortcomings have been identified that may have made the Monitoring and Evaluation (M&E) work difficult:

- a. Achievement of the PDO-level outcomes using Statistical Capacity Indicator (SCI) was complicated as SCI measures progress is based on extent of adoption and implementation of international statistical standards by not only the SA, but also by other NSS member, such as ministries and Central Bank;
- b. Some indicators depend on external sources, such as the United States Census Bureau. This creates risks if the provider changes the methodology or discontinues the indicator.
- c. Some indicators are based on composite indices, including the statistical capacity index. It remains unclear if changes in the index reflect progress under the Project or are driven by broader developments.
- d. Some indicators were input based and do not meet the idea of measuring (intermediate) results, outputs or outcomes.

66. Despite the shortcomings in the RF, it supported the World Bank Team and the SA to monitor and evaluate the implementation of the Project.

67. Under the project, a Project Implementation Group (PIG) was responsible for the monitoring and the implementation of activities. The PIG included Project Coordinator, Procurement Consultant, M&E Consultant, and Financial Management Consultant. All PIG members had sufficient knowledge and experience in managing projects and strong working relations with the implementing agency and the TP. In the beginning of the project, a detailed project implementation plan was defined and agreed upon with all parties for all Project components for the period between 2015 and 2018, by quarters and months. Information on the project progress was widely spread, including at meetings with ministries, departments and donor meetings. The activities implemented within the framework of the Project were also included into the Agency's Action Plan for 2015-2021, which was approved by the Decree of the Government of the Republic of Tajikistan. Close coordination and communication among SA, beneficiaries, TP and development partner led by the PIG helped to ensure timely delivery of the Project, full disbursements of funds and raised awareness about outcomes of the project.

68. The SA has been actively engaged in preparation and execution of the Tajstat II project. Procurement of goods and services was conducted in line with the provision of the Grant Agreement and project procurement plans that; throughout the project implementation no procurement compliance issues were raised. The implementing agency showed strong commitment and ownership of the project. The SA also worked closely with the TP to transfer international best practices, and SA benefited from a sustained engagement with international experts and partners. The PIG was responsive to recommendations and advices given by the TP during missions, technical assistance and training. The PIG accepted reports of the TP, and throughout the project 23 methodological notes such as seasonal adjustments, sampling for sample surveys, calculations of various price indices, were approved by the SA based on TP recommendations. The Full list of methodologies is attached in the Annex 4.

69. Initial delays in disbursements are frequently observed for Projects which include a larger component for consulting services, and the World Bank Team worked closely with the Client to support the preparation of ToRs. However, initial delays were driven primarily by two factors:

- i. a restructuring which became necessary when the Government of Tajikistan requested that social taxes be included and paid out of the grant funds. This was necessitated by the tough revenue situation of the state budget right after the economic downturn in the region and in Russia;
- ii. difficulties in getting along with the initial Twinning Partner (TP) team leader, which resulted in SA asking TP to replace the TP team leader, that in turn resulted in moderate delays in implementation of the activities planned within the TP.



70. The fact that funding from the two big donors, such as DFID and SN, did not materialize, had negative consequences on the activities planned to support the reform of the HBS. This is also one of the main reasons why the target for quarterly reporting of employment indicators using HBS was not achieved, as it was planned that DFID and SN contributions would lead to the full implementation of plan of activities envisaged for the HBS improvement plan.

71. At the same time the project showed efficient use of resources, as all planned activities were implemented and completed on time, with no project extension, a significant efficiency indicator. Performance of the SA during project preparation and implementation is, therefore, assessed as **Satisfactory**.

IV. BANK PERFORMANCE, COMPLIANCE ISSUES, AND RISK TO DEVELOPMENT OUTCOME

72. The implementation of the Project benefited from close supervision through the World Bank Team, with local staff in the country office to respond in time, in a quick and efficient manner. Bank performance is assessed as **Satisfactory**.

Quality of Monitoring and Evaluation

73. The design of the project's M&E suggests that, despite the earlier described RF shortcoming, adequate indicators were identified to monitor progress toward the intermediate targets and PDOs. Regular progress reports using the RF were provided to the Bank team for supervision and progress assessment. The PIG was effective in the collection of M&E data and their analysis to identify the problem areas to suggest taking of appropriate actions to achieve set project objectives.

74. Given that there were moderate shortcomings in the M&E system's design, but the teams made effective use of the M&E system, the overall M&E quality rating is assessed to be **Substantial**.

Safeguards and Fiduciary Compliance

75. There were no safeguard policy issues with this project, rated as a category C. The project focused on institutional reforms and capacity building without any civil works and, thus, no environmental impact.

76. The Financial Management (FM) rating was Moderately Satisfactory for the project implementation in 2017-2018 except for a period in 2016 when the FM rating was downgraded to Moderately Unsatisfactory following a FM review conducted by the Bank in Spring 2016. The FM rating was downgraded due to a few shortcomings observed during the mission, particularly the SA paid taxes out of grant funds that were not included in Financing Agreement under the allowed project expenditure categories. The Project was restructured in October 2016 to allow local taxes to be paid out of the project proceeds retroactively. An action plan was developed and implemented to bring accounting and reporting, internal control procedures, planning and budgeting, external audits, funds flow, organization and staffing arrangements to a satisfactory level. The subsequent FM review in April 2017 found that the project made progress in addressing FM issues and the FM rating was upgraded. A Financial Management Specialist based in the Bank office in Dushanbe carried out regular implementation support missions and provided a detailed record of FM issues in the aide memoires. The quarterly Interim Unaudited Financial Reports were submitted to the Bank for review on time and there were no inconsistencies for follow-up. The latest project audit for the year ending in December 31, 2017 was conducted by the auditor Baker Tilly Klitou and Partners SRL Moldova who issued an unmodified (clean) opinion on the project financial statements. The audited financial statements were acceptable to the Bank. The final project audit report for FY18 is due by December 31, 2018. There were no delays in preparing and approving withdraw applications for payments through the client connection system.



77. Procurement performance was rated Satisfactory throughout the project implementation. Procurement processes were conducted in compliance with the provisions of the Grant Agreement. Procurement plan was updated regularly, reviewed by the Bank and publicly disclosed. Two post review exercises conducted by the Bank during the lifetime of the project and the mid-term review confirmed high quality of the procurement files and satisfactory performance of procurement staff. Minor deviations revealed during post-reviews or day-to-day interactions were promptly and appropriately attended to. Availability of Bank procurement staff in the field allowed for immediate contact and follow up on identified issues. The project's overall procurement risk rating was assessed as Substantial. Proposed mitigation measures were implemented during the project as follows: (a) procurement trainings were provided for the government staff, including tender committee members; technical specialists involved in the project implementation, and PIT members; (b) procurement progress monitored against the detailed procurement plan; timeframes for the decision making is covered in the Project Operation Manual; (c) Bank's staff provided close implementation supervision and quality control of the deliverables by the PIT; and (d) public disclosure and transparency provisions of the Bank's Guidelines were followed.

V. LESSONS LEARNED AND RECOMMENDATIONS

77. There are three types lessons stemming from implementation of the TajStat II project: project-related, Implementation Agency-related and systemic:

Project-related lessons:

78. Design, preparation and implementation of the Project benefited significantly from presence of local staff/co-TTL in the World Bank country office. The CMU provided very limited budget for supervision (\$5,000 to \$10,000 annually) expecting the TF facility to cover supervision cost; the ECA STAT TF supervision allocation was also very limited (\$45,000-\$50,000 annually), expecting a top up from the Bank budget. In the situation of tight supervision funding (overall supervision budget was about ½ of supervision allocations for "regular" IPF projects in the Tajik portfolio), presence of a country-based staff already engaged with the Client on similar topics was crucial.

79. The longstanding relationship supported by the first TAJSTAT I project and several on-going TA programs, and ongoing dialog between the World Bank and the SA, lead by the country office-based staff, established trust and allowed the World Bank Team to design and monitor the implementation in close cooperation with the Client (SA).

80. Unfortunately, the project design was complex and it required close and time-consuming supervision activities, the budget for the project supervision was about ½ of the country allocation for IPF projects. This constrained the project team in its supervision efforts and limited its ability to field missions and address multiple technical details in-person.

Agency-related lessons:

81. The Project created a platform to strengthen statistical literacy among different audiences, which is also likely to contribute to future financial sustainability of the NSS. In addition, the Project offered an opportunity for the SA to convince international donor partners to contribute to the NSS and coordinate their data collection efforts with the SA. While the SA should not crowd out other data collections, data collection outside of the NSS might weaken the credibility of the SA.

82. Institutional and organizational reforms, and investments into physical infrastructure, including hardware and software, are instrumental in supporting the foundations for a better functioning NSS. While capacity building is important to enable SA in collecting, preparing and disseminating better data, a clear institutional structure and better working conditions for staff in the SA create incentives.



83. Limited project budget (\$2.5 million) required the Team to choose between two different approaches during the design stage of the project: either implementing a large number of activities which slowly transform a large number of statistics or focus on a limited number of activities and maximize impact for selected areas. The Team went for the first option which balances different interest groups within the SA. This approach supported broad-based ownership and helped to identify areas for future investments which could be financed either through the Government budget or additional financing from Donors.

Systemic lessons:

84. Selection of the large number of activities, an approach the team has chosen to avoid clashes between competing interests within the client Agency led to segmentation of implementation efforts. While majority of these activities were completed timely and satisfactory, the small number of uncompleted activities negatively affected overall project performance by pulling down monitoring indicators value and draining already limited supervision resources.

85. Changes in the legislative framework takes significantly more time than projected by the Client and the World Bank Team. Politico-economic realities are very unpredictable and while the project design made very conservative estimates of the new statistical legislation, these estimates, still proved to be optimistic. While these delays are beyond control of either project team or the implementation agency, they negatively affect project performance indicators.

Recommendations:

86. Based on the lessons learned, the following can be recommended for design and implementation of similar grant-funded projects in the future:

- i. Secure sufficient supervision budget. The small size of the project does not automatically mean that it would require less supervision effort, more likely to the contrary – inexperienced implementation agency would require more support and therefore supervision effort.
- ii. Try to avoid setting objectives whose achievement might be outside the control of the Implementing Agency, e.g. legislative acts and laws.
- iii. Limit the number of activities to be supported by the project, even if they are not expensive and fit the budget. It is difficult to oversee a multitude of small activities and secure timely and full implementation of their results. While delays with implementation may not affect achievement of the PDO, they negatively affect project monitoring indicators and therefore, final ratings.
- iv. One cannot be too careful assessing potential impact of political economy on project implementation. While project design may include very well-thought through mitigation measures, they may not be enough, neither the implementation agency own leverage. The project team may not have any instrument to deal with this issue and therefore, this is a risk to be taken. One potential mitigation is to start any project activity that would result in legislative work as soon as possible within the implementation period.



ANNEX 1. RESULTS FRAMEWORK AND KEY OUTPUTS

A. RESULTS INDICATORS

A.1 PDO Indicators

Objective/Outcome: Production and dissemination of relevant statistics

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Statistical capacity of the state statistical system according to the score published on the World Bank Bulletin Board	Text	The overall statistical capacity score is 71 in 2013.	75	Score will be 75 at the end of the project.	75
		31-Dec-2013	30-Jun-2018	30-Jun-2018	30-Jun-2018

Comments (achievements against targets):

Objective/Outcome: Production and dissemination of reliable statistics

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Statistical capacity of the state statistical system according to the score published on the World Bank Bulletin Board	Text	The overall statistical capacity score is 71 in 2013.	75	Score will be 75 at the end of the project.	75
		31-Dec-2013	30-Jun-2018	30-Jun-2018	30-Jun-2018



Comments (achievements against targets):

Objective/Outcome: Production and dissemination of timely statistics

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Statistical capacity of the state statistical system according to the score published on the World Bank Bulletin Board	Text	The overall statistical capacity score is 71 in 2013.	75	Score will be 75 at the end of the project.	75
		31-Dec-2013	30-Jun-2018	30-Jun-2018	30-Jun-2018

Comments (achievements against targets):

A.2 Intermediate Results Indicators

Component: Component 1: Strengthening institutional capacity of the Statistical Agency and the NSS

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Strengthened relationships with relevant policy-making bodies through meetings and high-level seminars to improve understanding of the role of official statistics	Text	No dedicated seminars or workshops to improve understanding of the role of official statistics	On average 3-5 seminar/meetings to be organized annually	On average 3-5 seminar/meetings to be organized annually	More than 5 seminars/meetings are being organized annually .
		30-Jun-2015	30-Jun-2018	30-Jun-2018	30-Jun-2018



Comments (achievements against targets): In preparation of the Law on Statistics and the NSDS, the GoT set up an interagency working group which was led by the SA. These meetings contributed to higher trust among partners and increased the credibility of official statistics. Ministries, Universities and Development Partners confirm that in response to these more frequent interactions, the SA has raised its profile and the SA webpage is mentioned as the preferred place to access official statistics.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Improved implementation of the Law on Statistics.	Text	The score 1.5 is established based on the U.S. Census Bureau assessment. (Scores range from 0 to 3)	the score will go up by 1 point over the life of the project.	the score will go up by 1 point over the life of the project.	The target is to have a score of 2.5, while the score at completion was assessed to be 2.3. Once approved by the Parliament (expected in the first half of 2019), the score will be 2.5. This target is therefore partially achieved.
		30-Jun-2015	30-Jun-2018	30-Jun-2018	30-Jun-2018

Comments (achievements against targets): The existing statutory legal acts were analyzed, the Model Law on official statistics was analyzed and a draft on changes and additions to the Law on State Statistics was developed and submitted to the interdepartmental working group on improving statistical records headed by the Prime Minister of the Republic of Tajikistan. The Law on Statistics integrates UNECE standards into national legislation and clarifies the role of the SA relative to the NSS. As of the end of the Project, the Law has been submitted to GoT,



but has not been approved by Government and Parliament yet. It is expected that the amendments to the Law on State Statistics will be approved at the Parliament in the first half of the 2019.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Optimized data collection programs and redistributed functions between the AS departments with a clear structure	Text	The score 1.5 is established based on the U.S. Census Bureau assessment. (Scores range from 0 to 3) 30-Jun-2015	The score will go up by 0.25 on average per year over the life of the project. 30-Jun-2018	The score will go up by 0.25 on average per year over the life of the project. 30-Jun-2018	The score was assessed to 2.25 at the end of the project and therefore the target is achieved. 30-Jun-2018

Comments (achievements against targets): The employee satisfaction survey helped to identify areas for improvement in the organization and assessed risks for the functioning of the SA such as turnover, social conflicts, etc. Based on the results of the assessments and user satisfaction survey, the new regulation on the Agency organization structure with redistribution of functions has been prepared and will be automatically approved by the government once the Amendments to the Law on State Statistics are approved by the Parliament, which is expected in the first half the 2019.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Develop professional knowledge and training for staff to support NSDS objectives. Conduct employee satisfaction survey	Text	The score 1.5 is established based on the U.S. Census Bureau assessment. (Scores range from 0 to 3)	The score will go up by 0.25 on average per year over the life of the project.	The score will go up by 0.25 on average per year over the life of the project.	The score is 2.25 and thus end target has been achieved. The new NSDS for the period of 2018-2022 has been prepared



		to 3).			and discussed with government and development partners. It is currently being translated into state language for submission to the government and further ratification by the Parliament.
		30-Jun-2015	30-Jun-2018	30-Jun-2018	30-Jun-2018

Comments (achievements against targets): For the first time, the SA conducted an employee satisfaction survey to assess values and preferences of employees. The survey shows general satisfaction of employees with job, however, pointed out some weaknesses of the SA, including deficits to the work environment, such as corridors, smoking areas and toilets. Another area of concern was low satisfaction with IT software and hardware, especially in regional offices. Results of the employee satisfaction survey were used in the development of the new NSDS 2018-22. The project provided expertise to develop the new NSDS for 2018-22.

Component: Component 2: Improved production of statistical data

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
TajStat core staff has obtained and uses latest methodological skills in classification, standards, sampling and	Text	The score 1.5 is established based on the U.S. Census Bureau assessment.	The score will go up by 0.25 on average per year over the life of the project.	The score will go up by 0.25 on average per year over the life of the project.	The score reached 2.25 by the end of the project and thus the target was achieved.



seasonal adjustments		(Scores range from 0 to 3).			
		30-Jun-2015	30-Jun-2018	30-May-2018	30-Jun-2018

Comments (achievements against targets): 41 expert missions to Tajikistan and 20 study-visits abroad with participation of more than 70 SA specialists were organized within the Twinning Partnership. The project supported the development of more than 20 new methodological notes meeting international standards covering practically all areas of statistics, however their full implementation is projected to take place beyond the project time-frame.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Data quality assurance framework and quality assurance working group are established and functioning	Text	There is no data quality assurance group.	Fully functioning data quality assurance framework or working group	Fully functioning data quality assurance framework or working group	Data-quality assurance working group has been established within the Agency and target is assessed to be achieved.
		30-Jun-2015	30-Jun-2018	30-Jun-2018	30-Jun-2018

Comments (achievements against targets):

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised	Actual Achieved at Completion
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				Target	
Improved quality, access, and use of poverty and employment data through improvement to and use of the HBS and LFS	Text	No poverty rate has been published since 2009 or LFS since 2009.	2016: Poverty rates reported in a quarterly moving average. 2018: Unemployment rates (LFS) reported in a quarterly moving average	2016: Poverty rates reported in a quarterly moving average. 2018: Unemployment rates (LFS) reported in a quarterly moving average	TajStat produces quarterly poverty estimates and shares the micro-data and results with the Bank for validation purposes. Full-fledged labor force survey was conducted in 2016. However, employment data are not yet produced on a quarterly basis. The work is on-going and fully function system of integrated HBS and LFS is expected to become operational in 2019. It is therefore suggested that this particular result indicator is achieved partially by the project closure date.
		30-Jun-2015	30-Jun-2018	30-Jun-2018	30-Jun-2018
Comments (achievements against targets): Availability, quality, access and use of poverty and employment data has improved. SA is producing					



quarterly poverty estimates and it conducted a full-fledged LFS survey in 2016 to provide updated data on labor indicators. Quarterly reporting of labor statistics is expected in 2019. The target is assessed to be partially achieved.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Improve quality, access, and use of gender disaggregated data	Text	2013-14: Limited gender-disaggregated statistics, mainly LFS 2009, LSMS 2009, DHS 2012, Child Labor 2013 30-Jun-2015	2016: The list of gender-disaggregated indicator increased by 10% 2018: The list of gender-disaggregated indicator increased by 10% compared to 2016. 30-Jun-2018	2016: The list of gender-disaggregated indicator increased by 10% 2018: The list of gender-disaggregated indicator increased by 10% compared to 2016. 30-Jun-2018	It is assessed that the list of gender disaggregated statistics/indicators has increased by more than 20%, by the end of the project. 30-Jun-2018

Comments (achievements against targets): Under the project five surveys – including the Labor Force Survey, Water-users survey, Survey of Energy consumption, Survey of Microenterprises and time-use survey – have been completed, and gender disaggregated indicators previously not available were produced. Separate section on Gender Statistics is created on the SA website. Targets have been achieved.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Improve statistical reporting forms and prepare for "electronic reporting" to	Text	Number of current reporting forms in a year:	Reduce the respondent burden by 10 percent by the end	Reduce the respondent burden by 10 percent by the end	The target under this result indicator was to have reduced



reduce burden on respondents			of second year of project implementation; Reduce the respondent burden by another 10 percent by end of implementation period.	of second year of project implementation; Reduce the respondent burden by another 10 percent by end of implementation period.	respondent burden by 20%, whereas the project team assesses it to have been reduced by more than 30%. Thus, the target is fully achieved.
		30-Jun-2015	30-Jun-2018	30-Jun-2018	30-Jun-2018

Comments (achievements against targets): From July 2015 up to the present, 17 reporting forms have been transferred to the electronic collection out of which 8 electronic forms were within the framework of the project. All e-reports arrive to the SA servers purchased under the project. Several surveys were also conducted using tablets.

Component: Component 3: Improved user-producer dialog

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Improved tracking of user feedback and higher user satisfaction	Text	User satisfaction surveys are introduced.	User satisfaction surveys conducted at least annually. User satisfaction rates have increased by 20% at the end of the project.	User satisfaction surveys conducted at least annually. User satisfaction rates have increased by 20% at the end of the project.	User satisfaction surveys have been institutionalized and are now conducted on an annual basis. The results show that satisfaction with statistical data has increased by more than 20%. The target



		30-Jun-2015	30-Jun-2018	30-Jun-2018	is achieved. 30-Jun-2018
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Comments (achievements against targets): SA has introduced user-satisfaction surveys in its annual work-plan. User satisfaction has improved as documented in the Nov-Dec 2017 round of the survey. Better data dissemination via a new web-site and through regional offices contributed to higher user satisfaction.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Develop integrated and harmonized statistical information sources for NSS and standards for exchange of statistical data (SDMX)	Text	Integrated and harmonized statistical information exchange does not exist. 30-Jun-2015	The SDMX is implemented. 30-Jun-2018	The SDMX is implemented. 30-Jun-2018	SA has fully implemented SDMX standards and is ready to share SMDX-compliant statistical data with users. The target is achieved. 30-Jun-2018

Comments (achievements against targets):

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Organize training and workshops for users of statistics and establish feedback mechanism to	Text	User-friendly feedback system does not exist	On average 2-3 trainings/workshops to be held every year.	On average 2-3 trainings/workshops to be held every year.	More than 3 trainings/workshops/s eminars are being organized every year



measure satisfaction with disseminated information		30-Jun-2015	30-Jun-2018	30-Jun-2018	with participation of statistical data-users from inside and outside the agency. The target is achieved. 30-Jun-2018
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Comments (achievements against targets): Feedback and evaluation sheets are provided to the workshop participants at the end of the workshops to measure satisfaction and the needs of users. The new SA website also allows for providing regular feedback.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Improved dissemination and access to statistics, metadata and quality reports according to the SDDS of IMF standards	Text	No reporting and dissemination is done according to IMF SDDS	2016: Adopt and implement the steps to fully comply with the IMF's SDDS standards. 2018: Fully comply with the IMF's SDDS standards.	2016: Adopt and implement the steps to fully comply with the IMF's SDDS standards. 2018: Fully comply with the IMF's SDDS standards.	Significant steps have been taken to comply with IMF's SDDS standards, however, full compliance with the IMF SDDS standards will require further work and close collaboration with IMF expert team and is beyond the time-scope of the current project. This particular result indicator is assessed to be partially achieved by the project end-date



					due to above reasons.
		30-Jun-2015	30-Jun-2018	30-Jun-2018	30-Jun-2018

Comments (achievements against targets): Since some of the elements of the SDDS are related to the adoption and transition of new standards, such as for example SNA 2008, full compliance with SDDS will happen beyond the scope of this project.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
HBS DDI produced and NADA server covering all AS's surveys micro- and metadata is available for use by the AS staff	Text	ADP trainings held, most surveys documented, however, there is no functional NADA server/system and DDI-standard documentation is not included in the lifecycle of every survey	HBS DDI produced and NADA server covering all AS's surveys micro- and metadata is available for use by the AS staff	HBS DDI produced and NADA server covering all AS's surveys micro- and metadata is available for use by the AS staff	Most survey and census (not only of HBS) meta- and micro-data documentation are produced and are available for public use at Tajikistan National Data Archive (NADA) server (http://nada.stat.tj/index.php/home) which was set-up with support of the project. The target is assessed to be achieved.
		30-Jun-2015	30-Jun-2018	30-Jun-2018	30-Jun-2018



Comments (achievements against targets): Access to micro data physically possible by an official request to the SA upon signing a Memorandum of Understanding (MoU). However, not all users are aware of both the NADA server and the MoU mechanism for obtaining anonymized survey/census micro-data. SA was recommended to raise awareness of users of NADA server and MoU mechanism through its website, through its publications and during meetings with stakeholders.

Component: Component 4: Upgraded and expanded physical infrastructure, IT and automation of data processing

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
IT capacity (soft ware and hardware) for operations, printing facility and other equipment are adequate and maintained	Text	Current state of the IT capacity needs improvement	Modern and adequate IT environment established, printing and other equipment are up-to-date.	Modern and adequate IT environment established, printing and other equipment are up-to-date.	The IT capacity of the Agency has been significantly upgraded and the target is assessed to have been achieved.
		30-Jun-2015	30-Jun-2018	30-Jun-2018	30-Jun-2018

Comments (achievements against targets): The Project financed the purchase of server infrastructure, licensed software and specialized software solutions. Overall, the project supplied more than 100 PCs and Laptops, 70 tablets, 24 printers and 3 new servers.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Automated database processing and reporting are established	Text	No automated database processing and reporting.	2016: Prepare automated database processing and reporting.	2016: Prepare automated database processing and reporting.	The new website of the Agency was developed with the project support and



			2018: Implement automated database processing and reporting.	2018: Implement automated database processing and reporting.	was launched in the month of May 2018. It also contains sections on Gender Statistics and on Wellbeing monitoring. With the launch of the new website and various activities relating to electronic and automated data-reporting and data-query system established this result indicator is assessed to have been achieved fully, by the end of the project.
		30-Jun-2015	30-Jun-2018	30-Jun-2018	30-Jun-2018
Comments (achievements against targets):					



B. ORGANIZATION OF THE ASSESSMENT OF THE PDO

Objective/Outcome: To further improve the capacity of statistical system of Tajikistan to produce and disseminate relevant, reliable and timely statistics in a cost-effective manner that are in line with international standards and will be responsive to user needs.	
Outcome Indicators	<ol style="list-style-type: none">1. Production and dissemination of relevant statistics2. Production and dissemination of reliable statistics3. Production and dissemination of timely statistics
Intermediate Results Indicators	<ol style="list-style-type: none">1. Strengthened institutional capacity of the Statistical Agency and the NSS2. Improved production of statistical data3. Improved user-producer dialog4. Upgraded and expanded physical infrastructure, IT and automation of data processing
Key Outputs by Component (linked to the achievement of the Objective/Outcome)	<ol style="list-style-type: none">1. Strengthened relationships with relevant policy-making agencies2. Improved implementation of the law on statistics.3. SA staff trained in the latest methodological skills of classification, standards and sampling and ready to use and mainstream new methodologies4. SA has an effective and functioning data quality assurance framework5. IT capacity (hardware and software) for operations, printing facility and other equipment are well updated and maintained6. Data collection, processing and reporting are automated (including steps toward introduction of e-reporting).7. Improved tracking of user feedback and acting upon feedback.8. Improved dissemination and access to statistics, (micro- and meta-data)



ANNEX 2. PROJECT COST BY COMPONENT

Components	Amount at Approval (US\$M)	Actual at Project Closing (US\$M)	Percentage of Approval (%)
1. Strengthening institutional capacity of the Statistical Agency and the NSS	200,000	200,000	8
2. Improving production of statistical data	1,400,000	1,400,000	56
3. Improving user-producer dialog	100,000	100,000	4
4. Strengthening physical infrastructure, IT and automation of data processing	400,000	400,000	16
5. Project Management	300,000	300,000	12
Contingency	100,000	100,000	4
Total	2,500,000	2,500,000	100



ANNEX 3. RECIPIENT, CO-FINANCIER AND OTHER PARTNER/STAKEHOLDER COMMENTS

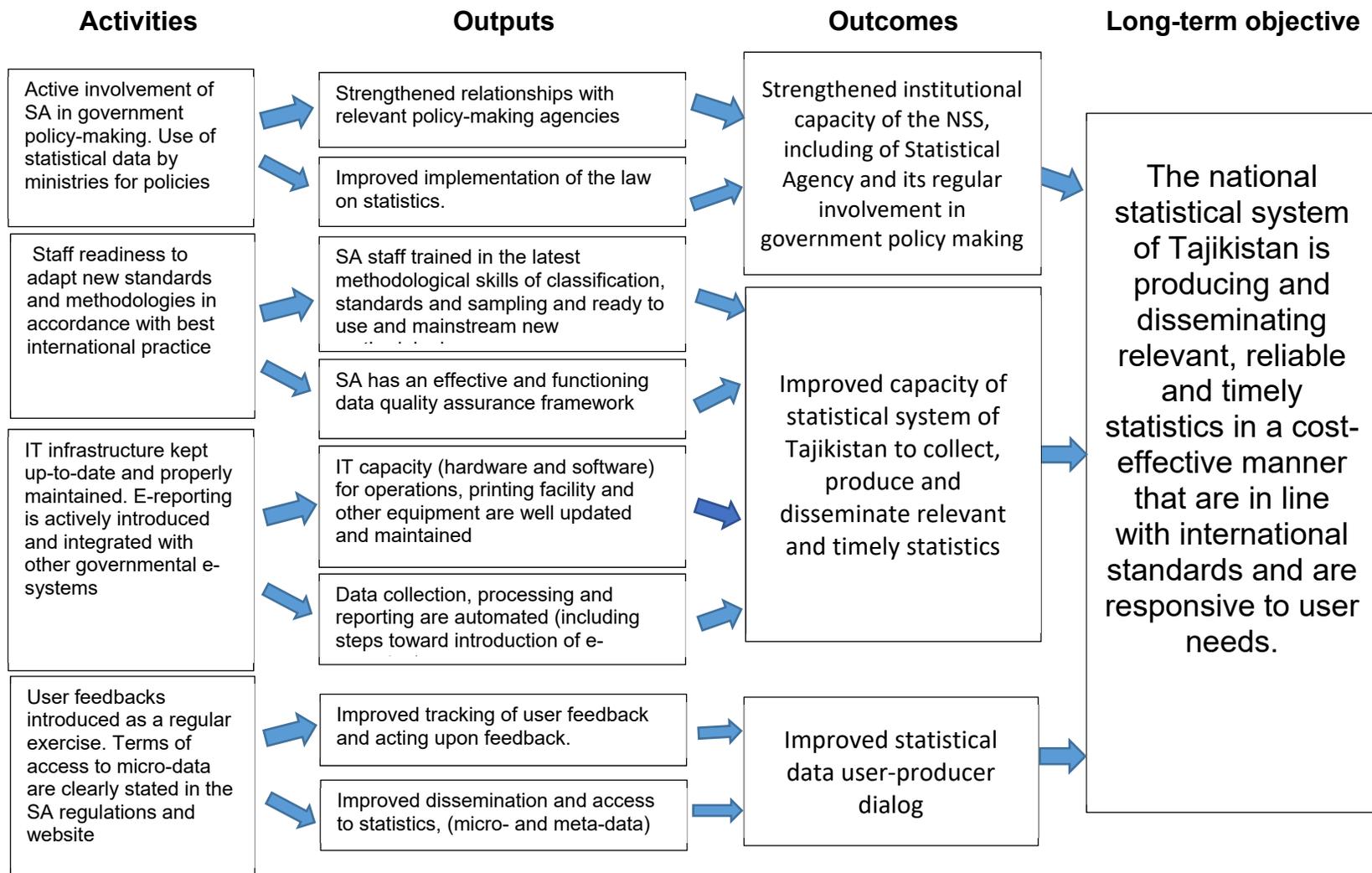
PROJECT FINANCING

Components	Amount at Approval (US\$M)	Actual at Project Closing (US\$M)	Percentage of Approval (US\$M)
Borrower / Recipient	0	0	0
Multi-Donor Programmatic Trust Fund to Support Statistical Capacity Building in Eastern Europe and CIS Countries (MDTF ECA STAT)	2,500,000	2,500,000	100
Total amount	2,500,000	2,500,000	100



ANNEX 4. SUPPORTING DOCUMENTS

Theory of Change





BENEFICIARY SURVEY RESULTS

Basic information:

Total Grant amount: 2,500,000 US dollars.

Source of funding: 100% of the World Bank's ECASTAT.

Date of signing of the Grant Agreement: October 23, 2014.

Date of ratification: February 11, 2015.

Date of effectiveness: May 29, 2015.

Date of amendment: October 29, 2016.

Implementing Agency: Agency on statistical under the President of the Republic of Tajikistan

The project development goal: *Modernization of the statistical methodology for the production of the most comprehensive and qualitative information which ensure the achievement of strategic state goals and objectives based on the receipt and analysis of full, reliable, scientifically grounded official statistics on the social, economic, demographic and ecological situation of the Republic of Tajikistan as per the main requirements for monitoring the macroeconomic situation and poverty, and other main objectives of the 'Common Data Distribution System (GDDS)' and "Special Data Dissemination Standard (SDDS)".*

Component 1 - Strengthening institutional capacity of the Statistical Agency and the NSS includes: (a) strengthening relationships with relevant policy-making bodies; (b) full implementation of supervision, coordination and organizational arrangements according to the Law on Statistics; (c) improving resource allocation; (d) Improvement of human resources and HR management to support objectives of NSDS;

Component 2 -Improving data dissemination and user-producer dialog includes: This component will support the following activities: (a) raising awareness of statistics; (b) improving interaction between users; (c) improving data dissemination and more easy access to statistics with metadata and quality reports.

Component - Improving production of statistical data includes: (a) improving methodological skills; (b) improving data quality; (c) filling capacity gaps in, for example, awareness of gender-sensitive indicators; (d) improving production of reliable and relevant statistical data.

Component - Strengthening physical infrastructure, IT and automation of data processing includes: (a) development of information technology and automation; b. development of the material and technical base.

Implementation arrangements [How the project was implemented]

The Project Implementation Group was created: Project Coordinator; Procurement Consultant; Monitoring and Evaluation Consultant; Financial Management Consultant.

The 1C-accounting program had been installed by the Company-Developer. During the visit to the Agency on May 6, 2015 the World Bank Experts confirmed the suitability of the software program. Later on the same day, to confirm the project implementation effectiveness the report on the fulfillment of all conditions was presented to the World Bank to start the project. On June 5, 2015, the Agency received an official permission to launch the Project where it was mentioned that the Project effectiveness shall be considered May 29, 2015.

To obtain approval from the World Bank, the budget of the project components was revised in accordance with the Operational Manual, Grant Agreement and Legal Agreement, the operational plan "National Strategy for the Development of Statistics for 2015-2018" (monitoring and evaluation), in consultation and coordination with departments. All actions not included in the Legal Agreement were excluded as well as new activities were added in light of this agreement.

According to the World Bank procedures on the projects implementation, the Agency prepared and posted the General Procurement Notice (GPN) in the international journals.

On May 21, 2015, the detailed project implementation plan was defined and agreed with the concerned parties for all



Project components for 2015-2018, by quarters and months. Based on the World Bank requirements, a special project account was opened. Information on the project progress was widely spread, including at the meetings with ministries, departments and donor meetings. The activities implemented within the framework of the Project were also included into the Agency's Action Plan for 2015-2021, which was approved by the Decree of the Government of the Republic of Tajikistan.

The terms of reference for hiring the twinning partnership was developed and agreed with the World Bank, advertising was posted and the RFP was developed. The selection of the twinning partnership was carried out according to the World Bank procedures. The whole process for the hiring of twinning partnership went on through the Inter-Ministerial Tender Committee under the State Committee for Investments and Property Management of the Republic of Tajikistan, as well as in consultation with the World Bank (prior review). Seven consulting companies expressed their interest, four of which were included in the shortlist as companies meeting the requirements. Only two companies passed a technical evaluation out of four.

On August 18, the Agency on statistics, within the framework of the Project "Implementation of the National Strategy for Development of Statistics", Grant No.TF017852 signed the Contract on "Twinning Partnership" between the Agency on statistical under the President of the Republic of Tajikistan and the Joint Enterprise DevStat, which includes Serviciosde Consultoria EstadisticaS.Lis (Spain), UDA Consulting (Turkey), Open Data Watching (USA), Higher School of Economics of Moscow (Russia), CaiCo Consulting (Tajikistan), Statistics Lithuania, which won the first place during the evaluation. The contract will last until June 2018.

The twinning partnership was carried out in the form of provision of practical technical recommendations of specialists (including analytical aspects (both during their stay in Tajikistan and in their own country), trainings within the country (including those that will be held on the job) and for abroad and study tours for the staff of the AS and relevant government departments.

Consulting assistance was also provided in the form of trainings or seminars. A total 40 (forty) missions were made by the key and non-key experts on all areas of statistics, including information technology and programming. Ten local consultants carried out their activities on the transition to electronic reporting, including electronic household books, the creation of a new website and the new Law on State Statistics.

International experts conducted internal seminars with specialists from the AS on sampling and seasonal adjustment, NSDS, CPI, PPI and the transition to the mid-geometric calculation (local statistical agencies also participated), the quality and use of the GSBPM model, metadata with questions on the preparation of quality reports, databases and server databases, optimization of statistical work, the preparation of complex publications and bulletins, the informal sector of the economy, the price index on foreign economic activity, the time budget survey, etc.

For efficiency reasons from the twinning partnership activities the AS continuously provided comments on documents and ToRs for the key and non-key experts, training programs under the detailed action plan as well as the evaluation reports obtained after each mission of experts are considered by the responsible departments and units of the AS and MCC for improving the quality of advisory services.

Project results [What was achieved within the project]

Institutional and organizational development

The existing statutory legal acts have been analyzed, the Model Law on official statistics has been analyzed and a draft on changes and additions to the Law on State Statistics has been developed and submitted to the interdepartmental working group on improving statistical records headed by the Prime Minister of the Republic of Tajikistan.

A working group has been created to review opportunities to reduce the data collection program, including reducing the frequency, sample size and issues, in order to eliminate unnecessary, obsolete work. Each sector unit and department carried out an inventory of reporting forms taking into account the indicators of sustainable development goals (SDG), eliminating duplication of indicators, requirements of today, reducing the burden on respondents and



local bodies of statistics. Optimizing the collection of information was a part of the NSDS for planning for 2018-2022.

The main expected result of the project was the preparation of the National Strategy for the Development of Statistics 2018-2022. This preparation included in line with recommended practices the assessment of the strengths and weaknesses, the opportunities and threats of the national statistical system, the assessment of the main statistical areas and, importantly, the discussion of priorities with stakeholders: other producers of statistics and key users of statistics.

On March 16, 2018 the Agency for Statistics under the President of the Republic of Tajikistan held a donor meeting with the participation of the international organizations, ministries and departments and the third five-year strategic plan for 2018-2022 was presented at the donor meeting. At present, work on the new NSDS is completed and presented in the state and Russian languages to the Government of the Republic of Tajikistan.

The mechanisms and regulations governing the dissemination of microdata have been improved and recommendations for the dissemination of microdata have been developed. To install the NADA¹ website, the IIS Web server, the MySQL database management system, and the PHP 5.3 platform were installed and configured. For better performance, the latest version of NADA 4.3 was used. After installation, the website was placed on the Internet in the domain stat.tj with the address at nada.stat.tj. All available data on 18 surveys, including population census, which are held by the Agency on statistics with the financial support of the development partners and budget funds have been documented and uploaded to the NADA and currently are publicly available.

Human resources development

The equipment was purchased for the Training Center of the AS and the creation of an electronic library. In the training center (special classes are created), the AS constantly, 2 times a week, conducts training for middle and junior staff.

Within the framework of the National Strategy for Development of Statistics Project in November, 2016 the equipment was purchased for the Statistical College of Vahdat town, Mining College of Dushanbe town and the National University of the Economics Faculty, Department of Statistics each of which received 10 computers and 1 multifunction printer. The Research Institute of Land Reclamation of the Ministry of Energy and Water Resources of the Republic were also provided with 4 computers.

Consultant aid was provided by the Expert on creation of a training center at the Mining College to train industry statisticians; the draft "Regulations on the Training Center" was prepared.

In addition, a brief audit was carried out on the effective use of office equipment obtained in the framework of the Project at the Statistical College in Vahdat and recommendations were given for the training of statisticians in the future. At the National University the proposal were provided on the organization of short-term training courses for employees of the central offices and local bodies of statistics at the National University (department of statistics).

In accordance with the Contract for teaching Russian and English languages within the framework of the ECASTAT Project, the training of 4 employees of the Agency on statistics under the President of the Republic of Tajikistan was envisaged abroad. In August 2017, a 2-week training course was held in Issyk-Kul of the Kyrgyz Republic for 6 people.

On 20 topics, 69 specialists from the AS, MCC AS, local statistical agencies, representatives of the Presidential Office of the Republic of Tajikistan and departments of the country passed the training abroad (12 of them received certificates).. All travel reports were discussed at the Methodological Council of the Agency' on statistics as well as plans on implementation of the knowledge gained.

In the end of 2017, for the first time the employee satisfaction survey was conducted. In December, this first survey was conducted both among the employees of the AS, and in the main departments of Khatlon and Sughd regions, Dushanbe and the departments of the RRS. For the confidentiality of data, the processing of information has been

¹ NADA is data cataloging system with an open source code, Data Documentation Initiatives (DDI), and RDF metadata standards in Dublin Core. It serves as a portal for researchers to search, compare, apply for access and download appropriate census or data sets of survey, questionnaires, reports and other information.



conducted by DevStat. The employee satisfaction survey will allow to see the most problematic areas in the organization and understand what should be improved in the first place, assess risks (turnover, social conflicts, etc.), an effective way to identify the values and preferences of employees. Interviewing employees became a valuable source of information within the framework complex diagnostics of the Agency for Statistics under the President of the Republic of Tajikistan and included in the new NSDS for 2018-2022.

Improving the quality of statistical data

One of the main achievements of the project implementation was the transition to electronic reporting for the first time and electronic household books, which allowed not only to improve the quality of statistical data, but also to reduce the burden associated with the submission of reports and was a key issue in the modernization of statistics in the medium term. From July 2015 up to the present, 17 reporting forms have been transferred to the electronic collection out of which 8 electronic forms were within the framework of the project. It should be noted that all reports arrive to the AS servers purchased under the project.

With respect to the household books, six were introduced in jamoats under the Project and the specialists of the programming department independently installed the software in 30 jamoats and conducted training seminars, which presently implemented, that is, the sustainability of component implementation has been established. It is important that other development partners are also involved in the implementation and laptops with 3G modems were bought for 6 jamoats with the UNFPA support.

It should be noted that since 1990, the fuel and energy balance has not been drawn up in Tajikistan, and for the first time within the project a large-scale "Survey on identification of the status of the energy sector and its efficiency utilization" was conducted in 2017 to compile the Fuel and Energy Balance.

Presently the data processing has been completed, an analytical report has been prepared that includes the calculation of the country's energy balance, which will make it possible to establish the adequacy of the state of energy supply to the needs of the national economy in energy resources and to increase the level of preparation and transparency in decision-making in the functioning of the economy sector and ensuring energy security.

The AS never made the calculation of the price index and the physical volume index of export-import transactions in foreign trade activities. Currently, after the provision of recommendations and methodology by expert, the AS performed calculations of the price index and the physical volume index of export-import transactions in foreign trade for 2016 and after approval by the expert, this calculation will be carried out annually. In addition, the methodology of shuttle trade, export of precious metals is improved, which will enhance the quality of information provided on foreign economic activity.

Within the framework of the Project Agency for statistics conducted the Labor Force Survey in 2016. The main difference from the previous studies is that it was carried out taking into account the new conceptual framework for measuring labor activity, employment and labour underutilization adopted at the 19th International Conference of Labor Statisticians in October 2011).

Tajikistan was the first country among the CIS member countries and one of the first countries in the world in which a full-scale employment survey was conducted and which was entirely based on the latest international recommendations of the ILO.

Only within the framework of such a survey it is possible to obtain data on general unemployment, informal employment, child labor, labor underutilization, data on labor migrants, additional work, those who are engaged in production for personal consumption, unpaid work, potential labor, etc. It should also be noted that for the first time the survey was conducted with tablets and this was the first step in the transition to electronic data collection. After the end of the survey, all the tablets were transferred to collect HBS information.

The structure of the informal sector of the economy in the SNA was revised based on the data of the new labor force



survey of 2016 and will be used in calculating GDP for 2017. A methodology has been developed for applying the method based on the use of labor costs indexes.

The second method for estimating NOE was developed - the commodity flow method using the example of some basic commodities. The commodity flow method will be used in calculating GDP for subsequent years. It is planned in the future to develop a method of a full range of commodity flows, i.e. forming the "Resources – Usage" Table.

The calculation of the Gross Regional Product has been improved. It should be noted that the Gross Regional Product in national accounts has been calculated since 2000 by the production method. With the help of the international expert, calculations of gross output and intermediate consumption of railway transport, financial intermediation and public administration have been revised and prepared.

A methodology for calculating GRP has been developed taking into account new recommendations on the creation of the common database equipped from different sources of information, which will cover all economic agents/local units at the oblast level and will contain all the indicators at the micro level necessary for further calculations of gross output and intermediate consumption by types of economic activity.

The development tables for the formation of the production account and the account of the formation of the armaments system for the 2008 SNA have been prepared. After obtaining the necessary administrative data, the calculation of the gross accumulation indicator according to the international standard of the 2008 SNA will be prepared.

Within the framework of the UNDP "Environment and Poverty" Project, certain work has been done to implement the EESR. In order to make calculation the sample survey results of water users conducted in 2016 and funded by the NSDS (ECASTAT) Project have been used. It should also be noted that since 2003 the water cadastre is not being developed in the republic. Tajikistan as a full member of the UN has joined various conventions on environmental protection. However, tracking the results and fulfilling the convention requirements, this work remains outside the official statistical records.

After the completion of the work of the sample water users survey, all the methodological tools, including software were transferred to the NIIGM for further development of the water cadastre.

Within the project the advisory assistance was provided on preparation for the survey of tourists' income at the border, the preparation of a questionnaire, methodological manual prepared for the training of interviewers and supervisors for the survey, and recommendations on reporting forms were provided. After the expert visit and her recommendations, the revised forms of the report 2-tourism and 4-tg (frontier troops) were approved at the AS's methodological council. Currently, the pilot calculation has been performed for exports on tourist incomes, and according to preliminary estimates it is 1.2% of GDP. Subsequently, data for satellite accounts of the SNA will be presented.

A new methodology was developed based on the expert's recommendations in terms of the formation of the Balance of Money Income and Expenditures of the Population, as well as the approach to calculating this indicator was changed since many sources of data on international standards are not available and the household budgets survey was taken to form the indicator.

The methodology and compilation of price indices used in the AS, as well as the skills of personnel in this field, including the improvement of the quality and coverage of the price statistics to better meet needs of internal and external users have been improved, including the transition to the mid-geometric calculation. The databases selection of the organizations for registration of prices for goods representatives was carried out, software for data entry on tablets was developed, the lists of names of works and services (CPI basket) were updated, the work on forming scales is being continued.

The methodological materials have been developed regarding the registration of prices for food and non-food products, services, as well as recommendations on the verification of quality for registering consumer prices and tariffs for goods and services. The work was carried out on identification for the introduction of the calculation of the price index in the housing market (departure to housing construction entities (developers)), further steps (action map) in terms of introducing the calculation were determined.



It is established that at the first stage the pilot calculation will be introduced at the capital level. The existing methodology for calculating the producer price index for industrial products has been improved: a draft calculation methodology has been developed as well; the amendment and addition have been made to form No.1 - the prices of the industrial products producers; introduction of OKED (NACE), rev.2 to the calculation of PPI.

Within the framework of this project, major efforts were taken for harmonization of the entire price indices system in all sectors of the economy.

The methodology for recalculating the index of industrial production has been improved based on the new methods and the results of the special surveys. The Expert provided step-by-step recommendations to move toward improving the methodology for calculating the index on improving the quality of the assessment of the production of goods by individuals with focus on the manufacturing industry adapted to the capabilities (financial and technical) of the AS and the assessment of the products produced by individuals as a result of the sample survey has been carried out.

The total volume of the produced products in the manufacturing industry has been calculated. The sampling tool was prepared based on the information received from the Tax Authority on the volume of sales by the individuals and the most optimal approach was chosen for assessing the industrial products produced by individuals of Tajikistan.

During the project implementation, the register of agricultural enterprises and other household plots based on the agriculture censuses of 2013, as well as on the basis of the single window and current statistics was prepared. For the first time during the years of the state independence, a new updated register of dehkan households based on the agriculture census of 2013, single window and current statistics was prepared and for the qualitative presentation of data on this basis, the electronic reporting form has been developed.

For the first time, one-time sample household survey is being conducted to study the use of the daily time fund of the population in 3 thousand households. The main objective of the survey is to formulate the official statistical data on the distribution of the daily time fund of the population to: identify differences in the use of time (the entire budget of time and its separate parts) between different socio-demographic groups of the population; study social patterns of people's activities related to off-hours; study the distribution of the paid and unpaid work between men and women (gender); assessment of the quality of life of the population.

The transition to a market economy put forward as a priority the study of new areas in the economy of Tajikistan, which cannot be traced using data obtained from statistical units. This also applies to the utilization of capital investments, construction and installation and contractor work. Currently the microenterprise survey is being conducted for the first time.

Conduction of the microenterprise survey will provide an opportunity to analyze data on utilization of capital investments, including construction and installation works on the one hand, and execution of contractor work by construction organizations of various forms of ownership, especially small enterprises.

The practice shows that with the development of small business in the country, new production capacities, fixed assets and new gardens in agriculture are being introduced. Often, the small enterprises (micro enterprises) do not provide relevant reporting on the utilization of capital investments, new fixed capital formation, etc. In essence, this work makes it possible to balance the resources directed to the construction sector and the costs received by microenterprises of various industries.

The main area of activity was to improve the quality of produced statistical data. The Director of the Agency on statistics created a working group on quality and numbers of training seminars were conducted on the preparation of quality reports, documenting the work processes and using the GSBPM model (Standard model for the production of statistical information). Within the framework of the Project, the Standard model on the production of statistical information was translated into the state language.

The following was prepared and developed: instruction on the GSBPM application, the preparation of GSBPM (flowcharts) of statistical work by departments for one statistical work, the preparation of the very first draft of the AS Statistical Glossary, a metadata structure, instructions for managing metadata (some departments have already filled out the metadata structure) a list of the proposed terms for the glossary of statistics was discussed with reference to the Law on State Statistics, instructions on the quality report. The work is being continued, as it includes a large introduction package.



Data dissemination and user relationships

The support was provided in the creation of an electronic library, the widespread use of standard software packages, the development of automated technology, ensuring the confidentiality of personal data, etc., which are designated to improve the collection and dissemination of data.

The following tasks have been fulfilled: the basic functions of the electronic library, including access rights have been established jointly with the Department for the Management of Registers, Classifiers and the Dissemination of Statistical Information; the concept of the electronic library was created and presented to the Working Group on Electronic Dissemination; the electronic library has been developed using tools that are compatible with the new website and the current Intranet, support for the collection of all documents that need to be uploaded to the electronic library together with the Electronic Dissemination Working Group.

Presentation was made on the new trends in the dissemination of data using modern Internet technologies to a specially organized working group of the Agency on Statistics.

It should be noted in accordance with the execution of the “Uniform rules for official websites of ministries and departments, local executive bodies of state power and self-government bodies of settlements and dekhrot in the Internet network” approved by the Decree of the Government of the Republic of Tajikistan dated July 10, 2017 under No. 344 , as well as the Concept of the formation of e-government in the Republic of Tajikistan approved by the Decree of the Government of the Republic of Tajikistan dated December 23, 2011 under No. 643 and the Law of the Republic of Tajikistan “On the Right of Access to Information” dated June 18, 2008, within the framework of the Project, a new AS website was developed and launched. The developed website was accepted by the protocol of AS, considered during the presentation, which was held on March 14, 2018 in the AS (<http://stat.tj/en/news/424/>).

The technical assistance was provided on the formation of standards for the presentation and exchange of statistical data, taking into account the use of the international standard SDMX and the introduction of a metadata system. Within the framework of the visit, the system introduction was completed. In order to test the system phase, a press release was distributed, which included the message to the international organizations that the Agency on statistics under the President of Tajikistan is ready to distribute data in the standard SDMX format, and also asked to inform what data they would like to receive in the SDMX format.

The training was conducted in the Department of Statistics of Lithuania on the dissemination of SDMX data in a standard format, using the “SDMX Data Wizard”. In practice, this program was implemented as a practical application and the participants created the “SQL Server” program for this program to extract data using Mapping Assistent in the “Web Service” Program.

The infrastructure is installed on the AS server, but the files have not been exchanged so far since there is no request from the international partners. There is a plan for exchanging data of the SDG indicators with UNSD.

The software has been purchased and training has been conducted abroad on creation of the unified geographic information system for GIS statistics that are necessary for the preparation and issuance of publications, as well as for mapping on the forthcoming population census of 2020.

Within the framework of the Project the demonstrations were made for using TableauPublic to visualize the data. This will allow to use Tableau for regional maps of Tajikistan. The study visits were conducted abroad to study the publications preparation methods.

In order to improve the statistical register within the framework of the “Creation of databases and service databases” Component, the database structure has been created to maintain the business register.

With the view to implement the recommendations of experts on the databases creation, the work is being carried out to implement them. Currently, the close cooperation is maintained with the Tax Committee under the Government of the Republic of Tajikistan to improve the system for receiving and transmitting information from the “Single Window”.

Given the low level of Internet connection in the country, the transition to electronic dissemination of data is made gradually. Since other programs funded by donors support the improvement of the ICT infrastructure, it can be



expected that in 2-3 years the level of electronic data dissemination will be much higher.

In November-December 2017, the Agency on statistics conducted a user survey. The user survey was carried out for the target groups of statistics users. On average the users are mostly satisfied with the methodology, timeliness, accuracy, reliability of statistical information.

Users mainly receive official statistics from the Agency's official publications, the Agency's Web site (90%), Publications/websites of international organizations (21%) and official press releases/ the Central Bank website (17%). Official statistics are mainly used for general economic information, as well as for analyzing trends in order to form a long-term strategy and analysis with a view to adopt a short-term solution, as well as using official statistics scientific - research purposes. More than 70% answered that the information is easily accessible, 70% are satisfied with the frequency and timeliness of publication of official statistics. In general, the level of statistics was estimated as average and high - about 83%.

IT Infrastructure

For the transition to electronic reporting, the goods and related services were supplied for the local network (the regional offices of the AS, Dushanbe, the Department of Statistics in Kulyab were connected to the VPN and the local statistical services are connected via ADSL). Regional training seminars were held for employees of local statistical offices.

The 13 servers have been installed in the central office out of which 3 new ones have been purchased under the project; spare parts for 7 servers and one storage system have been purchased. All servers have their own functional responsibility, providing interaction between the regions and the central office.

The software was developed for the automation of the household book in the jamoats (training seminars were held), software on the electronic reporting form (including the database, the input form and data analysis), the SNA database, the software for transition to OKED-2 and the Bank of Classifiers, software for the transition to the average geometric calculation of the CPI.

Within the framework of the project, the tablets were purchased that were used to collect the data from listing and LFS and transferred to collect data on HBS, and this was the first step towards the transition from collecting information on paper to electronic data collection.

The equipment (computers, printers for the national statistical system, including for the Agency for statistics under the President of the Republic of Tajikistan (AS), local statistical offices, the National State University, NRI NIGIM of the Ministry of Energy and Water Resources, the Mining College of the Ministry of Industry and New technologies, Vahdat College of Statistics. The licensed anti-virus software and additional anti-virus keys and UPS have been purchased for computers.

To improve the quality of publications, forms of statistical reporting forms, equipment has been supplied for small printing house of AS and printing houses of local statistical agencies.

The equipment for the AS training center was delivered and the training center AS was restored. The equipment was supplied for the Electronic Library of the Agency on statistics, the press center, for the server cabinet, for supplying electricity to the Main Statistics Office of GBAO.

Lessons learned [What worked well - and can be done similarly for another project]

In its complexity, size and volume, the project is unique in the following:

- the project covers a number of thematic areas;
- it includes a number of national agencies and seeks to create a new statistical system that requires a change in culture.



- in most projects of other countries providing technical assistance in the field of statistics, projects are designed to improve or change only certain aspects or segments of the statistical system. In this case, the project covers all areas, in combination of skills, starting from management practices, IT applications to a number of thematic areas in various areas of economic and social statistics.

The work was carried out on coordination of the project activities with other multilateral and bilateral projects in order to avoid duplication and inefficient use of funds. Donors were involved on the project components concerned, but not covering in full.

Thus, the technical assistance on the SNA was provided by the IMF to improve the indicators of national accounts and introduction of the 2008 SNA, preparation of quarterly estimates of gross domestic product (GDP) for production and expenditure. To implement these tasks, the form of statistical reporting 1-PI "Indicators of economic activity of enterprises (organizations)", which will be one of the main sources of formation of quarterly GDP, was revised.

With the support of the United Nations Development Program, the preliminary tables of the Environmental and Economic Accounting System were prepared in the Agency on statistics for the first time with the framework of the "Poverty and Environment Initiative in Tajikistan" Project.

The World Bank provided the support in improving the poverty assessment methodology for the international assessment and the national poverty assessment, modernization of HBS, introduction of new modules and software for collecting information in electronic format using tablets, transition from the old method of collection on paper carriers to electronic collection using new technologies, obtaining disaggregated data to provide SDG indicators and NDS RoT indicators by 2030.

A number of events were held with the financial support of the United Nations Population and Development Fund: 4 local consultants were hired for systematization of the second civil status copies and to complete the acts for archiving. According to the ToR, civil status acts were completed on births, deaths, marriages and divorces in 2004, 2007, 2015 in the cities and districts of the republic.

The training seminars were organized for demographic specialists "On Coding the Causes of Death in line with the International Classification of Diseases-10 (ICD-10)". This seminar allowed to consider existing shortcomings on properly coding the causes of deaths at the regional level.

With the assistance of FAO, the potential of economists of agricultural statisticians was increased to improve the registration system for farmers and to switch to electronic messages form 1-farmer "Report on the activities of farms".

UNFPA purchased laptops for the introduction of electronic household books for the Jamoats of Zafarabad district of Sughd Region and Nurek.

Jointly with the State Enterprise "Entrepreneurship Development in Agriculture" with the technical support of the "Agricultural Commercialization Project" funded by the World Bank, the following have been carried out: system modernization for collecting, processing and disseminating price information through the SMS messaging mechanism. i.e., automation of the process of collecting weekly prices from certain cities and regions of the country (22 regions and the city) and the distribution of information of agricultural producers through the mechanism of SMS-messages as well as five notebooks, 40 tablets and 2 servers were received.

Joint work with development partners has significantly improved the implementation of such a complex project.



The list of new methodologies prepared in the frameworks of the project

1. A methodology on Seasonal adjustment.
2. A methodology on Sampling design for sample surveys.
3. Recommendations to improve the mechanisms and regulations governing the dissemination of microdata.
4. An Instruction on Statistical Documentation using GSBPM.
5. Second method NOE estimation - the commodity flow method to be used in calculating GDP for subsequent years.
6. A methodology on the use of the labor input index.
7. A methodology for calculating Gross Regional Product (GRP) taking into account new recommendations.
8. A methodology for the formation of the balance of money incomes and expenditures.
9. Methodology to compile price indexes and calculating price indices, developed appropriate software, a methodological guide for the use of the geometric mean of prices in the calculation of the CPI.
10. Methodological materials have been developed regarding the registration of prices for food and non-food goods, services, as well as Recommendations for checking the quality of registration of consumer prices and tariffs for goods and services
11. Improvements in the existing methodology for calculating the producer price index of industrial products has been improved: including a draft calculation methodology developed; Amendment and addition to the form number 1 - the prices of manufacturers of industrial products; introduction of OKED, rev.2 in the calculation of the PPI.
12. Methodological recommendations for the calculation of price indices for construction and installation works.
13. Improved methodology for recalculating industrial production index based on new methods and results of special surveys
14. A best-practice methodology for calculating the index of industrial production and, in particular, developed a method for weight coefficients of value added.
15. A methodology for the calculation of a general industrial production index covering both the formal and informal sectors.
16. Methodology for the valuation of unaccounted construction in the private housing sector.
17. Methodology for the formation of statistics on foreign trade of the Republic of Tajikistan (compiling the existing Methodological Guidelines of the SA on foreign trade in goods, the method of calculating the index of average prices and volume and methodological position on Trade in Services).
18. The first prepared and implemented the methodology for calculating the price index and volume index of export-import operations in foreign economic activity.
19. A new methodological guide for surveying tourism.
20. A methodological Guide to conduct large-scale survey of energy resources
21. A methodology for recording the production of small hydropower plants
22. A new methodological guide on household budget time surveys
23. Methodology to calculate indicators of SDG (7th Goal)