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State Secretariat for Economic Affairs SECO

Cooperation Strategy Evaluation

Central Asia 2012 – 2015

Evaluation and Corporate Controlling Division SDC





Cooperation Strategy Evaluation

Central Asia 2012 – 2015

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Annexes

Bern, June 2016

Why conducting external evaluations?

External evaluations, commissioned by the Senior Management of the Swiss Agency for Development and Cooperation (SDC), were introduced in 2002 with the aim of providing a more critical and independent assessment of SDC's activities. These evaluations are conducted according to the OECD DAC Evaluation Standards and are part of SDC's concept for implementing Article 170 of the Swiss Constitution, which requires Swiss Federal Offices to analyse the effectiveness of their activities. In the event of joint SDC/SECO¹ programs, these programs are evaluated together.

The evaluation program is approved on an annual basis by SDC's Senior Management, which consists of the Director General and the heads of SDC's departments. SDC's Evaluation and Corporate Controlling Division (E+C) directly reports to the Director General, it commissions the evaluations and is responsible for the entire evaluation process. External evaluations are mandated to independent consultants who have a critical distance to SDC and provide an objective performance assessment. SDC's Senior Management responds to their recommendations with a written management response.

SDC mandates evaluations as instruments for organisational learning, strategic guidance and ensuring accountability. Each year, SDC commissions approximately two country/regional strategy evaluations, one to two thematic evaluations and one institutional evaluation. The final evaluation reports are available on SDC's website and the ARAMIS information system of the Swiss administration.

What are country and cooperation strategy evaluations?

Country and cooperation strategy evaluations constitute central instruments of SDC's new Evaluation Policy (2013).

In September 2010, the Board of Directors mandated E+C to introduce a new approach for Country Strategy (CS) evaluation: The focus is now placed on learning and the application of a relatively high degree of standardization. In fulfilling the strengthened learning objective, assessments of country/regional programs are realized by means of hybrid evaluations, which are conducted by a mixed team consisting of one external consultant and two peers from SDC (and one additional peer from SECO or the Human Security Division, if relevant).

The **goal** of country and cooperation strategy evaluations is to assess the relevance and coherence of the Swiss development cooperation in regard to national development priorities and the Parliamentary Message on Switzerland's International Cooperation. They assess the results achievement of the CS portfolio at the level of domains of intervention. In doing so, these evaluations help SDC's management in their strategic and operational steering and in improving aid effectiveness.

The **objectives** of country and regional strategy evaluations include the following:

- To assess – through a mutual learning process – whether SDC and its partners reach the strategic objectives in the country or region, as defined in the Cooperation Strategy, and to appraise the efficiency of the strategic and operational steering mechanisms of the Cooperation Office;
- To timely build the foundation for the definition of key elements for the new CS;

¹ State Secretariat for Economic Affairs SECO

- To assess the significance of the Swiss contribution regarding national (and regional) development results, and to identify key factors, which enhance or hinder aid performance and results achievements;
- To identify good practices and innovative approaches as well as share experiences in managing the country strategy.

Time table

Step	When
Desk study and inception report	May – October 2015
Peer review on-site and final report	November 2015
Final evaluation report	February 2016
Management Response SDC	June 2016

Management Response

Management Response to the Evaluation Cooperation Strategy Central Asia 2012 – 2015

The management response reflects the consolidated joint position of the evaluated units unless otherwise indicated by:

- CIS Division Commonwealth of Independent States (SDC, Cooperation with Eastern Europe)
 - SECO-WE State Secretariat for Economic Affairs, Economic Cooperation and Development Division
-

1 Introduction

The evaluation was a constructive exercise, realized by a committed and competent team. The steering was assured in a collaborative way at the head quarter level and the CIS division and SECO/WE could introduce all the necessary inputs during the different steps of the preparation. We consider this evaluation as a fundamental document for the preparation of the new Central Asia strategy.

2 Appreciation of the Evaluation Process and Report

The evaluation report addresses the main topics and brings interesting conclusions and recommendation some of which are, however, -+repetitive. A document with 33 text pages and another 30 pages of annexes seems too long. A shorter report with the same valuable ingredients would probably have had an increased impact. At the same time, some colleagues feel their inputs are not sufficiently reflected in the document. This perceived contradiction indicates a need to always agree on scope and expected output of a country strategy evaluation exercise and to explain in a more explicit way the framework of the evaluation.

The objectives of the evaluation were very ambitious considering the timeframe and the geographical scope. Despite this, the evaluation team managed to provide valuable inputs.

We note the national context analyses are of excellent quality though regional aspects could be better considered. It is also noticeable that Switzerland is seen as committed and credible partner. This is the result of the longstanding commitment of our colleagues in the region. The evaluation stresses the consistency between projects and programmes objectives as well the relevance of the country portfolios. We acknowledge the perceived weakness of the regional programme; this aspect will become more prominent in the new strategy. In terms of implementation, we note the excellent management performance.

The analysis of and recommendations regarding root causes of fragility could have been strengthened in the evaluation. In this context, the shrinking social space and deterioration of Human Rights are challenges which will be dealt with during the preparation of the new strategy.

The evaluation stresses that country results in the domains of interventions "are significantly influenced by Swiss program". This proves its relevance and effectiveness. The water programme at regional level is considered as having ambitious objectives and therefore achieved limited results. The new strategy will consider the difficulties inherent to a regional approach and define realistic and achievable goals.

3 Specific Recommendations

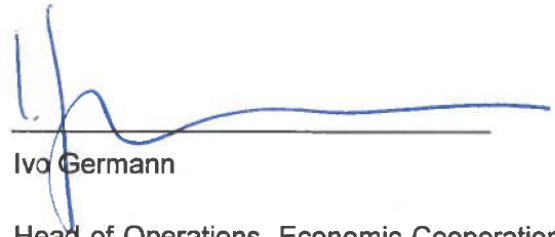
Please, refer to the table in the Annex.

Berne, April 18, 2016



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Specific Recommendations and Management Response (MR)

Evaluation Area 1: Context analysis

RECOMMENDATIONS	MANAGEMENT RESPONSE		
<p>Recommendation 1</p> <p>The domains of the national programmes of the current CS should be maintained in the forthcoming CS. In order to strengthen the resilience of the current programmes, develop scenario approaches, also addressing political economy aspects at national and regional level. The MERVs should be jointly elaborated in an inclusive manner together with relevant stakeholders.</p>	Fully agree	Partially agree	Not agree
	<p><u>Response</u></p> <p>Various analyses show the relevance of the domains in terms of response to the countries priorities but also in terms of achievements. Nevertheless, questions will be raised on how the Swiss investments in the region might evolve in the future.</p> <p>The MERV process guarantees a regular and thorough context analysis. The Cooperation Offices do share their analysis with other stakeholders. At the level of the region, we recognise a potential for improvement. In the future, a clear assignment will be given to one of the offices in the region to assume leadership in such a process (and reporting for the annual report).</p> <p><u>Measures</u></p> <p>Ensure an ongoing context monitoring and regular analysis on chosen (and relevant) issues.</p> <p><u>Responsibilities / Timing</u></p> <p>SCOs / ongoing</p>		
<p>Recommendation 2</p> <p>Re-address the aspect of regional cooperation in view of a further integration of the Central Asian region and expand the current approach towards “think regionally and act both regionally and nationally”.</p>	Fully agree	Partially agree	Not agree
	<p><u>Response</u></p> <p>The new strategy is an opportunity to clarify the objectives and the foreseen approaches. Swiss support to regional cooperation between countries will mainly focus on water management.</p> <p>An increase of regional exchanges amongst our offices and learning events between nationally implemented programs are already part of the plans for coming years.</p> <p>See also recommendation 3 below.</p>		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
	<u>Measures</u> Elaboration of new strategy. <u>Responsibilities / Timing</u> HQ + SCOs / 31.10.2016		
Recommendation 3 Address the partner country accession to regional groupings such as the EEU in the next CS and proactively seek the dialogue with existing regional entities on issues of supranational nature.	Fully agree	Partially agree	Not agree
	<u>Response</u> The consequences of accession to regional entities will be monitored. Beside the EEU, there is also the Chinese OBOR (One Belt – One Road) initiative. Kyrgyzstan did access to the EEU only last August. It is therefore difficult to see already now what consequences it could have for the country As stated, a continuous common monitoring and specific consultations will support the decision making and allow to take advantage of the Swiss flexibility and its renowned quality as a honest broker without hidden agenda. Based on such monitoring, the Swiss cooperation aims to continue its support measures enabling small enterprises also to access international markets. Seeking a dialogue with existing regional bodies is rather a question of approach. In terms of context analysis, it is clear that a large panel of stakeholders needs to be consulted in order to gain an appropriate understanding of the situation. SDC+SECO links to the Bretton Woods institutions and their affiliates will be used to enrich our regional analysis.		
	<u>Measures</u> Elaboration of new strategy. <u>Responsibilities / Timing</u> SCOs / 31.10.2016		

Evaluation Area 2: Relevance and appropriateness of the project/program portfolio

RECOMMENDATIONS	MANAGEMENT RESPONSE		
<p>Recommendation 1</p> <p>Continue reflecting the diversity of the three Central Asia countries through tailor made portfolios, which respond to the countries' and regions' priorities. The number of partly hidden (sub) domains should be decreased. Focus on interventions which provide long term contributions to development out of fragility and out of poverty as entry points for inclusive policies.</p>	Fully agree	Partially agree	Not agree
	<p><u>Response</u></p> <p>Clarification of regional and national objectives and lines of intervention in the new strategy will allow addressing this question. The analysis of the linkages and constructive complementarities will be part of this participative task of planning of the new Strategy. The latter will clearly identify the out of poverty and out of fragility contributions.</p>		
	<p><u>Measures</u></p> <p>Development of new strategy.</p>		
	<p><u>Responsibilities / Timing</u></p> <p>SDC and SECO (HQ and SCOs) / 31.05.2016</p>		
<p>Recommendation 2</p> <p>Extend the geographical concentration, as exemplified in a fragile context of the Rasht Valley, to other areas. Expand efforts on the transversal themes. Devout explicit projects specifically on this issue of fragility as part of the non-core activities in order to gain specific operational experience.</p>	Fully agree	Partially agree	Not agree
	<p><u>Response</u></p> <p>As already decided, interventions will be geographically focused in order to benefit from complementarities or synergies. Today's budgetary constraints rather push us towards a thematic concentration. The issue of fragility is already tackled but will be rendered more explicit in the future.</p>		
	<p><u>Measures</u></p> <p>This question will be discussed during the strategy elaboration process and settled with the concept note.</p>		
	<p><u>Responsibilities / Timing</u></p> <p>SDC and SECO (HQ and SCOs) / 31.05.2016</p>		
<p>Recommendation 3</p> <p>Follow a dual strategy, linking activities at the district and local level with national level policy dialogues. Create an interface between civil society and the state sector so as to enable a learning process between both sectors.</p>	Fully agree	Partially agree	Not agree
	<p><u>Response</u></p> <p>Applying the "out of fragility / out of poverty" approach implies to work at local level (e.g. service delivery) and national level (e.g. systemic interventions, political answers). Though done partially now, this will be rendered more</p>		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
	<p>visible and systematic in the new strategy. Interventions are never implemented without having an exchange between the stakeholders. Civil society and authorities (be it at national or local level) do communicate. Obviously, the quality of this communication is subject to improvement in the future.</p> <p><u>Measures</u> Future projects will be more explicit and show clear objectives on these two levels</p> <p><u>Responsibilities / Timing</u> SCOs / ongoing</p>		
<p>Recommendation 4 Develop synergies between the domains and between the activities of the Whole of Government partners already at the level of the design of new activities and programmes as well as reflect transversal themes already in the design phase.</p>	<p>Fully agree</p>	<p>Partially agree</p>	<p>Not agree</p>
	<p><u>Response</u> The SCOs are already managing all projects financed by SDC Eastern Cooperation and SECO (Human Security Division has withdrawn from the region). An enhanced internal communication will guarantee synergies and/or complementarities are explored as from the very beginning of new projects.</p> <p><u>Measures</u> At design level, thorough discussions between SDC and SECO take place.</p> <p><u>Responsibilities / Timing</u> SDC and SECO (HQ and SCOs) / ongoing</p>		
<p>Recommendation 5 Establish a more regular exchange between the global programmes and the SCOs in the Central Asian region in order to identify interventions and consider approaches of the global programmes which can add value to the regional and bilateral programmes and contribute to their achievements.</p>	<p>Fully agree</p>	<p>Partially agree</p>	<p>Not agree</p>
	<p><u>Response</u> An improved communication shall improve the portfolio coherence, avoid duplications, favour synergies and allow same levels of information. The Global Programmes (Water, Migration, Health and Climate Change) will also participate in the elaboration of the new strategy and contribute with strong inputs.</p>		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
	<p><u>Measures</u> Regular exchanges between SDC Eastern Cooperation and Global Programmes (Water, Migration, Health and Climate Change) strengthen portfolio coherence. An increased coordination between SCOs/Embassies will be put in place in order to assure optimal coherence.</p> <p><u>Responsibilities / Timing</u> SDC HQ / ongoing</p>		
<p>Recommendation6 Integrate existing key components in the context of a successful regional water resource management programme such as the national water resource components of the regional water programmes, the policy activities of the Blue diplomacy and related activities of the Global Programmes. Revert back to the original idea of addressing the water-energy nexus and thus provide docking points for related supranational issues such as climate change.</p>	Fully agree	Partially agree	Not agree
	<p><u>Response</u> The Swiss Water Program in Central Asia follows a long term strategy. Grassroots level projects with key development partners (IWMI, FAO, ADB, WB, SIC-ICWC, the commission or the Republic of Kazakhstan and the Kyrgyz Republic on use of Water Management Facilities of Intergovernmental Status on the Rivers Chu and Talas, GIZ, EBRD) has set the base for the continuous strengthening of IWRM in each country. Actually high level dialogues with the governments and exchanges on the technical level allow stepping up to the next level of regional coordination and on top of that, hydro diplomatic efforts are bringing first fruits for a stronger collaboration on Water, Environment and Energy. The relationship Water-Irrigation-Hydro energy- Environment - DRR-Early Warning Drinking Water and Sanitation – Health have never been forgot, and there is no need to revert anything as we are totally on track.</p> <p><u>Measures</u></p> <ul style="list-style-type: none"> - Elaboration of a two pager on Swiss support to regional water management and implications for support on national level - Development of new strategy. A concept note will emphasise these aspects and the strategy will continue to be demand oriented, which is the only way to reach sustainable results. SDC is in continuous contact with its director at WB in Washington, with the EU, UNECE OSCE, Germany, Russia and other major players in the water sector in CA. Switzerland monitors closely the continuous changes due to the 		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
	strategical geopolitical value of CA. <u>Responsibilities / Timing</u> SDC and SECO (HQ and SCOs) / 31.05.2016		
Recommendation 7 Strengthen the aspect of regional cooperation and support towards a further integration of the Central Asian region and pursue a more balanced approach between national and regional activities. Expand the underlying concept of “think regionally and act nationally” to “think regionally and act both regionally and nationally”. Efforts should also be undertaken for a renewed effort to identify, evaluate, collaborate and anchor the regional water resources management in the context of existing regional entities.	Fully agree	Partially agree	Not agree
	<u>Response</u> The regional approach applies only to the water sector. A realistic level of ambition with respect to regional approaches should be applied for the water sector. In many cases, this will mean “act nationally” while considering the regional context. The new strategy will provide clear links between regional and national levels. Swiss interventions will be adapted and coherent at these levels, and coordinated with other donors.		
	<u>Measures</u> Development of new strategy (concept note). <u>Responsibilities / Timing</u> SDC and SECO (HQ and SCOs) / 31.05.2016		
Recommendation 8 Define the added value of the Blue Diplomacy Initiative and utilize Switzerland’s honest broker position and its status as a key funder of the World Bank’s trust fund arrangements to embark on a dialogue to identify synergies among similar initiatives.	Fully agree	Partially agree	Not agree
	<u>Response</u> Switzerland takes advantage of its generally recognized high capacity in Water Resources Management. This allowed the implementation of a first meeting of representatives of all five Central Asian countries with a Swiss Whole of Government Approach and a participation of Germany. The tensions regarding the WB feasibility study on the Rogun Dam, pertaining to the past, a closer collaboration on the next steps with the WB is foreseen, but it is complicated by the fact of major personnel changes at the Bank. Nevertheless Switzerland takes advantage of its Executive Director at the WB in order to optimise coordination processes. The drafting of a regional water concept will allow us to identify necessary interventions and potential partners taking into account the new donor panorama.		

RECOMMENDATIONS	MANAGEMENT RESPONSE
	<p data-bbox="1099 280 1227 308"><u>Measures</u></p> <p data-bbox="1099 320 2063 576">As stated under point 6, Switzerland follows a long term strategy in water, which is characterised by high flexibility in order to include the major developments of the geopolitical and economic environment. Switzerland is following a step by step strategy in the water sector, building up from local engagement, implementing national IWRM capacities, fomenting exchanges between it IWRM Programmes among the CA-countries and finally builds up a convening platform in order to find common ground and common solutions. For this purpose, all possible stakeholders and donors will be considered.</p> <p data-bbox="1099 611 1406 638"><u>Responsibilities / Timing</u></p> <p data-bbox="1099 647 1671 675">SDC and SECO (HQ and SCOs) / 31.05.2016</p>

Evaluation Area 3: Implementation of the CS and portfolio

RECOMMENDATIONS	MANAGEMENT RESPONSE		
<p>Recommendation 1</p> <p>Maintain the highly skilled personnel constellation in the SCOs and increase opportunities for exchange among the Central Asian SCOs, among the NPOs and with HQ. Increase the level of communication between HQs, SCOs and Global programmes.</p>	Fully agree	Partially agree	Not agree
	<p><u>Response</u></p> <p>Everyone agrees exchanges among SCOs foster capacity building, sharing of experiences, knowledge management, etc. There are some sectoral peer reviews and specific regional seminars which respond to this.</p> <p>The question of communication with Global Programmes (Water, Migration and Climate Change) is an SDC HQ internal issue. Close links with Health and Water already exist.</p> <p>Regarding communication with SECO, a pragmatic approach is implemented at SCO level: credit proposals are shared and discussed at a very early stage (will respond to communication purposes but also help identifying synergies).</p>		
	<p><u>Measures</u></p> <p>Eastern Coop & Global Programme: organise regular meetings with representatives of Migration and Climate Change.</p> <p>The Annual report exercise continues to be an important opportunity for exchange, communication amongst stakeholders and steering.</p> <p><u>Responsibilities / Timing</u></p> <p>SDC HQ / ongoing</p>		
<p>Recommendation 2</p> <p>Continue the unique strong point of Swiss assistance, i.e. the readiness to support a given successful domain for an extended period and maintain the role of an honest broker in coordination; continue to align with partner country systems and to harmonize with other donors.</p>	Fully agree	Partially agree	Not agree
	<p><u>Response</u></p> <p>Ok</p>		
	<p><u>Measures</u></p> <p>ongoing</p> <p><u>Responsibilities / Timing</u></p> <p>-</p>		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
<p>Recommendation 3</p> <p>Continue Switzerland's pro-active and highly involved role in donor coordination at the level of national donor mechanisms, seek proactively the dialogue with emerging new donors to share Swiss experiences and identify win-win situations for joint activities.</p>	Fully agree	Partially agree	Not agree
	<p><u>Response</u></p> <p>SCOs do have prominent roles within donors' coordination platforms even if they do not occupy the chairman's seat. They will continue, as mentioned in the recommendation, to be highly involved in those exchange and coordination mechanism. These platforms are already used to share experiences, to knit alliances and to define, as far as possible, a unified donors' position. The dialogue with new emerging partners will be done along this line (as long, of course, they do attend these coordination platforms).</p>		
	<p><u>Measures</u></p> <p>ongoing</p> <p><u>Responsibilities / Timing</u></p> <p>-</p>		
<p>Recommendation 4</p> <p>Develop a strategic vision on how to strengthen the regional cooperation component of the CS.</p>	Fully agree	Partially agree	Not agree
	<p><u>Response</u></p> <p>This issue has is being tackled now and will be clarified for the new strategy.</p>		
	<p><u>Measures</u></p> <p>Will be addressed during the new strategy process and finalised with the concept note.</p> <p><u>Responsibilities / Timing</u></p> <p>SDC and SECO (HQ and SCOs) / 31.05.2016</p>		

Evaluation Area 4: Results of the CS – in relation to the results at country level

RECOMMENDATIONS	MANAGEMENT RESPONSE		
<p>Recommendation 1 Make a distinction necessary between tangible and rather direct contribution and influence in agenda setting as a result of cooperation with other major development partners.</p>	Fully agree	Partially agree	Not agree
	<p><u>Response</u> The participation in various coordination platforms is used to present Switzerland's position, to lobby and to make alliances with like-minded. The aim is to have a common position towards national authorities and ensure interventions on the ground are fostering/justifying systemic changes.</p> <p><u>Measures</u> This is already done now.</p> <p><u>Responsibilities / Timing</u> -</p>		
<p>Recommendation 2 Consider the opportunity of scaling up approaches such as the SWAp programme of the health domain in KYR in other sectors and in other national programmes.</p>	Fully agree	Partially agree	Not agree
	<p><u>Response</u> The relevance of specific approaches is also analysed as it is also part of the success – or failure – of a project. Both SDC and SECO/WE have proved to be rather flexible in terms of approaches and ready to explore new ways.</p> <p><u>Measures</u> N/A</p> <p><u>Responsibilities / Timing</u> -</p>		
<p>Recommendation 3 Address the issues of sustainability and scaling in more detail and specificity in all projects and programmes starting with the design of the projects, so as to ensure that they are sustained beyond the duration of the project and receive a higher level of visibility.</p>	Fully agree	Partially agree	Not agree
	<p><u>Response</u> The entry proposal already should provide some information on the exit strategy and the latter should contain information regarding sustainability.</p> <p><u>Measures</u> Enhance quality assurance on entry and credit proposal.</p>		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
	<u>Responsibilities / Timing</u> SDC HQ / ongoing		
Recommendation 4 Emphasize in all forthcoming end of project reports, annual reports and project evaluation reports opportunities for scaling up and outline strategies for innovative approaches in the forthcoming CS.	Fully agree	Partially agree	Not agree
	<u>Response</u> Ok		
	<u>Measures</u> Enhance quality assurance on entry and credit proposal.		
	<u>Responsibilities / Timing</u> SDC HQ / ongoing		
Recommendation 5 Define in the next CS how transversal themes will be promoted with clearer objectives leading to measurable results within the objectives which are defined in future thematic domains.	Fully agree	Partially agree	Not agree
	<u>Response</u> Objectives will be defined for domains. Transversal themes are by definition not objectives. Relevant indicators will be provided to respond to gender, governance and climate change related issues.		
	<u>Measures</u> Result framework for new strategy		
	<u>Responsibilities / Timing</u> SDC and SECO (HQ and SCOs) / 31.10.2016		

II. Evaluators' Final Report

The evaluation report for the Strategy Evaluation of the Cooperation Strategy Central Asia 2012 – 2015 has been elaborated in collaboration between the Evaluation and Corporate Controlling Division of SDC, SECO and the international consultant Mr. Heinrich Weyes, with valuable inputs from the two peers from SDC and SECO.

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February 2016

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Abbreviations

ADB	Asian Development Bank
AIIB	Asian Infrastructure Investment Bank
CAEWDP	Central Asia Energy-Water Development Program
CAMP4ASB	Climate Adaptation and Mitigation Program for Aral Sea
CAPS	Central Asia Power File
CAREC	Central Asian Regional Environment Programme
CATCOS	Capacity Building and Twinning for Climate Observing Systems
COP	Conference of the Parties
CIS	Community of Independent States
CS	Cooperation Strategy
CSTO	Collective Security Treaty Organization
CSPM	Conflict Sensitive Programme Management
DAC	Development Assistance Committee
DRR	Disaster Risk Reduction
EA	Evaluation Area
EBRD	European Bank for Reconstruction and Development
EEU	Eurasian Economic Union
EPR	End-of-Phase reports
EU	European Union
FCD	Federal Council Dispatch
FRD	Fund for Recovery and Development
GCF	Global Climate Fund
GDP	Gross Domestic Product
GFDRR	Global Facility for Disaster Reduction and Recovery
GIZ	Gesellschaft für Internationale Zusammenarbeit
GoT	Government of Tajikistan
GoU	Government of Uzbekistan
GPCC	Global Programme on Climate Change
GPWI	Global Programme of Water Initiatives
ICSD	Interstate Commission on Sustainable Development
ICWC	Interstate Commission for Water Coordination of Central Asia
IFAS	International Fund for Saving the Aral Sea
IFC	International Finance Corporation
IFI	International Financial Institution
iMoMo	Innovative Technologies for Monitoring, Modeling and Managing Water
INDC	Intended Nationally Determined Contribution

IMWI	International Water Management Institute
INCAF	International Network on Conflict and Fragility
ISAF	International Security Assistance Force
IWRM	Integrated Water Resource Management
KYR	Kyrgyzstan
MERV	Monitoring, Evaluating, Reporting and Verifying (Monitoring Entwicklungsrelevanten Veränderungen)
MoFa	Ministry of Foreign Affairs
NPO	National Programme Officer
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
OSCE	Organization for Security and Co-operation in Europe
SCO	Swiss Cooperation Office
SCO	Shanghai Cooperation Organization
SDC	Swiss Agency for Development and Cooperation
SECO	State Secretariat for Economic Affairs
SIC ICWI	Scientific Information Center of the Interstate Coordination Water Commission of the Central Asia
UNDP	United Nations Development Programme
UN-ECE	United Nations Economic Commission for Europe
USAID	United States Agency for International Development
TAJ	Tajikistan
UZB	Uzbekistan
WASH	Water Sanitation and Hygiene
WB	World Bank
WoGA	Whole of Government Approach
WUA	Water User Association

Evaluation Abstract

DONOR	SDC – Swiss Agency for Development and Cooperation SECO – State Secretariat for Economic Affairs
REPORT TITLE	Evaluation Cooperation Strategy Central Asia 2012 – 2015
GEOGRAPHIC AREA	Central Asia (Kyrgyzstan, Tajikistan, Uzbekistan)
SECTOR	Country programme
LANGUAGE	English
DATE	February 2016
AUTHORS	Heinrich Wyes (External) – Team Leader Peer SDC: Giancarlo de Picciotto Peer SECO: Benjamin Frey

Subject Description

The aim of the Cooperation Strategy (CS) 2012-2015 is to support Central Asian countries in their efforts in the following domains: Health, Public Sector Reforms and Infrastructure, Private Sector Development, Rule of Law, Urban and Rural Drinking Water Supply and Sanitation and Regional Water Resource Management. The cooperation programmes in Central Asia are being implemented by the Swiss Agency for Development and Cooperation (SDC) and the State Secretariat for Economic Affairs (SECO).

Evaluation Objectives and Methodology

The aim of the evaluation is to assist SDC's and SECO's management in its strategic and operational decision-making towards a new CS Central Asia 2017-2020. The overall objectives of this evaluation are to assess whether SDC and SECO and its partners reach the strategic objectives and to understand whether SDC and SECO made appropriate strategic choices in the given context and delivered effectively.

The evaluation has been carried out in the form of a hybrid evaluation, conducted by a team consisting of an external consultant and two internal resource persons, one from SDC and one working for SDC and SECO. An inception report was prepared which formed the basis for a field mission of the evaluation team to Central Asia from October 31st to November 17th, 2015.

The structure of the synthesis report follows the four Evaluation Areas (EAs) as defined in the SDC Cooperation Strategy evaluation concept: EA 1 = Context Analysis, EA 2 = Relevance and Appropriateness, EA 3 = Implementation Performance and EA 4 = Results of the CS in relation to the results at country level.

Major Findings and Conclusions

Evaluation Area 1: Context analysis

The **context surrounding Central Asia has changed** since the time in which the CS Central Asia was formulated.

Major geopolitical developments took place since the Central Asia Strategy was drafted. China has increasingly become a key economic and thus geopolitical transformer in Central Asia, challenging Russia's role while the role of the EU and the US noticeably reduced. China has been making those inroads to Central Asia with Russia's acquiescence, leading to a modus vivendi on how to operate in the region that suits the interests of both. Efforts are underway to **coordinate the economic strategies between the Russian initiated Eurasian Economic Union (EEU) and the Chinese Silk Road Economic Belt initiative** to create a "common economic space". Kyrgyzstan has joined the EEU and Tajikistan is generally seen as next in line for membership. Uzbekistan remains nonaligned.

During the past two years, Central Asia faced a challenging macro-economic and geopolitical environment. The **recent economic growth in the Central Asian region proved to be not sustainable** in view of its reliance on commodities, reinforced by the parallel decline of the also commodity based Russian economy — on which Central Asia is heavily dependent for remittances, investment and trade. Consequently, **poverty has re-emerged in the region.**

In the region, Russia remains a leader in security. Taking into account the International Security Assistance Force (ISAF) retreat from Afghanistan, neighboring countries seek strong alliances with Russia. Additional donors, both traditional as well as nontraditional, are emerging which add to the diversity and complexity of donor- recipient relationships in Central Asia.

In view of the recent challenges Central Asia is facing - both macro economically and geopolitically - **Central Asian states realize that regional cooperation could be beneficial.** The number of bilateral and/or regional contacts within Central Asia are increasing. Mechanisms of (sub)regional cooperation, exemplified by the Silk Road initiative and the Eurasian Economic Union, are promoting this emerging process.

Transboundary water resources have been a highly politicized issue for a long period. During the past two years' **tensions surrounding transboundary water resources calmed substantially.**

Civil society in Central Asia has come under growing pressure. A shrinking social space due to the **deterioration of the human rights** situation could be observed in Tajikistan and Uzbekistan during the period under review.

The quality of the context analysis which have been prepared by the SCOs at the national level is excellent; however, the regional aspects need also to be taken into account. Scenario approaches have not yet been developed by the SCOs.

The thematic orientation of the CS and the respective national portfolios are highly relevant for “**out of poverty out of fragility**” approaches as potential entry points for inclusive policies.

Evaluation Area 2: Relevance and appropriateness of projects with regard to CS

Switzerland's political support has been deployed via dialogues at bilateral meetings, political consultations, human rights dialogues, the OSCE Chairmanship in 2014 and through SDC's and SECO's activities. **Switzerland continues to be acknowledged** throughout Central Asia as a **long term committed and credible partner in key sectors** as echoed in the five domains plus the regional water resources management programme. The rationale for Switzerland's regional engagement did not change during the period under review. In view of Switzerland's role as the chair of the Bretton Woods group to which the Central Asian states are members, a constructive and inspiring future CS remains vital.

Swiss assistance provides supports in relation to the entire spectrum of challenges in development, in Central Asia. Therefore, the thematic scope of the CS is broad, consisting of up to four domains in a country such as Tajikistan and a great variety of themes and topics are being covered within the domains' portfolios. Additionally, portfolios address up to three transversal themes – on which specific interventions are limited.

There is a **high degree of consistency between the projects and programme objectives** and the results frameworks of the domains and a high level of coherence between the project outcomes and the respective domain objectives can be observed.

The **three country portfolios are relevant** with regard to the CS's overall goals and with respect to the context in the respective countries. The national domain portfolios correspond well to the priorities of the partner governments and the Message on International

Cooperation 2013 – 2016. A strong point is the mix of instruments and domain specific application of Swiss types of support.

New opportunities for strengthening regional cooperation and regional institutions arose from the increasing number of regional dialogues during the two past years, best reflected by the increasing number of initiatives of major donors, such as the World Bank, the European Union, USAID and Germany supporting regional dialogues on issues such as **shared water and energy resources, climate change, infrastructure** and others and the **institutional development of regional entities**.

While the national programmes in the three countries are well established, the regional dimension through the **regional water resources programme remains weak**. The originally foreseen energy component is not yet developed. The further integration of the existing instruments has yet to be further defined.

Evaluation Area 3: Implementation of the CS and their portfolio

All three SCOs are operating well. **CS monitoring is excellent** and in place in all three SCOs, albeit to a varying degree of formalization.

With respect to **human resources**, competencies are in place. The motivation and performance of the staff despite the challenging environment is excellent. It is crucial to **maintain the highly skilled personnel** constellation in the SCOs. Cooperation between SECO and SDC is operating remarkably on the field level.

At the level of the national programmes, synergies between activities and domains are being proactively sought. Potential synergies among SCOs exist, for example in the health domain in TAJ and KYR, but are not being steadily exploited. The **potential for synergies** is also not being addressed in the design of new activities and programmes.

The **excellent management performance** at the level of the national SCOs is in contrast to the **limited efforts to integrate the activities of the three SCOs through a common regional agenda**. The lack of a strategic vision on how to strengthen the regional component of the RS as well as the limited communication between HQs SCOs and Global programmes needs to be addressed in the framework of the forthcoming CS. Cooperation with existing regional organizations is currently limited.

The **Swiss whole-of-government approach** (WoGa) allows Switzerland to focus its influence in positioning itself within the group of other donors in Central Asia and its areas of engagement. The challenge will be to balance between its comparative advantages and the need to address emerging issues, align with partner country systems and to harmonize with other donors, so as to better contribute to addressing the root causes of fragility in Central Asia with a view to strengthen state and societal resilience and to better respect human rights. The WoGA has been successfully implemented in KYR, underlining that the WoGA approach is suitable in the Central Asian context and can be successfully implemented in the region.

Evaluation Area 4: Results of the CS – in relation to the results at country level

Major results have been achieved in all domains which were implemented at the national level. A number of approaches such as the Swap programme of the health domain in KYR have the potential to be scaled up in other sectors and in other national programmes. Also approaches such as the integration of activities in certain regions, for example the Rasht Valley in TAJ, a particularly fragile region, are exemplary.

The **regional water resource programme** was ambitious from the outset and has achieved **limited results** in a difficult context.

Recommendations

The domains of the national programmes of the current cooperation strategy provide a **sound base for the forthcoming CS**. The Swiss long-term commitment in a particular domain/theme, a kind of „unique selling argument“, should be built upon in shaping the next CS.

The change of the donor landscape suggests a need to further **increase efforts in donor coordination**. It is recommended to seek proactively the dialogue with emerging new donors to share Swiss experiences and to identify win-win situations for joint activities. This is suggested also in view of Switzerland's pro-active and highly involved role in donor coordination. The role of an honest broker in coordination, once acquired, should be maintained.

It would further add to the overall value of a future CS if other important Swiss funded activities at regional and country level, in particular activities of relevance to Central Asia of the **Global Programmes**, could be integrated into the strategy as well as relevant activities of other Swiss authorities.

Addressing the **gender dimension** of what has been recommended above deserves a special effort, but will contribute to **broadening and deepening** the results envisaged in the next strategy.

In view of the current challenges, the development of **scenario approaches** within the framework of the development of the Cooperation Strategy would strengthen the resilience of the current programmes in line with the principles of **conflict-sensitive programme management**. It is suggested to include political economy aspects in future context analysis at national and regional level in order to better address the root causes of development failures in Central Asia.

A **stronger geographical focus**, as exemplified in a fragile context in the Rasht Valley, should be applied to other countries.

It is suggested that lessons learnt during the current CS cycle in **peace-building activities** be more prominently addressed in the next strategy. It is also crucial that the Swiss efforts towards the abolition of the death penalty and human rights dialogue in Central Asia continue.

The aspect of **regional cooperation** and support towards a further integration of the Central Asian region **should be strengthened** and - in view of Switzerland's role in the Bretton woods institutions - a more balanced approach between national and regional activities be pursued. The underlying concept of “think regionally and act nationally” should be expanded to **“think regionally and act both regionally and nationally”**.

Efforts should be made to create a critical mass comprising the national water resource components of the regional water programmes, the policy activities of the Blue diplomacy and related activities of the Global Programmes. Such a process could then also revert back to the original idea of **addressing the water-energy nexus** and thus provide docking points for related supranational issues such as climate change, also to identify, evaluate, collaborate and to anchor the regional water resources management in the context of existing regional entities.

Introduction

The Swiss Development Assistance has been supporting Central Asia in its transition processes for more than 20 years. This report provides a synthesis of the lessons learned as well as the key messages of the evaluation of the Central Asia Strategy 2012-2015 with the objective to further increase the accountability of the cooperation and to provide an impetus for the formulation of the future strategy.

The structure of the synthesis report follows the four Evaluation Areas (EAs) as defined in the Cooperation Strategy evaluation concept: EA 1 = Context Analysis, EA 2 = Relevance and Appropriateness, EA 3 = Implementation Performance and EA 4 = Results of the CS in relation to the results at country level.

In this report, the evaluation team focused on the regional aspects. SECO's projects, in particular, in the domain of infrastructure, are mainly grounded in the national context with very few regional links (apart from CAEWDP). The level of envisaged regionality should be chosen cautiously and at a realistic level. The below cited motto "think regionally – act nationally" is a smart and pragmatic way of addressing this challenge. It is suggested to go one step further: "think regionally and act both regionally and nationally".

The synthesis is based on the evaluation of the three country programmes in Kyrgyzstan, Uzbekistan and Tajikistan and the Regional Water Resources Management Programme under the umbrella of the Swiss Cooperation Strategy Central Asia 2012-2015. The heterogeneity of the CS is substantial in terms of diversity of domain portfolios (humanitarian aid, development cooperation, transition support), which corresponds to the diversity of the Central Asian region. While these three country programmes and the regional water programme address diverse and partly unique situations, this report focuses on common issues and problems but has limited scope for a detailed analysis, especially regarding development results of particular projects.

The inception phase of the evaluation provided for a dialogue with various partners in SDC and SECO regarding details of the evaluation process and allowed for access to available reports and for interviews with relevant partners which provided valuable inputs for learning processes prior to the elaboration of this report.

Central Asia is a region which is potentially wealthy with an established infrastructure, a well-educated population and endowed with natural resources. Since the time of preparing the foundation of the current Swiss Cooperation Strategy Central Asia 2012-2015, the context in and around this region has changed considerably, both geopolitically as well as macro economically. The steady decline of prices for all major export commodities, on which Central Asia's economies depend, as well as a decline in remittances from migrants working in Russia – an economy also depending on commodities - poses challenges to the region.

The lack of diverse and competitive markets, the limits of regional cooperation and the limited effectiveness of governance and service provision represented continuous challenges during the period under review. The Central Asia region as an entity and its encompassed states have changed since the strategy was formulated, best illustrated by the democratization which took place in Kyrgyzstan as well as by the emergence of clusters of Central Asian states such as Kyrgyzstan and Kazakhstan which are members of the Eurasian Economic Union. This confluence of individual and collective challenges and opportunities shaped a region that, despite its potentials, lags behind in achieving sustained stability and prosperity.

The impacts of development efforts in Central Asia are often limited by fragility entrenched in the prevailing social, economic and political systems in the region. Since the inception of the Swiss Central Asia strategy, a more thorough understanding of the root causes of failed developments in fragile environments has been developed. Ways and means on how to increase inclusion as a contribution to 'out of fragility out of poverty' strategies

have arisen, including approaches and new sets of tools to operate more appropriately in those contexts. The increased sensibility and the improved understanding on how to address those root causes led to a more efficient engagement of Switzerland in Central Asia during the period under review. During the evaluation it became evident that the Swiss development assistance made major advances in implementing the Central Asia Cooperation strategy 2012-2015 and represents a programme which is on track.

The findings and recommendations of this report have to be regarded against the contextual changes in Central Asia which have taken place since the Central Asia strategy was prepared. The CS acknowledged both the underlying differences among the three countries as well as their similarities. The current macroeconomic challenges as well as geopolitical considerations have led to an increasing understanding of the potential of regional cooperation among the Central Asian states during the past two years, exemplified by the fact that since 2009, intraregional trade in Central Asia has increased by 49 percent and that since 2011, the average cost of crossing regional borders decreased by 15 percent. While – from the perspective of the SCOs - strengthening relations with the host countries should remain a priority, the forthcoming Central Asian Strategy should also positively address this re-emerging interest in regional dialogue and cooperation.

The inception phase underlined that the key question to be addressed in a future Central Asia Strategy will be to sharpen the focus of the selected domains so as to ensure their impact as a contribution out of fragility towards an inclusive state society and out of poverty towards inclusive and sustainable socio economic development patterns. Such a sharpened focus of Swiss development assistance in Central Asia would provide maximum leverage for the limited resources available, be in line with Swiss societal and economic expectations and allow the Swiss Development Assistance to act in a catalyzing and coordinating role within the concert of the international donor community, thus multiplying its impact.

The Evaluation Process

The evaluation was conducted in line with the OECD DAC evaluation standards and is part of the concept of the Swiss Agency for Development and Cooperation (SDC) for implementing Article 170 of the Swiss constitution which requires Swiss Federal Offices to analyse the effectiveness of their activities.

The cooperation programmes in Central Asia are being implemented by the Swiss Agency for Development and Cooperation (SDC) and the State Secretariat for Economic Affairs (SECO). The evaluation addressed the Swiss development engagement in the Central Asian region for the years 2012-2015 in order to evaluate whether SDC and SECO made appropriate strategic choices in the given context and delivered effectively. Past the inception of the Central Asia Strategy in 2012, Switzerland's 2013-16 Message on Switzerland's International Cooperation in 2013-2016, called thereafter "Message" provided an overarching goal that guides all Swiss ODA managed and implemented by SDC and SECO, i.e. the promotion of sustainable global development with a view to reducing poverty and global risks. The strategy also provides a common framework for Switzerland's four ODA pillars which have all been addressed by the Swiss Central Asia Strategy 2012-2015.

The Evaluation Objectives

The aim of this evaluation is to assist SDC's and SECO's Management in its strategic and operational decision-making at a time when the SDC is preparing for a new Central Asian Strategy (2017-2020). The overall objectives of this evaluation are as following:

- To assess whether SDC and SECO and its partners reach the strategic objectives in the region and the three countries and to appraise the efficiency of the strategic and operational steering mechanisms of SDC and SECO;

- To suggest elements which will provide the foundation for the definition of key elements for the forthcoming RS;
- To assess the significance of the Swiss contribution to both national- and regional development results and to identify key factors, which enhance or hinder aid performance and results achievements; and
- To identify good practices and innovative approaches as well as share experiences in managing CSs and RSs.

The Cooperation Strategy includes the following domains, transversal themes and approaches:

- Regional Water Resource Management (integrated, transparent and needs-based water management in Central Asia). This also addresses Integrated Watershed Management (IWSM), the Energy – Water nexus and the related regional initiatives (e.g. the Central Asia Energy Water Development Programme).
- Health (equitable access and improved quality health services, health promotion in rural areas)
- Public Sector Reforms and Infrastructure (equitable access for citizens to services through transparent and efficient use of public resources)
- Private Sector Development (job creation and economic growth)
- Rule of Law (better access to justice, judicial and legal system to respect and protect human rights)
- Urban and Rural Drinking Water Supply and Sanitation and
- Transversal themes such as good governance, DRR and gender and approaches such as conflict sensitive program management

The approach taken by this evaluation focusses on the contextual relevance of the selected domains and interventions as a contribution to development out of fragility – the political dimension - and as a contribution to development out of poverty - the social dimension - thus allowing identifying potential future entry points for inclusive politics. By addressing the contextual changes since the current strategy was formulated, the current situation and by analyzing indications for future developments, the evaluation became of a perspective nature.

The Evaluation Methodology

The evaluation has been carried out as a hybrid evaluation, conducted by a mixed team consisting of an external consultant and two internal resource persons, one from SDC and one from SECO. The aim of hybrid evaluations is to provide both an evidence base as well as a tool for learning and reporting on accountability. The existing evaluation concept, the content and question guide and the SDC evaluation toolbox provided the logical framework for this evaluation.

The standard questionnaire was amended to reflect the peculiarities of Central Asia and was shared with senior staff both at SDC and SECO, which contributed suggestions for a further refinement of the questionnaire. The questions put forward by the SCOs and by SDC and SECO Bern in developing the evaluation questionnaire focused on the context - more than thirty additional questions, which were condensed into a set of nine additional questions. Those could be grouped into three sets of additional questions, i.e.

- questions focusing on the impact on the real beneficiaries of Swiss Development Assistance, related to the issue of fragility and poverty and how relevant the domains are with respect to the reduction of fragility and poverty;

- questions addressing the impact of external factors, the changing macro-economic environment, geopolitical shifts and how a future strategy should take those shifts into account, and
- questions centering on the regional water resources management programme.

Accordingly, the standard set of questions has been expanded by respective questions and is attached as Annex 1.

Stock has been taken by the evaluation team of the materials submitted to the external evaluators (Bibliography – Annex 4), which included thematic impact analyses, reviews of projects and programmes, monitoring reports of the cooperation strategies and the regionals strategies, annual reports, respective management responses, project evaluations, end of project reports as well as reports from the midterm review.

In August 2015, the team undertook interviews along the four evaluations areas with staff of SDC, other divisions of the Swiss Ministry of Foreign Affairs and SECO from 25-28th August in Berne. (List of interviews – Annex 2). An inception report was prepared which formed the basis for a field mission of the evaluation team to Central Asia from October 31st to November 17th, 2015.

In view of the limited size of the evaluation team and the available time an in-depth evaluation of the individual domains was not anticipated. Existing individual evaluation reports and end of projects reports provide respective information.

The field visit included discussions with the management of the SCOs, with representatives of beneficiaries and/or national organizations as well as with other bi- and multilateral donor organizations operating in the respective countries. The objective of the discussions was to better understand the impact of the recent contextual changes on the domains, the validity of the current domains as a tool for out of fragility and out of poverty strategies, how far risk management through tools such as CSPM are being applied and whether risk scenarios have been developed. The discussions with the NPOs focused on an analysis of the results statements of the respective domains during the evaluation period 2012 – 2015.

Evaluation Area 1: Context analysis

Purpose: *Appraise how well the CS reflects the development priorities of the partner country and the policies of the Federal Council Dispatch (FCD)*

Conclusions (C)

- C1 The rationale for Switzerland's regional engagement did not change during the period under review. The CS domains are relevant for the development of the three countries, are in line with the development priorities of the three countries and correlate with the global challenges as outline in the Federal Council Dispatch (FCD) 2013-2016. In view of Switzerland's role as the chair of the Bretton Woods group to which the Central Asian states are members, a constructive and inspiring future CS remains crucial.
- C2 During the past two years, Central Asia faced a challenging macro-economic and geopolitical environment. The recent economic growth in the Central Asian region proved to be not sustainable and poverty has re-emerged in the region. Additional donors, both traditional as well as nontraditional, are emerging and add to the diversity of donor- recipient relationships in Central Asia.
- C3 The thematic orientation of the CS and the respective national portfolios are highly relevant for "out of poverty out of fragility" approaches as potential entry points for inclusive policies. The country programmes address the needs of the population, in

particular of vulnerable population segments.

- C4 Civil society in Central Asia has come under growing pressure. The complex political economy of Central Asia – alongside external factors the root cause for developmental challenges – has not been thoroughly addressed in the context analysis.
- C5 The quality of the context analysis which have been prepared by the SCOs at the national level is excellent; however, also regional aspects need to be taken into account. Scenario approaches have not yet been developed by the SCOs.
- C6 The number of bilateral and/or (sub)regional contacts within Central Asia are increasing. The challenges emerging from the new regional structures such as the Eurasian Economic Union and the Silk Road Economic Belt initiative will have both short and long term impacts on the three countries and the region at large.
- C7 Tensions surrounding transboundary water resources have subsided substantially and is increasingly being addressed by multilateral financing institutions against the background of climate change.

Recommendations (R)

- R1 The domains of the national programmes of the current CS should be maintained in the forthcoming CS. In order to strengthen the resilience of the current programmes, develop scenario approaches, also addressing political economy aspects at national and regional level. The MERVs should be elaborated in an inclusive manner together with relevant stakeholders.
- R2 Re-address the aspect of regional cooperation in view of a further integration of the Central Asian region and expand the current approach towards “think regionally and act both regionally and nationally”.
- R3 Address the partner country accession to regional groupings such as the EEU in the next CS and proactively seek the dialogue with existing regional entities on issues of supranational nature.

The political, economic and social landscape of Central Asia

The Central Asian states i.e. Tajikistan, Uzbekistan and Kyrgyzstan are three distinctively different countries, they have different languages, different histories, different economic bases, different governance systems and they follow different development trajectories. Activities in the countries are grouped together by the Swiss Development Assistance under the term Central Asia Strategy to be in line with the frame as outlined in the Message. The rationale for Switzerland's regional engagement did not change during the period under review. In view of Switzerland's role as the chair of the Bretton Woods group to which the Central Asian states are members, a constructive and inspiring future development assistance strategy is crucial.

Switzerland's political support deployed via dialogues at bilateral meetings at ministerial respectively head of state's level, political consultations, human rights dialogues, the OSCE Chairmanship and its impact towards Central Asia and Switzerland's leverage in the region through SDC and SECO. Switzerland is being acknowledged throughout Central Asia as a long term committed and credible partner in key sectors as echoed in the recipient's response to the activities in the five domains plus the regional water programme and its role in representing the region in the context of the Bretton Woods Institutions has been acknowledged and is appreciated.

However, the context surrounding Central Asia has changed since the time in which the Central Asia Strategy was formulated. As the recommendations stemming from this evaluation will form the basis for a future Swiss development strategy for Central Asia, the evaluation took this rapidly changing geopolitical context into account. The challenges

facing Central Asia will become even more visible during the forthcoming years against a backdrop of rising geo-political interests of Russia, growing Chinese influence, uncertainty in Afghanistan and looming political transitions across this region.

A thorough understanding of the context in which Swiss development assistance operates and will operate is a prerequisite for identifying the entry points through which impacts were achieved and will be attained in a future Central Asia Strategy. While Central Asia continued to be challenged by natural factors such as climate change related disasters and conflicts over natural resources, which continued to affect the livelihoods of the population and the relations between the countries, particularly during the past two years Central Asia faced three major contextual challenges:

- a challenging macro-economic environment,
- a challenging geopolitical environment, and
- an increasingly challenging political economy.

The challenging macroeconomic environment

Stalling Economic Growth: Until recently, the region was economically booming – in 2013 the GDP growth rate was just under 7%. The recent growth was however not sustainable, and as the Russian economy — on which Central Asia is heavily dependent for remittances, investment and trade - declines, the economic growth throughout the entire region is in danger. National currencies weakened and public finance management remains difficult.

Re-emergence of poverty: Despite the growth of the economy in recent years, poverty remained prevalent, even re-emerging for the reasons outlined earlier. Given the weaker buying power of many households in the region, poverty rates started to rise again. Poor households in remittances-receiving countries of Central Asia are hit by higher import prices due to devaluations and because of fiscal pressures.

The quest for economic diversification: This highlights the need for a quick adjustment to the new economic reality. Only if the countries of Central Asia seize new opportunities in tradable sectors, can the deterioration of poverty rates be stopped. An effort is needed to become economies which focus on more than only one or two sources of income thus reducing the economic reliance on a single growth driver. All three countries aspire to move beyond their dependence on extractive industries and become manufacturing hubs. Yet, Central Asia shares the spectra of potential instability. The investment climate in all the countries of the region remains difficult and reforms are only being implemented very slowly. Yet, a new generation of decision makers is emerging, many of whom have studied abroad. The question remains whether in view of their societal connectedness and their socialization they want and or are able to change the current system of decision making which is characteristic for Central Asia.

Diverging development trajectories: At the time of independence, the socio-economic and political conditions in each country were broadly similar in many important respects. Since independence, however, each Central Asian country has made different choices and followed divergent trajectories. The spectrum of governance systems in Central Asia widened, ranging now from authoritarian governance (i.e. Tajikistan, Uzbekistan) to democratic governance systems (i.e. Kyrgyzstan).

The challenging geopolitical environment

Major shifts have taken place since the Central Asia Strategy was drafted. The challenges Central Asia is facing will become even more formidable against the backdrop of geo-political interests of Russia, growing Chinese economic influence, uncertainty in Afghanistan and looming political transitions across this region. The situation is further complemented by new partners for Central Asia such as Iran in the case of Tajikistan.

Central Asia is increasingly a region of competition rather than a source of conflict and tension.

China became increasingly a key economic and thus geopolitical transformer in the Central Asian region, challenging Russia's role as an economic driver, but with its own agenda, while the role of the "West" (i.e. the EU and the US) has been substantially reduced. China has been making those inroads in Central Asia with Russia's full acquiescence, leading to a modus vivendi on how to operate in the region that suits the interests of both. In May 2015, an agreement was signed to cooperate in coordinating the development of the EEU and the Silk Road Economic Belt, so as to coordinate the respective economic strategies to create a "common economic space" in Eurasia, including a free trade agreement between the EEU and China. While Russia no longer has a monopoly on wielding cultural and economic impacts in Central Asia, yet in the region, Russia remains a leader in security.

It is in this context that Russia's aim to re-integrate these countries through the Eurasian Economic Union (EEU) needs to be considered. Moscow's ambitions cover the entire Central Asian (and Caucasian) region(s). Kyrgyzstan has joined the EEC and Tajikistan is generally seen as next in line for membership. The EEU presents a vision of joint currencies, markets, and opportunities, however the bargaining positions of Kyrgyzstan and Tajikistan are weak.

Intra-Regional Dialogue

For the past twenty years, Central Asian states emphasized their sovereignty and national identity while subscribing nominally to regional efforts which however were often not truly implemented. When the Swiss Central Asia strategy was drafted, Central Asia was not a conducive environment for regional cooperation in view of the search for an identity, internal conflicts, politics, influence of external powers, the collapse of previous agreements, etc. Instead of maximizing resources and economic potential by engaging in regional cooperation, the individual countries advanced their own perceived country-specific interests.

The lack of economic and political integration of Central Asia and the resulting inability and unwillingness to address regional issues efficiently, the forthcoming medium and long term challenges resulting from operating in a difficult geopolitical context and the continuing dependency on commodity exports create factors for a compound crisis of the Central Asian region.

In view of the recent challenges facing Central Asia, - both macro economically and geopolitically- Central Asian states realize that regional economic cooperation could be beneficial and thus the number of bilateral- and/or regional contacts within Central Asia are increasing (e.g. within regional entities such as IFAS, CAREC, the Eurasian Economic Union, etc.). Mechanisms of regional cooperation, exemplified by the Silk Road initiative and the Eurasian Economic Union, are promoting this emerging process. Countries such as Kyrgyzstan and Tajikistan went or are going through the process of defining the pro and cons of joining political and economic structures such as the Eurasian Economic Union.

In view of the intended free movement of goods, services, capital, and labor, and elimination of customs controls and nontrade barriers, the EEU presents significant economic opportunities to these countries. Economic policies, regulations, and the legal framework need to be adjusted to those of the EEU, and the potential economic and social costs of the accession need to be minimized. Economically, a stable yet dynamic Central Asian region would offer important opportunities for the years ahead. This is also reflected by the development agendas of the EU, USAID, and the World Bank, which are adapting their interventions and focus more on regional activities than in the past (Annex 7).

There are merits in viewing Central Asia and its common challenges through both a regional as well as through a national lens, evoking regional approaches while supporting interventions within a country-specific context. Switzerland took the decision to rearrange its programme as having a regional umbrella in the form of a regional water resources management programme and national SCOs. Given a marked tendency across Central Asia towards approaches based on minimizing rather than maximizing cooperation, Switzerland's approach "think regionally – act nationally", exemplified by the regional water resources programme, which was appropriate at that time.

Growing nationalism and security: With the countries celebrating their 20th anniversary of independence during the period under evaluation, identity search continued and paternalism further strengthened. There has been a wide range of conflictual situations in Central Asia. The following three factors have been the main issues at stake in those conflicts: (i) elites disputing access over resources, (ii) clashes over identity issues and (iii) religious radicalism is increasing in the context of poverty and marginalization. Other factors, including geopolitical factors, have tended to intensify to these internal dynamics which often exacerbate already existing conflictual situations.

Taking into account the ISAF troops' retreat from Afghanistan, the countries seek strong alliances with powerful neighbors like China and Russia. Security issues are frequently being included in the official governmental speeches, to attract people's attention to future risks linked to terrorism, in relation to Afghanistan but also to the rise of the IS, which has attracted a certain number of Central Asians. but can also be used by authoritarian regimes to serve their power purpose. Disentangling the dynamics of the securitization discourse may be one of the biggest challenges when endeavoring the respect for human rights while addressing violent extremism and real security threats in the region.

Enhanced security could create space for development. Relevant platforms related to security in Central Asia include the Collective Security Treaty Organization (CSTO) and the Shanghai Cooperation Organization, of which all three countries are members. The 2014 OSCE chairmanship of Switzerland was overshadowed by the crisis in Ukraine. In 2016 Germany and in the following year Austria will chair the OSCE which would allow Switzerland to coordinate issues related to Central Asia within the framework of the German speaking OSCE Coordination group.

Central Asia's challenging political economy

Central Asian states represent an oxymoron by being highly personal and unsustainable in the long run and face what has been coined as an 'authoritarian paradox' – a situation where democracy could only be built by authoritarian means with all the elements of a democracy – parliament, opposition parties, etc. The current economic circumstances of declining commodity prices destabilize such outcomes, on which the Central Asian patronage networks depend, thus adding to the level of fragility. It is therefore crucial to address development challenges in Central Asia by also considering political economy aspects.

Existing political systems in most of Central Asia make it difficult for marginalized groups to voice their concerns. Elites are brought into an overall system of financial rewards and political loyalty. This relationship usually permits some autonomy for to develop their own personal economic interests, while ensuring that discontent in their sphere of influence does not become politically dangerous. Although this system often ensures outward stability, it also excludes many ordinary people from local decision making.

Demography: The fragmented character of the Central Asian societies in terms of ethnicities, regions, religions and economic status leads to weak social cohesion with a lack of a common vision for the future. Of today's almost 65 million people in Central Asia, around half this population is under the age of 30; in Uzbekistan and Tajikistan, around a third of the population is close to age 20. The next half decade also marks the start of a critical new transition, resulting in the emergence of a new and younger generation of decision

makers on the social, economic and political stage that may be more open to other, different approaches.

Civil Society: Governance and accountability remain challenges across Central Asia. Civil society in Central Asia has recently come under growing pressure. New restrictive legislation has been initiated and repressive measures taken against groups and individuals who criticize the government policies and speak up for human rights, justice and rule of law. Governments often distrust civil society organizations and are reluctant to embrace open decision-making, and opportunities for public input and scrutiny are typically discouraged. Conversely, a lack of transparency, civic engagement and access to information result in non-responsive policy outcomes and poor service delivery – a combination that not only impedes development, but is inherently destabilizing as the populations demand for more and better services.

While civil society organizations in Central Asia are increasingly becoming articulators of people's needs and interests the respective organizations are often working in an unpredictable environment. This is exemplified by the recent initiatives to increase control over externally supported civil society programmes in Kyrgyzstan and Tajikistan. Governmental pressure against civil society in the region continues to be observed. In this context, continuous support in strengthening of civil society in Central Asia has to be understood as a way for pro-actively addressing poverty reduction and social inclusion and to provide space for social development.

Human Rights: SDC focusses in its activities on both the individual security within the meaning of "perception of insecurity" and on the reforms of the governance of individual security. A shrinking social space due to the deterioration of the human rights situation can be observed throughout Central Asia during the period under review. While the situation in Kyrgyzstan has largely stabilized since the 2010 inter-ethnic violence, the government has adopted some human rights reforms. In Tajikistan the government has exhibited willingness to engage in certain areas of human rights, yet the overall situation in the country remains poor. Swiss efforts towards the abolition of the death penalty and human rights dialogue in Tajikistan continued. With the exception of the abolishment of the death penalty, the Uzbek government has made no substantial improvements in its human rights record during the period under review.

Gender: A generally more conservative social outlook combined with increased religiosity has made the situation in some parts of Central Asia more difficult for women. The previous advances for the position of women are slowly regressing in particularly among poorer rural population groups. This process is complex and difficult to track because of unreliable statistics. In education, however, there is a trend for fewer girls to attend school than in previous periods. Governments assert that they protect women's rights from the more authoritarian behavior and norms of Islamist opposition movements. Overall, the situation of women in all three countries has deteriorated significantly in two decades. However, women are well represented in civil society and have the potential to provide a force for change in many sectors. In light of the above analysis, this disenchanting picture of the eroding conditions of women in the region calls for more in-depth investigation of the consequences of such trends on national societies firstly, but as well on the integration efforts pursued by the countries in the region.

Regional Challenges and Opportunities

The Regional Water Challenge: Transboundary water resources play a crucial role for the socio-economic development of Central Asia, creating strong interdependencies between upstream and downstream countries. The future of the Central Asian economies largely depends on water and energy to power economic growth and satisfy the demand for resources. The management and storage of cross-border water and other energy resources require regional cooperation. The Kyrgyz Republic and Tajikistan possess 90 percent of the economically viable hydropower potential in the region while the rivers that

feed the downstream populations, including Uzbekistan, Kazakhstan, and Turkmenistan, provide approximately 90 percent of water needed for agriculture. Among other factors, competing claims on water and electricity exchange have led to regional water and electricity shortages, often during the winter months.

Transboundary water resources have been a highly politicized issue for a long period. However, a new reality set in during the period under review and tensions surrounding transboundary water resources calmed, best exemplified by the number of new joint regional programmes addressing the management of water resources of donors such as the European Union, USAID, and the World Bank, which complement the already existing programmes of SDC and GIZ (Annex 7).

The need for interstate cooperation in order to negotiate the trade-offs is clearly vital if scarce water resources are to be used to best effect. Central Asia is seeking ways of making the best use of limited water resources, and the concept of Integrated Water Resources Management (IWRM) is being considered as the means of achieving this. Confidence in the usefulness, accuracy, and timeliness of this approach is growing among water practitioners all over Central Asia. The similarities between IWRM and traditional Muslim and ethical rules of water use have prompted the desire of many people to initiate and implement this approach and particularly to involve water users in the management process. This is considered an important entry point in connection with the unfinished restructuring of agriculture and water management organizations in the transition towards a market economy.

Fragility and poverty in irrigated agriculture in Central Asia: While the agrarian sector in Central Asia continues to undergo transformations, including the restructuring and transfer of large state and collective farms into smaller private or leased farms, the state order crop system and the “farm optimization program” to create larger economically viable farms, like in Uzbekistan and partly in Tajikistan continues to impact the agricultural sector. Farms are operated by people who lack extensive agricultural experience for efficient crop production and irrigation. This continues to affect farm efficiency, incomes and employment in the rural sector, causing significant social damage.

The Fergana Valley “laboratory”: The Fergana Valley is one of the most socially tense regions in Central Asia. It is shared by three administrative provinces of Kyrgyzstan, Tajikistan, and Uzbekistan. IWRM planning initially began in the Fergana Valley with a 'top-down' approach as decision-makers realized that significant institutional and legislative changes would be required, but this failed to engage the lower end water users. To resolve this, the 'top down' approach was replaced with a 'bottom-up' approach. Furthermore, the management of water resources changed from administrative boundaries to watershed boundaries. Water users' groups were formed and encouraged to take on water management functions within a restructured water management framework. Integrated Water Resource Management and public participation enabled unproductive water losses to be identified and eliminated. This linked all levels of the water hierarchy and organized the control of water delivery and allocation. Those functions are now mainly performed by water management organizations in partnership with their public committees or councils as well as Water User Associations (WUAs).

The transboundary dimension: Enabling regional basin organizations, which have already been established for the main rivers of Central Asia within the Interstate Commission for Water Coordination of Central Asia (ICWC) could provide a mechanism to overcome barriers in water allocation and water use and bring about change. However, the experience of the Aral Sea Basin shows that this is not the only criterion. Political will is essential if change is to occur and change in water allocation will not change as long as water remains the sole sector addressed – e.g. within ICWC. Central Asia faced with growing contradictions with the commercial interests of the owners of hydropower facilities who control releases from reservoirs, giving unconstrained priority to hydropower generation

over all other uses. This is why it is recommended that negotiations on water needs to be coupled again with the energy issue – the so called water energy nexus.

The growing competition over water and loyalty to the doctrine of absolute sovereignty had in the past a negative effect on regional water cooperation – some countries were reluctant to participate in regional projects and to support regional information systems and training activities. The availability of interstate bodies and agreements, common information systems, and common approaches to addressing technical issues did not guarantee lasting cooperation between countries if serious political and economic controversies exist. Nonetheless, it was possible to maintain contacts between lower and middle level professionals through joint activities, such as regional training, information exchanges, regional projects to improve water use efficiency, and sharing best practices.

The role of regional initiatives: With the increasing realization that a political solution needs to be brought forward to address the use of shared water resource, the denial phase of the previous two decades comes to an end and a more constructive response phase is starting, exemplified by the recently signed Climate Adaptation and Mitigation Program for Aral Sea Basin CAMP4ASB. Central Asian countries such as Tajikistan and Uzbekistan support the projects contribution to knowledge, climate adaptation, and regional cooperation through this transformational operation and welcomed the program's potential to strengthen regional and national institutions and improve collaboration on cross-sectoral issues among the countries. The CAMP4ASB project, the new regional programmes under the EU strategy for Central Asia, including the Conflict prevention related to water and energy issues in Central Asia- Water Diplomacy project as well as the recently approved regional "Smart Waters" programme of USAID underline the current trend of the donor community towards strengthening regional cooperation and thus regional entities,

With the easing of relations among Central Asian states, increasingly regional organizations provide a platform for institutionalized interactions on transboundary waters, yet existing institutional structures need to be strengthened to ensure better inter-sector coordination and public involvement. During the period under review, donor assistance moved away from implementing regional projects focusing on main rivers to local and bilateral projects on small rivers and donors decreased their support to regional organizations and regional projects. As indicated above, this process reversed recently and major bilateral- and multilateral donors restarted to work with regional organizations to support projects which benefit the region as a whole.

Experiences in the riparian states: The Central Asian countries are gradually introducing IWRM principles into their national legal frameworks. Because of lack of political will, financial, technical, and human resources constraints, the countries are experiencing difficulties in putting respective laws and policies into practice and ensuring that these instruments are effectively enforced and monitored. A challenge is to ensure that secondary legislation is available and coherent.

The Kyrgyz Water Code takes the principles of IWRM into account. It introduces basin water management, transfers decision-making power to the lowest appropriate levels through the establishment of WUAs, improves provisions for drinking water, dam safety, and environmental protection, and spells out the economic value of water resources. However, implementation challenges are significant and the Code has yet to be put into practice still facing financial, institutional, and human resources constraints.

In December 2015, the Water Sector Reform Programme was officially approved by the government of Tajikistan. The Government appointed the Ministry of Energy and Water Resources as focal point, responsible for the implementation of the reforms. Key donors like the WB, ADB, EU and Switzerland are key partners in the sector. The government approved the principles for water sector reforms aimed at establishing basin water management, a single coordinating body for national water management, water operation

control through relevant agencies, water users' participation in water management at the highest appropriate level and water management by four river basin organizations.

The existing legal instruments in Uzbekistan provide for the transition to basin water management and the rational use of water for the needs of the population and the economy. Further improvements in water and land use, through better drainage and an increase in the efficiency of the agricultural water supply by modernizing irrigation, are envisaged. The law on Water and Water Use, the key piece of water legislation, was amended to include provisions for the establishment and operation of WUAs. Currently, the Ministry of Agriculture and Water Management is drafting a new water code that seeks to incorporate the main principles of IWRM to address current and future water related challenges. Utilities such as the Uzbek State Agency for Communal Services (Uzbkommunhizmat) are in dire need of institutional strengthening and capacity building on all levels, including management.

Natural Disaster and Climate Change: Kyrgyzstan and Tajikistan have high risk levels, mainly due to natural hazards. A country such as Tajikistan might face up to hundreds of natural disasters each year, resulting in major economic losses and damages. Natural disasters have been accountable for 5% of the country's GDP during 1999-2008 (GoT 2009). National capacities for managing such disasters and natural resources are developing slowly and the coping mechanisms of the local population are stretched to their limits.

Disaster Risk Reduction is an important element of the Swiss assistance to the region, addressing preparedness and response to issues such as earthquakes, to be which the region is prone, specific risks such as the outburst of glacial lakes. Erosion, landslides and other geo-hazards are omnipresent and coupled with unsustainable use of soil and water, as well as climate change. National capacities for managing such disasters and natural resources are limited. Furthermore, the Central Asian states are becoming increasingly exposed to climate-induced disasters, which have a profound effect on economic development. Climate change has been recognized as a priority by all Central Asian states, in particular in the context of the preparation towards the recent COP21 in Paris. In its fifth Assessment Report, the IPCC noted that "Central Asia is expected to become warmer in the coming decades and increasingly arid...". Building resilience to the mounting impacts of climate change is a priority for poverty reduction and shared prosperity in Central Asia. Climate change impacts are expected to intensify over the coming decades, increasing pressure on natural resources and assets, such as water, land, biodiversity and ecosystems, with rising costs for key development sectors, such as agriculture and energy. In preparation for the Intended Nationally Determined Contributions (INDCs), national working groups in both Kyrgyzstan and Tajikistan identified water and agriculture as the priority sectors for climate change adaptation.

While the water flow could increase in the short term as a consequence of glacier melt, the water flow reduction in the long run, growing evaporation, increasing crop water requirements and uncertain precipitation changes will have adverse social, economic and environmental consequences on irrigation-dependent agriculture across the Central Asian region. In addition to irrigated agriculture, the other major agro ecological zones of Central Asia i.e., mountain ecosystems, agro-pastoralism in foothills, extensive cattle ranching in the temperate and arid steppes, and rain fed agriculture will experience comparable climate challenges for economic activities and livelihoods. Also, Central Asia's hydro power energy systems are sensitive to demand changes for example in warmer areas in summer and the impact of extreme events.

As climate change is becoming a predominant issue, IFIs such as the World Bank launched several forums and projects around climate change to facilitate an increased interest of Central Asian states to participate in regional cooperation, to which Switzerland contributes through Trust Fund arrangements. SDC's Humanitarian Aid and Global

Cooperation, but also some private and academic partners, are considering or financing projects for glaciers' assessment, training and support to meteorological services as well as integrated watershed management.

1.1 Positioning and Adaptation of CS with Respect to Country and Regional Context as well as Swiss Policies

The priorities of the CS in supporting the transition process in all domains seem to be coherent and complementary to the approaches and thematic priorities of other donors and the CSs contribute to the objectives of the various sectors. The question about necessary adaptations and potential changes in the context of the strategies and their effects were reviewed by the evaluation team in discussions with the management and the relevant NPOs of the three SCOs, who confirmed their awareness of the field offices for continuously observing the contextual developments.

Figure 1 below provides an overview of the domains of intervention of the three country strategies and the regional water strategy. The Central Asia Cooperation Strategy has been well reflecting the priorities set by the Message and all domains can be directly linked to at least one objective of the FDC.

Kyrgyzstan	Tajikistan	Uzbekistan
Regional Water Resource Management Programme The overall goal of the water resource management programme is to manage water resources in an integrated, transparent and need-based manner in Central Asia with a focus on the three Ferghana Valley countries – with a view to reducing water-related conflicts and disasters at the regional, canal and community levels.		
Programme in Kyrgyzstan The overall goal is to support the transition process in Kyrgyzstan by assisting public and private institutions at all levels to deliver better services in an equitable, transparent and effective way.	Programme in Tajikistan The overall goal is to support the transition process in Tajikistan by contributing to its economic development and helping to build institutions and systems which respond to the population's needs.	Programme in Uzbekistan The overall goal is to support the transition process in Uzbekistan by supporting improvements in the regulatory framework and sound management in the water sector, in order to enhance social and economic development.
Health	Health	Water Supply and Sanitation
Public Sector Reforms and Infrastructure	Rule of Law	
Private Sector Development	Drinking Water Supply and Sanitation	
	Private Sector Development	

There is high awareness in the SCOs and in particular in the integrated offices for the context analyses, i.e. the need to regularly observe the context developments and to update the analyses. The discussion with the SCOs focused on significant changes in the context as outlined above, potentially impacting on the CSs, i.e. changes and their implications in the socio-economic and policy environment, changes in the donor environment as well as changes which took place within the Swiss Development Assistance since the inception of the Central Asia Strategy. On the basis of the document analysis, interviews with the management of the SCOs and the relevant NPOs, consultations with likeminded donors and relevant government officials, the following points were addressed for each of the domains.

There is a general perception that the emerging challenges are addressed by the current domains. However, a future strategy should explicitly reflect upon them and strengthen their focus. SCOs will continue to monitor and assess sector specific developments and increasingly aim to develop political economy analyses at country level respectively at the domain level so as to better understand the processes that shape interests, incentives and decision making with respect to the respective domains. Scenario approaches at both country and regional level in connection with political economy aspects in the context analysis would allow a forward looking perspective.

New nontraditional donors such as China and Russia are changing the donor landscape because they pose less or no conditionality and therefore dilute and or diminish 'traditional' donors' leverage potential.

Transboundary water resources have been a highly politicized issue for a long period. A new reality set in during the past two years and tensions surrounding transboundary water resources calmed down. Increasingly Central Asian states realize slowly that regional economic cooperation could be beneficial and thus the number of bilateral- and or regional contacts within Central Asia increases step by step.

Risk analysis and scenario approaches: It is recommended that context scenarios are developed and monitored. These scenarios should aim to identify potential entry points for inclusive policies. This would provide a response to the 2013-16 Message which committed the Swiss Development Assistance to reinforce significantly its support in fragile contexts. Yet, the perception at which level the scenarios should be elaborated differs, ranging from domain level to country level. Because monitoring of scenarios will require more resources, doing so could lead to the questions of how to efficiently build and update scenarios and at what level: region, country, domain or all levels? Developing concept scenarios would also raise the issue of whether investments in context analysis can be optimized by sharing the analytical work among other agencies and donors.

This could provide an impetus to base the future Central Asia strategy on an analysis of the fragility – its causes and its handling - focusing on understanding the relevance of domains as contributions out of fragility and out of poverty.

1.2 Quality of Context Analyses

The assessment of the quality of the context analysis was conducted jointly with the SCO management and the NPOs, using tool 121 “Quality of context analysis (overall and per domain)” of the SDC evaluation toolbox. The analysis focused on how far the country context analysis reflects the implications of national- and regional developments respectively of geopolitical challenges and whether the existing context analyses are sufficiently addressing the challenges deriving from continuing fragility and poverty.

It is suggested that the existing country scenarios within the MERV could act as a starting point for the development of a full-fledged scenario approach for the three SCOs and the Regional Water Resources Management Programme. The SCOs pay much attention to an adequate context analysis, review them regularly and prepare updates when required. The three SCOs use various sources for the gathering and synthesis of context information. However, there appears still to be room for improvement with respect to stronger involvement of implementing and national partners, other involved Swiss actors and other donors. External stakeholders (external consultants, think tanks, etc. might participate in the context analysis in order to validate the findings). The need for a joint analysis by all Swiss actors, as it appears many donors conduct their own context analyses, and coordination and exchange could be further enhanced.

So far, context analyses anticipate future developments only in a limited manner. The ongoing Central Asia strategy did not foresee the recent contextual challenges facing Central Asia, and the political economy of Central Asia - often the root cause for develop-

mental challenges – had not been thoroughly addressed. Contextual analyses and the MERV should act in a perspective manner as a warning system for forthcoming crisis and the scenario approaches would become the tool for quickly responding.

Existing contextual analysis did not foresee issues such as decreasing commodity prices. This was also not considered as a scenario by other relevant actors. Therefore, the reactions to such contextual changes will be ad hoc, driven by immediate humanitarian needs and less based on rigorous assessments of political opportunities in the region. The weakness of the context analysis upon which the CS was based was likely a result of the difficult choice to anticipate political and social economic trend, such as the decline of commodity prices and the related decrease of remittances by migrant workers, thus underlining the need of continuing analysis of the contextual background at country as well as at regional level.

A further focus on the social component is suggested. The MERV is updated regularly in all three CSO. In TAJ, field trips are regularly used as an opportunity to further improve understanding of issues of relevance in the provinces.

Evaluation Area 2: Relevance and appropriateness of project/program portfolio with regard to the domains of intervention of the CS

Purpose: *Appraise the coherence of the project portfolio with the CS and its relevance for achieving the country/domain objectives*

Conclusions (C)

- C1 The thematic scope of the CS is broad, the three country portfolios correspond to the priorities of the FCD, are relevant with regard to the CS's overall goals and are of key importance to the governments. The country portfolios are context relevant, albeit large, the domains are in line with national agendas. A high degree of consistency between the projects and programme objectives and the results frameworks of the domains exists as well as coherence between the project outcomes and the respective domain objectives. While portfolios address up to three transversal theme, the degree of integration into the portfolios is limited.
- C2 All domains, the regional water programme and the transversal themes of the current Central Asia Strategy address issues of fragility and poverty and thus continue to be of direct relevance to the challenges Central Asia is currently facing. The interventions contribute to development out of fragility – the political dimension - and to development out of poverty - the social dimension – and provide entry points for inclusive politics.
- C3 The mix of instruments and the domain specific application of Swiss types of support is excellent, reflecting the complex country- and domain contexts, thus providing flexible and innovative approaches, as well as opportunities of scaling-up, balancing risks, creating possibilities for alliance building and achieving policy leverage. At the level of national programmes, synergies between activities and domains are being proactively sought.
- C4 The current CS does not reflect the activities of the Global programmes related to Central Asia, and certain transversal themes appear to have been only be partially covered in the reporting.
- C5 While key elements are in place, i.e. the national water resource management activities of the Regional Water Resources Management programme, a policy oriented 'Blue Diplomacy' programme, and the Swiss support for the respective arrangements of the World Bank, a combination respectively integration of those elements has not been anticipated. The regional water resources management

programme does not yet provide for a sufficiently coherent regional approach.

- C6 The earlier geographical focus on a shared region (Fergana Valley) has been attenuated. Also, the originally foreseen energy aspect has not yet been developed.
- C7 New opportunities for strengthening regional cooperation and regional institutions are reflected by the increasing number of initiatives of major donors supporting regional cooperation among Central Asian states on issues such as shared water-and energy resources, climate change, infrastructure and other issue which in parallel support the institutional development of regional entities.

Recommendations (R)

- R1 Continue reflecting the diversity of the three Central Asia countries through tailor made portfolios, which respond to the countries' and regions' priorities. The number of partly hidden (sub) domains should be decreased. Focus on interventions which provide long term contributions to development out of fragility and out of poverty as entry points for inclusive policies.
- R2 Extend the geographical concentration, as exemplified in a fragile context of the Rasht Valley, to other areas. Expand efforts on the transversal themes.
- R3 Follow a dual strategy, linking activities at the district and local level with national level policy dialogues. Create an interface between civil society and the state sector so as to enable a learning process between both sectors.
- R4 Develop synergies between the domains and between the activities of the Whole of Government partners already at the level of the design of new activities and programmes as well as reflect transversal themes already in the design phase.
- R5 Establish a more regular exchange between the global programmes and the SCOs in the Central Asian region in order to identify interventions and consider approaches of the global programmes which can add value to the regional and bilateral programmes and contribute to their achievements.
- R6 Integrate existing key components in the context of a successful regional water resource management programme such as the national water resource components of the regional water programmes, the policy activities of the Blue diplomacy and related activities of the Global Programmes. Revert back to the original idea of addressing the water-energy nexus and thus provide docking points for related supra-national issues such as climate change.
- R7 Strengthen the aspect of regional cooperation and support towards a further integration of the Central Asian region and pursue a more balanced approach between national and regional activities. Expand the underlying concept of "think regionally and act nationally" to "think regionally and act both regionally and nationally". Efforts should also be undertaken for a renewed effort to identify, evaluate, collaborate and anchor the regional water resources management in the context of existing regional entities.
- R8 Define the added value of the Blue Diplomacy Initiative and utilize Switzerland's honest broker position and its status as a key funder of the World Bank's trust fund arrangements to embark on a dialogue to identify synergies among similar initiatives.

2.1 Relevance of Project Program Portfolio

Virtually the entire spectrum of challenges in development, ranging from the importance of disaster preparedness to the challenges of conflict mitigation and management to the need for transparency and good governance is played out in one way or another across the Central Asian region. In general, development assistance to Central Asia focuses on three main "transitions", one involving an economic transition toward more market-based economies, a second supporting a political transition toward more effective, transparent and democratic governance, and a third promoting sustainable approaches toward the social sectors, especially in health and capacity building. Swiss assistance is vitally involved in all three issues addressing economic growth, good governance and social sector improvements in Central Asia.

The country programme and regional water programme portfolios were analyzed during the discussions with the SCO management and the NPOs to understand whether the types of support, number of projects, size of projects and programs are appropriate to address the objectives and whether the portfolio composition reflects an adequate response to the changing challenges facing Central Asia, whether the selection of the partners (government, non-governmental organizations and international organizations) is appropriate to the objectives and which types of cooperation might enhance efficiency in domain results delivery.

In general, the thematic scope of the CSs is broad, consisting of up to four domains (TAJ) and a great diversity of themes and topics covered within the domains' portfolio. Additionally, portfolios address up to three transversal themes and some are further characterized by a large number of projects. Still, a high degree of consistency between the projects and programme objectives and the results frameworks of the domains is apparent and a high level of coherence between the project outcomes and the respective domain objectives can be observed.

The three country portfolios are relevant with regard to the CS's overall goals and with respect to the context of the respective country. The relevance of domain portfolios is assessed as high. They also correspond well with the priorities of the partner governments and the Message.

The general strengths of the CS are their mix of instruments and domain specific application of Swiss types of support. The mix of instruments reflects the complex country- and domain contexts. This context specific allocation allows combining flexible and innovative approaches, as well as scaling-up, balancing risks, creating possibilities for alliance building or achieving policy leverage.

The elaboration of the new strategy provides an opportunity to streamline the project portfolio within the existing domains. The domain foci should be sharpened and the number of projects should remain manageable.

The domain portfolios: It is suggested to increase the focus of the programme by decreasing the number of (sub-)domains and make sure that there are not several subdomains 'hidden' in one domain just in order to satisfy HQ needs. Instead the links and synergies between programs, projects and instruments should be strengthened, which would require close coordination of all Swiss actors at the level of HQs. Synergies should be addressed right from the start (during the project identification phase) and a way should be found to reflect the synergies in the annual report.

Furthermore, it is suggested that relevant regional institutions and initiatives be identified and ways and means be mapped on how Swiss development assistance could strengthen regional organizations and initiatives.

It would add to the overall value of a future Cooperation Strategy Central Asia if other important Swiss funded activities at regional and country level in particular activities of

relevance to Central Asia of the Global Programmes of SDC - would be integrated into the strategy as well as relevant activities of other Swiss authorities.

Despite different systems of governance ranging from a democratic system to autocratic governance, there is a general need to strengthen the capacity of the governmental structures, which are cooperating with SDC respectively SCO programmes.

There is also scope to strengthen and harmonize Switzerland's approach to cross-cutting issues common to the three countries. A future Central Asia strategy might address the reemergence of poverty in particular in rural set ups as a result of the decrease of remittances and the devaluation of local currencies, thus creating in the short term a bridge between the humanitarian and development agendas. This issue needs to be tackled from the onset based on a strong gender analysis.

In general, the domain portfolios of the three SCOs have distinctive approaches in terms of aid modalities, collaboration with government institutions and geographical focus, thus reflecting custom made approaches to the needs in the three countries. Synergies between and within the domains are being explored and addressed at the SCO level. All domains contribute to strengthen resilience in an inclusive way, addressing both beneficiaries at the ground as well as state actors in a systemic manner. The Swiss programmes are well linked to the needs of the countries. Examples include the health domain promoting equitable access and improved quality health services, and health promotion in rural areas, the Public Sector Reforms and Infrastructure domain enabling citizens to get equitable access to services through transparent and efficient use of public resources, the Private Sector Development domain through the project's focus on job creation and economic growth, the domain on Rule of Law, allowing better access to justice, judicial and legal system etc.

An excellent mixture between the various instruments, i.e. Humanitarian Aid, in which DRR is currently anchored, SECO, etc. exists and sensitive issues such as the issue of decentralization in Tajikistan and subsidiarity in decision-making; accountability; etc. were skillfully integrated into the programmes. A thoughtful mix between initiatives of SDC and SECO streams exists, leading to a robust portfolio, not immediately affected by the external challenges. Furthermore, a risk-proneness, exemplified by the activities in the Rasht Valley in Tajikistan and openness for learning from mistakes prevails. In summary, the portfolio of the CS is impressive.

By reviewing the selected domains through the so-called "fragility lenses" as defined by the OECD (2015), i.e., peaceful and inclusive societies, access to justice, effective and accountable institutions, economic foundations and resilience, the all address key poverty dimensions, tackling the fragility issue at all levels (micro-meso-macro approach; evidence-based policy dialogue, etc.). The thematic orientation of the CSs and the respective portfolio are highly relevant in addressing *out of poverty out of fragility* approaches as potential entry points for inclusive politics. Yet understanding poverty amid fragility and further quantify so as to select certain interventions which prove to be highly efficient, is complex in Central Asia. In order to single out the obstacles which trimly perpetuate poverty in a fragile context and how far the individual domains have contributed to this process can only be touched upon within the scope of the evaluation, yet it is worthwhile to be addressed in the design of the forthcoming CS.

A financial portfolio analysis has been carried out for the three CSs and the Regional Water programme, which reflects the financial structure of the portfolio, outlines the temporal development of the amounts spent, the concentration of portfolio interventions by project seize and types of support for each domain. This also includes a detailed list with the portfolio of the respective domain and a chart presenting the duration of all projects of each of the domain portfolios. The tables in Annex 6.1 to 6.4 reflect that the number and size of projects of all CS has increased over the years of implementation.

Kyrgyzstan

The domains are relevant and respond to the country's priorities, to out of poverty thinking, to access and equality issues. Programmatic dimensions are addressed - to date the approach is predominantly technical, but assorted with relevant (and appreciated) soft components. A good mix between initiatives through SDC and SECO streams; rejoicing a longer-term perspective for SECO interventions. During the next country programme synergies between the foreseen projects should already be integrated during the design phase.

Health: The health domain is well focused, concentrating on primary health care in rural areas. Switzerland should continue and or even increase the focus on rural areas as it has competitive and comparative advantages and experiences in this area in comparison to other donors (KfW, World Bank, etc.). The health programme should even intensify the policy dialogue with the government in order to (re-) allocate government funds to primary health care in rural areas. The programme should attempt to identify clearer synergies between the activities in the health sector and the water sector (i.e. working on water borne diseases). It is recommended too continue the Health Swap in KYR as a model for similar activities in other domains, also in other countries of central Asia as well as to attract additional donors.

Public Sector Reforms and Infrastructure: The domain presents itself as a combination of two sub domains, i.e. public sector reform and infrastructure with only limited interactions among them. Linkages between the two sub domains could be created by adding additional institutional strengthening components to the infrastructure projects, possibly including support related to Public Finance Management. The infrastructure instruments have extended the urban water supply of additional cities in KYR. A decision needs to be made whether to further expand geographically or to focus on a limited number of cities.

The Swiss activities are highly appreciated by the governmental counterparts. An increased focus could be set on capacity building of staff of national partner organizations.

Impressive results have been achieved, in particular related to drinking water connection rates and tariff collection rates. However, these numbers are based only on the beneficiaries who are registered in the customer database. All other informal and or not registered water users are not included in the statistics. Therefore, future activities should also focus on attempting to include informal areas in the projects and their statistics. The tariffs for water supply remain lower than cost-recovery level. The Swiss programme could focus more on the policy dialogue for establishing adequate tariffs on a local level (city councils) and further strengthening the Vodacanals in rural municipalities providing a better and more reliable service". In doing this, the willingness of the citizens to pay higher tariffs for improved services needs to be considered, not only the authorities' willingness to raise the tariffs. For the time being the reporting in the water sector seems to focus on the quantitative aspects, not so much the qualitative.

District heating i.e. energy efficiency measures are high on the list of priorities of the government and represent a significant need throughout the country. If Switzerland i.e. SECO plans to diversify its portfolio in the area of infrastructure, this would be the number one area to focus on. Another relevant sector might be solid waste management. However, as mentioned above, the number of domains respectively sub-domains should not be increased in order not to lose the focus and the coherence of the overall programme.

Private Sector Development (PSD): The Swiss programme is appreciated by the governmental counterparts. In PSD, the large number of interventions reflect the variety of Swiss instruments resulting in flexibility to respond to particular in-country situations, however this leading to a less coherent macro-meso-micro approach. Synergies between the macro based SECO activities and the micro focused SDC projects still need to be identified – also in view of the fact that SDC focusses on agriculture and SECO on textile production and energy efficiency. Taking into account the limitations of the KYR economy,

the imminent integration in the EEU as well as the geographical distance from end-markets, additional considerations and innovative ideas need to be considered for the future.

Tajikistan

The portfolio is very relevant, robust, albeit large and has not immediately or directly been affected by external shocks. Furthermore, the programme is risk-prone, open for learning from mistakes and has a focus on certain geographical regions allowing the integration of activities beyond domains and programmes and making use of various approaches, thus addressing all levels.

Health: The health domain consists of a well-defined, attractive and well-recognized portfolio due to its long-standing experience and substantial support: Health promotion, health education, family medicine and primary health care are examples of how to impact at the local level as well as to promote systematic changes (out of fragility) and to create synergies with other domains, i.e. drinking water, waste management, DRR, etc.

Drinking Water and Sanitation: Both water and sanitation are of utmost importance to the government of Tajikistan. The Swiss support in these sector is very appreciated by the Tajik government which claims that cooperation with Switzerland works particularly well, also in comparison to other countries. In Tajikistan, access to drinking water is high in urban areas (95%) but low in rural areas. Access to sanitation in urban area remains very low. Switzerland has a strong foothold in rural water supply but could scale up its activities further in this area, focusing the rehabilitation of irrigation systems for agriculture and the strengthening of Water User Associations. Synergies should be sought between activities in water supply and sanitation, irrigation and the energy sector.

While the recent activities of SECO in the institutional reforms of the energy sector experienced difficulties and reputational risks are high in the energy sector, SECO might still reconsider a further engagement in the energy sector within a possible new strategy.

Private Sector Development: A large number of interventions as a result of the reflections of Swiss instruments' architecture and flexibility in responding to particular in-country situations exists in TAJ. a) The synergy between "regulatory framework" and implementation of reforms by the economic actors are weak. Switzerland could consider how this hurdle to overcome in favor of an up-scaling of the good results achieved in the regulatory area. Considering the systemic problems which hinder the private sector to develop, development programmes should increasingly focus on both improving the business environment (reforms of the regulatory framework), facilitating access to finance and to foreign markets as well as supporting the realization of the policies by the real economic actors. Possible sectors to focus on (with potential for export) are agriculture, energy, mining and textile, the latter being particularly labor intensive and therefore bearing a large potential for job creation. In order to support the poor population and while financial inclusion has improved, a synergy to be achieved in future would be to create a nexus on finance literacy, Furthermore, increased support should be given to the Tajik government to improve public fiscal and debt management.

Public Finance Management: The macroeconomic situation in Tajikistan has, over the past year, been characterized by a positive growth rate (6.4% in FY 2014/2015). However, the trade balance is negative and the remittances have decreased by approximately 60% which corresponds to about USD 1 billion. Due to high interest rates, access to finance is difficult for small and medium enterprises. Tax policy and collection are weakly implemented and macroeconomic forecasts are poorly carried out. The financial sector is highly dollarized. Especially with the strong decrease of remittances, foreign exchange reserves are low and therefore there is a high risk of over indebtedness leading the country to an inability to pay back loans. Many policies and practices envisaged for resolving the mentioned problems have been discussed but have not yet materialized.

Rule of Law: TAJ's legal reforms and revisions of processes in relation to access to justice took place yet the implementation and enforcement is lagging. The Swiss support to civil society in ensuring the rights of the most vulnerable is highly appreciated by the beneficiaries and Switzerland is well advised to continue supporting the government and the civil society in these activities benefitting women, children and the disabled.

Uzbekistan

The portfolio is highly focused and relevant to parts of the GoU's priorities, a good mix between longer term initiatives through SDC streams and SECO streams exists. However, there is a potential for fine-tuning and further integration.

Water: The national water programme focusing on water and sanitation is highly appreciated by the Uzbek government. Yet, the governmental entities responsible for management of the water sector (Uzkommunhizmat, Vodacanal) are weak and are in need of capacity development, also on the managerial level. The vocational training programme is highly appreciated and might gain from being further extended by addressing issues such as vocational training in renewable energy and thereby creating a link to potential future activities in the energy sector.

The Regional Water Resources Management Programme

The aim of the Regional Water Resources Management Programme is to contribute to the reduction of tensions among the Central Asian states by catalyzing and coordinating technical cooperation on data and in building nationally the capacities of the States through the application of the concept of Integrated Water Resource Management (IWRM). Switzerland, addressing both the technical and political dimensions, is well positioned in the water sector to have a facilitation role to move the Central Asian countries towards enhanced cooperation and a regional vision for a modern integrated water resources management. Progress reports indicated that it takes more time than expected to get mature results from the regional program and that the programme was considered from the start as being ambitious.

Improving water efficiency: The IWRM approach has been designed primarily to reduce water losses by using improved management tools and to assist water management institutions and water users in better managing available and limited water resources. Various management instruments were introduced such as a management information system for main and secondary distribution canals, updated hydro-module zoning to assess irrigation rates and scheduling, daily planning of water distribution among users and hydrometric services for water users. Those reforms resulted in significant reductions in water withdrawals from rivers. Within the project areas, indicators of water use efficiency and water productivity at the farm level showed improvements, which might lead to improvements in financial sustainability for farmers and Water User Associations.

Capacity Building: Developing human capacity is a vital ingredient in IWRM. The quest for qualified staff members is difficult to be satisfied as the current labor force is reaching retirement age and young people are seeking more lucrative employment in other sectors of the economy. Impressive results were achieved in the National Water component through farmer field schools. Also the vocational training provided for an inspiring integration of the concept of vocational training. Interventions in skills development are appreciated by the government.

Coordination: Switzerland participates in an informal group that reunites people in capitals to discuss issues related to the region with a focus on water and energy under the lead of the World Bank.

Another Swiss initiative is taking place at the regional political level, i.e. the Blue Diplomacy Initiative. A first meeting of the Initiative took place in Basel in 2014. The Blue Diplomacy Initiative could provide a renewed impetus to the Regional Water Resources Management Programme and opt as an interface between the activities of the Swiss

Development Assistance and existing similar bi- and multilateral initiatives. It is suggested to prepare an analysis of all the ongoing regional processes and identify opportunities on how to merge or harmonize with them. It is recommended to refer to the Blue diplomacy programme in future CS.

Opening up the orientation of the regional water programme: Addressing the issue of transboundary water remains a challenge difficult to overcome. Water resources in Central Asia are increasingly being understood by multilateral financing institutions against the background of climate change – examples include the related World Bank initiatives and activities of other bilateral donors such as the Smart Waters programme of USAID. Such an approach could be twinned with the Swiss DRR experiences which would have the potential to contribute to agricultural productivity and rural development. It would also provide knowledge and access to new financing mechanisms on climate change and green growth. And it would provide an opportunity of creating a link with the Global programmes in Bern.

A number of suggestions was made to overcome this challenge by opening up the water orientation of the current programme and associate it with related topics, as this has already been done in Tajikistan in the field of DRR and CC (from HH and Global Program). Other suggestions focus on the creation of a Regional Climate Services for different sectors (e.g. water, DRR, Health) to be established as a combination of the efforts of two global SDC programmes, namely GPWI and GPCC and in cooperation with the SDC Eastern Europe programme through the SCOs. The aim would be to establish pilot cases, which might later receive funding from larger funds (e.g. GCF, World Bank). A possible thematic focus could be the Integrated Watershed Management in mountain Regions in view of Switzerland 's vast experiences on sustainable mountain management, as exemplified in the activities in the Muminabad region of TAJ.

Institutional setup: The original decision of having SIC ICWC and IMWI as implementing partners associated the project too closely with Uzbekistan. A new partner, i.e. IFAS was identified, which moved its headquarters to Uzbekistan as part of the rotating chairmanship of the Secretariat of EC IFAS. This set of decisions with which Central Asian regional organization to partner reflects the difficulties encountered during the recent CS in selecting appropriate partner organizations.

While the integration of regional and national activities within the water sector is a great advantage allowing establishing links and synergies between the activities, communication is often not well defined on what efforts relate to the regional level and what efforts relate to the national level what part of the regional efforts is and what part of the national efforts is. The three national components in the Fergana valley provide the basis of the regional programme, in other words the regional programme is currently following a bottom up approach. The lack of achievements of the regional water programme in the Fergana valley led to a reconsideration of the of the setup of the regional water programme.

In 2012, during a workshop in Ashu, a joint project was developed, however then it was decided to be discontinued. The final decision to implement three "NWRMs" came 3-4 months after the Ashu workshop, when it was agreed to "think regionally and act nationally" but with a focus on investment in the Fergana Valley. It is understood by the evaluation team that that no report of this workshop has been prepared.

It is recommended that the regional orientation of the regional water resources management programme be addressed and strengthened in a future CS.

Furthermore, the result statement mentions both water and energy, yet the regional programme addresses only water related issues.

The visibility of the programme in the concert of similar activities by other donors is also limited,

Switzerland also supports through Trust Fund arrangement the World Bank's Central Asia Energy-Water Development Program (CAEWDP). This concept of the CAEWDP underlines that only by addressing the water energy nexus, a win-win situation among the riparian states can be established. The respective World Bank trust fund was supported by Switzerland as its initial contributor. Furthermore, in a future strategy consideration should be given on how SECO and SDC could use the CAEWDP programme to develop their regional programme and foster the dialogue in the water sector at the political level through the Blue Diplomacy Initiative.

Strengthening regional entities addressing transboundary issues should remain a priority. An opportunity would offer the fact that Turkmenistan, by the end of 2016 due to the rotating chairmanship among the five Central Asian countries, will be chairing EC-IFAS, ICSD (the Interstate Commission on Sustainable Development) and is already sharing the Board of CAREC, the Central Asian Regional Environment Centre.

In summary, the regional water resources management programme provides the impression of parallel projects in the three countries, rather than a sufficiently coherent regional approach. The cooperation with the energy sector as originally foreseen is missing. The value added of the current regional orientation has yet to be further defined. On a technical level, it is suggested to strengthen the link of regional water resources management programme with the Global water programme and the Swiss supported initiatives of the World Bank. The Regional Water Programme lags behind in its policy dimension. On a political level, efforts are advised to focus on complementarities between the so called Berlin process und the Blue diplomacy initiative. By following both suggestions, Switzerland could take over a coordinating role in this crucial sector.

DRR: Switzerland continues to maintain a leadership role in disaster risk reduction and recognizes the importance of integrating risk reduction and climate change components into development programmes, an issue of immediate importance for the Central Asian region. The DRR programme is fully integrated under the regional programme as outcome 5 with partly joint projects (i.e. NWRM in TJ and UZB). Synergies within the regional programme exist in form of the IWSM (Integrated Watershed Management) complementary to IWRM in the upstream part of water basins where it improves water discharge regulation and reduces sediment transport downstream, also reducing disaster risks and improving livelihoods.

The reorientation of DRR from disaster management to risk reduction, promoting integrated Watershed Management, has allowed reaching and protecting a larger number of people and creating a broader basis for poverty reduction and community resilience (Protection of natural resources such as soil, improvement of harvests / cattle production).

DRR related activities could act as an entry point to connect with the issue of climate change adaption and so provide opportunities to attract major partners from the new global climate financing mechanisms. Respective initiatives could be addressed together with the Global Programme on Climate Change and thus become an example of cooperation between SCOs and Global Programmes. In addition, there are ongoing activities in Tajikistan funded by HH and smaller activities by the Global Program to be built on it in future.

SDC developed a tool, i.e. the Climate, Environment and Disaster Risk Reduction Integration Guidance Tool or CEDRIG, which could potentially have an impact in the Central Asian region. Furthermore, Switzerland also supports disaster risk reduction programming through multilateral agencies, including the World Bank and the United Nations International Strategy for Disaster Reduction (UNISDR). DRR could provide the entry point for regional cooperation.

Cooperation with the Global Programmes and exchange with the Thematic Networks: It is understood that the SDC Global Programmes are an important channel through which Switzerland is engaging internationally. These programmes focus on addressing global risks such as migration and development, food security, climate

change, health and water, all issues which are of direct relevance to Central Asia. The main objective of the Global Programmes is to enable Switzerland to have greater influence on policy making at the regional and global level by better leveraging the knowledge it has gained from its co-operation programmes at the local, national and regional level. For example, the Global Programme for Migration and Development has led Switzerland to become a key stakeholder in the global debate on migration, an issue of utmost importance to Central Asia, where remittances are a major component of the GDP of Kyrgyzstan, Tajikistan and Uzbekistan.

During the evaluation mission, the following issues were raised during the workshops, i.e. what are the links to the CS, its domains and bilateral interventions, how far are the SCOs in regular dialogue with the Global Programmes and what kind of expectations the SCOs have towards the Global Programmes and the Thematic Networks. It is understood that for example the Water Network Rés'Eau is active in Central Asia and has recently become the Sub Rés'Eau of the Cooperation with Eastern Europe (OZA).

HSD: Switzerland continued its human rights dialogue, in spite of the direct links of many of its element with the Rule of Law portfolio and important contextual dynamics, when addressing the portfolio in Tajikistan.

Regional Arts and Culture Programme (RACP): The objective of the programme is to establish a vision for an open and interconnected Central Asian region, whereby art and culture would assist to expand life choices and adapt to changes by connecting artists and allow access to arts and culture. The cultural programme has been assessed in the three offices as successful, contributing to a better understanding and respect for cultural idiosyncrasies prevailing in each country.

The RACP turned out to be an innovative and effective and context sensitive vehicle to promote values such as openness and diversity in Central Asia and allowed to strengthen social and cultural dynamics and connection in the communities involved and thus acts as a vehicle for developing capacities.

The programme should encourage not giving up trying to overcome administrative hurdles imposed on artists' mobility. It is suggested to provide opportunities for the three NPOs to further foster cross-border projects

Transversal themes: Under the Message 2013-16, Switzerland agreed on a set of cross-cutting issues for both SDC and SECO: governance and gender equality. The CSs in the Central Asian region address those transversal themes which are highly relevant for the three countries and the region at large, yet not all transversal themes are being systematically addressed when projects are planned and implemented. Addressing all these transversal themes appropriately will however require substantial efforts in terms of financial and human resources of the SCOs.

Gender equality became a cross-cutting issue for SECO under the Message 2013-16, and as of yet it does not have any specific policy guidance for implementing gender as a cross-cutting issue across its programming in Central Asia. Gender mainstreaming has increasingly been successfully applied in all SDC CSs. Undoubtedly gender mainstreaming remains a challenge in Central Asia – also in view of cultural and religious limitations to gender equality. Early evidence indicates that SECO could potentially consider the issue in its macroeconomic and private sector activities in Kyrgyzstan respectively Tajikistan.

Other transversal themes appear to have been only partially covered in the cooperation strategy evaluation, the mainstreaming of these themes remains a challenge, and best practices need to be better communicated for internal learning.

CSPM: In the Central Asian setting, it is important to emphasize the importance of conflict sensitive programming as a mean to manage risk and avoid doing harm. An opportunity for cooperation might be the issue of job creation and remittances and, thus creating a link

to the Global Programme on Migration. The CSPM concept might be an additional quality assurance tool to address potential contextual and programmatic risks, particularly if its gender component is adequately taken into consideration. CSPM and respective projects need to be further developed. It is understood that conflict sensitive program management and specific conflict-sensitive projects are supported within the context of the non-core allocation.

Environment: Environment is now an integral part of Switzerland's overall approach to development, which aims to support global sustainable development. While the environment is not a cross-cutting issue for Swiss development co-operation, SDC and SECO have guidance and policies for taking account of the environment in programming. For SECO, environment and climate change is now one of five thematic priorities and all of its investment has to undergo environmental screening and when risks are identified, full environmental impact assessments are needed. Addressing environment and climate change in Central Asia would offer the opportunity to strengthen regional cooperation and should also be a prerequisite to ensure the sustainability of investments.

„Non-Core“- activities

A maximum of 10 percent is allocated to so-called non-core activities. This allows to address small action projects, including the OSCE CSI project in Kyrgyzstan.

Evaluation Area 3: Implementation of the CS and its Portfolio

***Purpose:** Appraise the efficiency of the portfolio management by the SCO and its contribution to an optimal achievement of results*

Conclusions (C)

- C1 All three SCOs are operating well, CS monitoring is in place in all three SCOs and working in an excellent manner. With respect to human resources, competencies are in place. The motivation and performance of the staff is excellent.
- C2 Despite the complex management structures and different decision-making processes, SDC and SECO have a trustful dialogue and seem to have mastered the management challenges linked with the institutional reforms. However, the Whole of Government Approach is put into practice mainly at SCO level, improvements can still be made at HQ in this respect.
- C3 The communication and consulting process between SDC Global Programmes, SCOs and the CIS division is not optimal and has led to untapped opportunities in the interaction between the global programmes and the regional cooperation.
- C4 The excellent management performance at the level of the country SCOs is in contrast to the limited efforts to integrate the activities of the three SCOs through a common regional agenda.
- C5 Switzerland has a prominent role in donor coordination in all three countries through a sustained and meaningful interaction with partners. Highly appreciated is the ability to change roles: at times mandate-giver, at times coach, at times representing Switzerland's foreign policy interests. The challenge of integration with Embassy has been skillfully overcome in the case of Kyrgyzstan (and remains to be implemented in Uzbekistan). The example of KYR underlines that the WoGA approach is suitable in the Central Asian context and can be successfully implemented in the region.

Recommendations (R)	
R1	Maintain the highly skilled personnel constellation in the SCOs and increase opportunities for exchange among the Central Asian SCOs, among the NPOs and with HQ. Increase the level of communication between HQs, SCOs and Global programmes.
R2	Continue the unique strong point of Swiss assistance, i.e. the readiness to support a given successful domain for an extended period and maintain the role of an honest broker in coordination, continue to align with partner country systems and to harmonize with other donors.
R3	Continue Switzerland's pro-active and highly involved role in donor coordination at the level of national donor mechanisms, seek proactively the dialogue with emerging new donors to share Swiss experiences and identify win-win situations for joint activities.
R4	Develop a strategic vision on how to strengthen the regional cooperation component of the CS.

3.1 Management Performance

The performance of the SCOs is best reflected by the impressive integration of the activities of all domains. The governments are highly accessible for Swiss initiatives and very supportive to SDC's and SECO's activities within the countries. The SCOs in TAJ and KYR are not just been considered purely as donors but often acts as advisors upon request of the respective government, thus using opportunities to upscale Swiss initiatives to the policy level. The trust developed also allows to address sensitive issues such as the role of NGOs in the respective countries (TAJ) and to expand into geographical regions characterized by a post conflict situation such as the Rasht valley and the Isfara basin.

Human resources: Adequate number of staff working on programmes for the time being. Competencies are in place. The motivation and performance of the staff despite the challenging environment is excellent. It is crucial to maintain the highly skilled personnel constellation in the SCOs. SDC's and SECO's budgets and allocations increased substantially in recent years. The SCOs are cautious in adding new staff and there appears to be a marked cost-consciousness. The SCOs allocate high priority to capacity and institutional development of their staff, of the implementing partners and of partner organizations. Opportunities for improving the regional advisor's positioning in the region should be considered. The depth and frequency of communication between SCOs and HQs – beyond annual reports - should be addressed. Increased opportunities for exchange among the Central Asian SCOs, among the NPOs addressing similar and or related issues and with HQ should be considered.

Integrated Embassy: The challenge of integration with the embassy functions was skillfully achieved (KYR), an endeavor still to be addressed in UZB especially with the tasks of the head of cooperation coordinating the Regional Water Resources Management programme being handed over to the Regional Water Advisor. Implementing partners underlined that the integration of field offices into the embassies as in the case of KYR have improved coordination and access to information.

Whole of Government approach: Switzerland has strengthened its whole-of-government approach in fragile states by introducing joint strategies and reporting frameworks and by promoting better coordination, exemplified by the fact that the CS is anchored in *Aussenpolitische Strategie 2012-2015*. The whole of Government approach allows Switzerland to focus its influence in positioning itself within the group of other donors in Central Asia and its areas of engagement. Switzerland has to balance between its comparative advantages and the need to address emerging issues, align with partner country systems and to harmonize with other donors. So as to better contribute to

addressing the root causes of fragility in Central Asia with a view to strengthen state and societal resilience and to better respect human rights.

The WoGAs has been successfully implemented in KYR and remains to be instituted in UZB. The location of the boundaries around development assistance is an important and continuous issue of contention, An integrated approach might not be the answer to everything, and that certain cases development, diplomacy and development work has to be addressed separately. Yet, the successful example of KYR underlines that the WoGA approach is suitable in the Central Asian context.

SDC - SECO coordination: The two federal agencies involved in shaping Swiss development policy and implementing it in Central Asia, i.e. SDC and SECO, have undergone significant institutional reforms during the period under review. The two-stage process of SDC's reform gave time to overhaul the organizational structure at headquarters and to delegate more authority to the field. SECO introduced a new organizational set-up in 2013, focusing on ensuring that the Economic Co-operation and Development Domain's structure and management processes matched its strategic objectives and the increasing financial resources.

The overall cooperation among Swiss agencies in Central Asia, in particular between SDC and SECO, is trustful and effective. The reorganization and reform at SDC and SECO have enhanced Switzerland's ability to deliver a unified, consistent and quality development programme in Central Asia. SDC and SECO have made significant progress in using common approaches in their "shared priority countries", as exemplified in the Central Asian region. The common ground between SDC headquarters and the SCOs is not affected by the asymmetric decision-making responsibility between SDC and SECO, owing to SECO's more centralized decision-making structure.

Coordination with SDC HQs: The limited communication and consulting process between Global Cooperation, SCOs and the CIS led to untapped opportunities in the interaction between the global programmes and the bilateral cooperation in the three countries.

3.2 Quality of the CS Monitoring System

In all three country programme monitoring systems are operational; the results frameworks have indicator sets, collect and analyze data, integrate such information for the preparation of the annual reports. The performance monitoring system is excellent. Monitoring matrix in KYR, TAJ and UZB are established and updated regularly. It is suggested to include information gathered during field trips in the elaboration of the MERV.

Based on a review of existing reports, typical problems in Central Asia surrounding the monitoring of results frameworks – in regard of monitoring of country development results - are that baseline or reference data are missing, national statistics are late and deficient in quality or not specific enough and there is dependence on sometimes questionable monitoring data from multilateral partners. Understandably results frameworks continue to struggle with those inadequate baselines in Central Asia and targets that can be measured. Including a baseline statement as well as quantitative indicators in new projects is only feasible when reliable data sets are available at national or local level. In summary, the challenge in Central Asia remains to describe those impacts against a sometimes vague data situation.

Similar, the role and size of the Swiss contribution is often not visible within activities in particular of major IFIs, where Switzerland provides a contribution into Trust Funds. It is understood that Switzerland's approach to assessing the performance of multilateral organizations is to assess the effectiveness of multilateral organizations against their own results priorities, as well as the results Switzerland achieves this through dialogue. With IFC, SECO follows an approach of regular exchange and monitoring between the SCOs and the respective project managers at IFC. Additionally, IFC delivers a semi-annual

monitoring report covering all these projects; the report is then being discussed between SECO HQ (taking into account comments from SCOs) and IFC management in fall and is discussed between all SECO staff (including NPOs) and IFC project managers and management during two days in spring each year.

3.3 Coordination and Aid Effectiveness in the Country Setup

All three SCOs are actively involved in policy dialogue with other donors and the respective governments through different framework and platforms such as sector wide approach, development partners' coordination councils, coordination councils and subject based discussion of policies in the frame of evaluation and monitoring of national strategic frameworks in line with their relevant domains. Furthermore, the SCOs are cooperating with bi- and multilateral partners such as the WB, EBRD, UN and IFC to capitalize on competitive advantages of others and work closely with bilateral partners as well as with national partners to enforce national and sectorial strategic frameworks.

Feed-backs from Governments and implementing partners are throughout positive. The Swiss Development Assistance has been described as flexible, accessible and collaborative. In particular, the long term commitment and support of the Swiss Development Assistance in a selected domain is highly appreciated by all partners.

With regard to the positioning of Switzerland within the donor environment, focusing the Swiss interventions on its comparative advantages is particularly relevant, as Switzerland is a small player within the ODA environment which needs to carefully define its interventions to add value. Switzerland has to highlight its comparative advantages within the diversity of other international actors. It needs to define when and where it can make a complementary or supplementary contribution, where it can add value and therefore, where it can make a real difference.

We observed a sustained and meaningful interaction with partners; ability to change roles: at times mandate-giver, at times coach, at times representing Switzerland's foreign policy interests. In all three countries it has a prominent role in donor coordination: non-formal, but pro-active and highly involved, at the level of national donor committees as well as in relevant working groups, and/or the driving force in establishing new, relevant working groups (TAJ).

In the absence of major investment funds, the role of an honest broker in coordination, once acquired, should be maintained.

The evaluation also indicated that few donors are involved in rural development in Central Asia. Switzerland is particularly well positioned and has good capabilities and expertise. Overall, Switzerland found thematic niches that add value due to the specific Swiss experience. Swiss interventions are strategically well selected in general and are characterized by innovative and tailor-made approaches, openness, flexibility and transparency.

Coordination with the Government of the partner country: The strengths of the CS in Central Asia are certainly their selective geographic approach, focusing on regions with high poverty prevalence. Decisions about the choice of domains, programmes and the modalities of delivery were determined in dialogue with the beneficiaries in Central Asia. Switzerland addressed issues which were not addressed by other donors, for example in Tajikistan, where Switzerland has been the lead donor offering assistance and information related to WTO accession, accounting reform, the textile sector and financial Infrastructure.

In view of the numerous donors active in Central Asia, the criteria for selecting domains should go beyond being in line with national plans, but Switzerland could take – in line with its reputation as being neutral – an even more catalyzing and coordinating function in the regional and national context.

Coordination with other donors: Switzerland is the 6th largest bilateral donor in Central Asia. Other major bilateral donors include the US, Turkey, Japan, and Germany. The list of multilateral donors working in Central Asia includes the World Bank, Asian Development Bank (ADB), the Global Fund and European Bank for Reconstruction and Development (EBRD). All of them have an active presence in Central Asia, offering loan packages and funding infrastructure improvements. The European Union, UN agencies and the Organization for Security and Cooperation in Europe (OSCE) also support aid activity within the region. Already, activities of SECO are closely coordinated with multilateral organizations such as the World Bank, IMF and the EBRD, which share similar concerns.

China and Russia are understood as '**non-traditional**' donors, changing the donor landscape because they pose less conditionality and thus might dilute 'traditional' donors' leverage, often subsidizing large scale investments.

Overall, the Swiss activities are well coordinated with the donor community. SCOs have the lead or an active role in sector working groups and/or thematic sub-groups in all three countries. In line with its strong commitment to partner country ownership, Switzerland actively supports the creation of aid management mechanisms in partner countries and has provided financial support for this purpose. In Kyrgyzstan, for example, it succeeded in promoting donor co-ordination and encouraging engagement with the government. As a result, the government of Kyrgyzstan has an operational system for coordinating development partners and Switzerland has hosted and co-chaired Kyrgyzstan's development partner co-ordination council.

Kyrgyzstan

Donor coordination seems to be working well. Switzerland is closely involved in the thematic groups such as water where it co-chairs the group with EBRD. Switzerland is one of the leading bilateral donors in the relevant sectors (i.e. water, health).

Tajikistan

The focused presence and participation along all domains of intervention is positively noted. The predominant role in the DCC enabled a turn in the way business is handled in the DCC and with the GoT; Sustained and meaningful interaction with partners; ability to change roles: at times mandate-giver, at times coach, at times representing Switzerland's foreign policy interests; prominent role in donor coordination: non-formal, but pro-active and highly involved, on level of DCC as well as relevant working groups, e.g. driving force in establishing new, relevant working groups. Also participation in geographic working groups focusing on relevant regions.

Uzbekistan

GoU's expectations towards Switzerland are high. UNDP recently started an aid effectiveness programme for Uzbekistan. This includes a high-level coordination group for strategic issues that is to be attended by Ministers on the Uzbek side and Ambassadors on the donors' side.

In addition, UNDP has created three 'working groups' on water, health and education which have the goal of coordinating donor activities in the respective sectors on an operational level. Switzerland co-chairs the working group on water. The high-level participation from the government's side as chair of this group has not yet materialized and it could be Switzerland's aim to help increase the government's buy-in to the working group.

According to other donors (GIZ, EU and UNDP), Switzerland has a very important role to play in the Water sector in Uzbekistan but it should not be the sole bearer of responsibility in the group, the government and other donors should also show engagement. Possibly an increased involvement in the education working group could be envisaged for Switzerland.

Evaluation Area 4: Results of the CS – in relation to the results at country level

Purpose: *Appraise and compare the contribution of the Swiss Cooperation portfolio at the output and outcome level to the achievement of the development results of the partner country*

Conclusions (C)

- C1 Country results in domains are significantly influenced by Swiss program. Major results have been achieved in all domains which were implemented at the national level. The results frameworks have been confirmed and could provide the basis for the future CS.
- C2 The regional water resource programme was ambitious from the outset and has achieved limited results in a difficult context. Also approaches such as the integration of activities in certain regions, for example the Rasht Valley in TAJ, a particular fragile region, are exemplary.
- C3 The health domain - consisting of elements such as health promotion, health education, family medicine and primary health care- is an example of how to impact at the local level as well as to promote systematic changes and to create synergies with other domains, i.e. drinking water, waste management. In the Private Sector Development Domain, a large number of interventions as a result of the reflections of Swiss instruments' architecture and flexibility in responding to particular in-country situations exists. The Urban and Rural Drinking Water Supply and Sanitation domain is generally well focused and has achieved impressive results. The Swiss support to civil society in ensuring the rights of the most vulnerable is highly appreciated by the beneficiaries.
- C4 Innovative approaches such as the SWAp in the health domain of KYR, in the institutional water development activities in Tajikistan by addressing all levels, from administrative level up to river basin management, which constitutes a promising practice for the region or the interface between the urban and rural Safe Drinking Water Supply and Sanitation (SECO and SDC) and the Swiss Programme in rural water supply and sanitation provide promising opportunities for being scaled up.
- C5 While scaling-up aspects are addressed in the annual reports, they lack detail and specificity and do not explain what strategies are being followed to scale up efforts and to transform successful projects into sustainability.

Recommendations (R)

- R1 Make a distinction necessary between tangible and rather direct contribution and influence in agenda setting as a result of cooperation with other major development partners.
- R2 Consider the opportunity of scaling up approaches such as the SWAp programme of the health domain in KYR in other sectors and in other national programmes.
- R3 Address the issues of sustainability and scaling in more detail and specificity in all projects and programmes starting with the design of the projects, so as to ensure that they are sustained beyond the duration of the project and receive a higher level of visibility.
- R4 Emphasize in all forthcoming end of project reports, annual reports and project evaluation reports opportunities for scaling up and outline strategies for innovative approaches in the forthcoming CS.

R5 Define in the next CS how transversal themes will be promoted with clearer objectives leading to measurable results within the objectives which are defined in future thematic domains.
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4.1 Domain results, Effectiveness and Contribution to Country Results

Analysis of the Results Statements of the Annual Reports: The results statements were analyzed in group work regarding their quality and their relevance as contributions out of fragility and whether they continue to be meaningful in the changing Central Asian context.

Kyrgyzstan

Health: The results in the health sector are impressive and underline Switzerland's prominent role as one of the most important bilateral donors in this sector. The increased focus on the quality of the services provided on local level further increase the relevance of the Swiss interventions. The current health sector context and challenges, as well as the progress of the health reform, are well addressed. In Kyrgyzstan, the implementation of the health reform strategy is on track, with support provided by SDC through sector budget support and bilateral projects. The performance against most related SDG's has been improving, with the exception of maternal mortality, but the quality of health services remains difficult in rural areas. The SWAp with several main donors is aligned with and using the country system contributing to the positive development in the sector thus allowing for the opportunity to be scaled-up nationally. Maintaining the same degree of state financing for the health sector should be considered as the most important achievement. Regional synergies and sharing of experiences both among the SCOs and among the national state partners should be anticipated.

Public Sector Reforms and infrastructure: Public sector reform and infrastructure include many different topics and the immediate synergies are not immediately visible. For the next strategy, the sub-domains should either be separated or more clear synergies be defined between the sub-domains. This could for example be access to services as a tool for a broader governance orientation. Furthermore, the amount of projects is high in relation to the fairly limited size of the budget. Possibly more large-scale and more geographically focused projects could increase the impact of the domain's activities.

The PFM activities are providing tangible reforms, and several measures have been successfully introduced by the Financial Sector Development Project to strengthen supervision and regulation functions of the National Bank. Swiss interventions at local level are yielding results in terms of budget transparency and satisfaction of citizens for the services they receive.

Private Sector Development: The projects on corporate governance, housing micro-finance, micro- and responsible finance and financial infrastructure in KYR are all implemented by the IFC. The Swiss support provided to local SMEs via the EBRD Program provided good results reflected by the number of jobs created.

The SECO and SDC programmes contribute substantially and successfully to support the Kyrgyz Government with its strategic reform priorities. Progress has been achieved on the improvement of business environment and of the investment climate; however, the implementation of reforms needs to be further enforced. The results achieved prove that the capacities of SMEs to manage their businesses and to access foreign and local markets are growing. Still, there is space left to improve the provision of financial and consulting services of local providers in order to reach sustainable growth. This is particularly true for the southern part of Kyrgyzstan, where the Swiss projects properly address the urgent need for economic growth.

Tajikistan

Tajikistan is characterized by a post conflict situation resulting in a less conducive economic climate. The economy is burdened by increasing non-performing loans, mainly driven by loans owned to public sector and SMEs and a high level of dollarization. A recent construction boom continues to support the economy. The Swiss support in TAJ is considered crucial and Switzerland is considered a neutral partner and honest broker. Switzerland's long term commitment and programmatic steadiness is highly appreciated and provides for a unique position in the 'concert' of bilateral donors. SCO has become a driver of developmental change achieving a high leverage.

The selected domains are being considered to be of key importance by the Government. National programmes accompany all domains. Synergies and or potential synergies with like-minded donors exist. Potentials to develop synergies and complementarities in the same sectors have pro-actively been addressed and taken up. Activities are replicated as to contribution to systemic changes.

The Swiss programme truly addresses the needs of the population, including vulnerable populations. Results as reported show steady progression towards set goals; Country results in domains are significantly influenced by the Swiss programme; distinction necessary between tangible and rather direct contribution and influence in agenda setting via clever partner-mix. The programme is very effective, as budgets and project reasonable and the thematic accompaniment by the SCO is excellent.

Health: This programme is characterized by a set of engaged local partners. The Swiss support is considered as excellent both from the perspectives of the local recipients, partners and the government. The concept of family medicine is a success and the effects of the scaling up of primary health care based on family medicine are best exemplified by improved health outcomes in rural areas. Also, the support of medical education has improved health outcomes on various levels as well as the activities of the Swiss Surgical Team which impacted by changing medical procedures.

The multi-level approach has led to improved infrastructure for family medicine staff and other health professionals, to better integrated primary health care services, to better trained health workers with enhanced clinical skills and more generally to improved quality of care at primary level offered to the population. Over 2 million citizens currently benefit from the Swiss Health programme. Cooperation has been established at grassroots and national levels played an important role in disseminating best practices. In future, more emphasis will be given to prevent expansion of non-communicable diseases.

Synergies between the health domain and the water domain – in view of the high level of water borne diseases as well as with Rule of Law domain – exist and are being addressed by the SCO team.

Drinking Water Supply and Sanitation: The TAJ Government considers rural water supply to be a future priority. Accordingly, the TAJ Government ranks rural water supply, the rehabilitation of drainage systems and irrigation schemes, strengthening the introduction and application of IWRM approaches and the intensification of the DRR approach through measures in adaption to climate change and through infrastructure projects.

In rural safe drinking water, the Programme applied the decentralized WASH approach, aimed at full cost recovery, with strong involvement of communities in the form of WUAs. The Swiss-promoted decentralized safe drinking water supply and sanitation models for rural areas, implemented in cooperation with a number of other donor partners are now widely accepted and applied by the sector stakeholders due to their effectivity, sustainability and affordability.

The implementation of the urban water supply and sanitation programme together with EBRD is well advanced. The Stakeholder Participation Programme raised the awareness of the urban population on payment obligations, water conservation, hygiene, efficient and

adequate water use. The Corporate Development Programme improved corporate governance through the application of Management Information Systems, International Financial Reporting Standards and environmental standards, contributing to the overall financial and operational sustainability of the water utilities.

Private Sector Development: Working with the private sector remains challenging, creating jobs is difficult. The programme now focusses on an enabling environment with government at the policy level. It is suggested to focus also on activities to support the entrepreneurial spirit and skill capacity building. The Swiss Development Assistance cooperates with the IFC in TAJ, which is predominately focusing on agribusiness, tourism and services. SECO is the largest partner of IFC in Central Asia.

Public Sector Reforms and Infrastructure: The political environment and severe budget constraints have led to delays in systemic implementation of the reform agenda in the sector. The Swiss supported PFM Economic Management and Financial Market reforms have progressed with variable success. Public Finance Management reforms have produced some tangible outputs, limited however at the technical and methodological levels. Consideration should be given to the long-term nature of PFM reforms. From this perspective, the reforms have indeed yielded tangible results, which are however limited in scope due to the decision not to continue supporting the country in this area. Swiss led policy dialogue succeeded to put back on track the decentralization agenda of the Government. Yet, the overall performance of the domain is mixed: PFM reforms records 'punctuated' improvements, while economic management and financial market reforms made good progress. Swiss cooperation is strategically well positioned to support decentralization reforms.

Rule of Law: The programme has developed an impressive engagement for vulnerable populations. The programme might consider to engage in strengthening access of vulnerable populations in relation to acquiring land titles.

CSPM: The application of the CSPM approach in the Rasht Valley provided an example how to integrate the management of several programmes, i.e. health, natural resources management/ DRR, creating synergies which could transform a post conflict region.

Uzbekistan

The focus on water is pertinent for the country as it is seen as a priority by the government and the needs continue to be large. The Swiss interventions are appreciated by the government and other donors involved in the sector. The needs are most prominent in relation to the weak institutions, especially the governmental partners in the water sector such as Uzkommunhizmat, Vodacanal, etc. Therefore, it is suggested to even more focus on providing technical assistance for institutional strengthening measures and capacity building of staff in the utilities and other governmental counterparts, also and in particular at the managerial level. Excellent experiences in this field could be capitalized from the Helvetas activities in Tajikistan and the use of trainers from the former RESP and WRMSP projects in Uzbekistan.

The vocational training programme addresses in an impressive manner current and future needs of the UZB water sector. The programme has to be seen beyond the immediate sector needs in the context of job creation and social peace imbedded in whole set of supporting activities such as job placing, tax incentive for employers, etc. It could potentially be expanded in direction of energy efficiency and renewable energy.

In view of increased flexibility, future openings towards private sector role exist. UZB traditional donors supported water, energy and agriculture sector, yet nontraditional sectors are emerging such as IT, and Green Growth. The GoU underlined their interest to continue cooperating with Switzerland at the national level on issues such as IMWR, accuracy of water management, water efficiency, accurate measurements, the introduction of smart nets and the reliability and safety of water infrastructure, such as the state of dams and

DRR in view of the aging infrastructure and the development of a master plan for water resources.

The regional dimensions seem to gain importance for the GoU and are tackled with increased self-confidence. At the regional level interest was expressed by the GoU on regional water programme on the issue of climate change adaptation in IWRM, improved water management techniques, water saving technologies in agriculture and human capacity building.

Regional Water Resources Management Programme

While outcome 5 of the regional programme related to Integrated Watershed Management is on track other regional outcomes have only been implemented up to a certain degree in the given timeframe, since they were based on assumptions that did not prove to be realistic.

The Swiss experiences in integrated water resources management have been established and acknowledged by the governments and other donors. However, the financial sustainability of water user associations and other IWRM institutions as well as clarity of their legal status needs still to be addressed. Also the integration of IWRM institutions in the existing water management system should be further clarified. Major factors influencing success and sustainability of the regional programme require a long-term commitment of SDC and continuing policy dialogue, in particular with respect to the regional dialogues at ministerial level and the exchange of water management information and real-time transparent water flow data.

An integration of the effort of the SDC's Water Initiatives and CIS division, SECO's participation in the regional efforts through CAEWDP, and the Blue Diplomacy Initiative could create a critical mass, which would truly have an impact on the regional scale.

4.2 Sustainability and Scaling Up

Overall, the country programmes describe scaling-up aspects and identify several approaches and programmes which have the potential for scaling up, such as the SWAp approach of the KYR health domain. Yet, no further details on how scaling up and sustainability can be achieved are being spelled out, Scaling-up could be facilitated if a project is part of a nationwide sectoral approach, has a committed national partner that disseminates pilot experiences to other regions and involves partners starting at the testing phase to create ownership.

Sustainability aspects are achieved mainly through continued capacity development of partners and improved regulatory frameworks. The scope for sustainable results is improved when the issue is addressed already in the planning (as it is requested and done for most projects in the entry/credit proposal), when the project is embedded in a favorable legal and institutional context (sector programme), when capacity development contributes to strengthened implementation and policy capacities of local partners, and when the political environment is stable and conducive to policy reform. Yet transforming projects of this nature into larger, sustainable programmes remains a challenge and would need a continuing dialogue between the SCOs, Bern and likeminded donors, so that the respective government or other donors in this region would join or replicate an innovative Swiss project.

During the final workshop, discussions were held how far innovations generated by field experiences have been scaled up through policy dialogue, alliances, networking and dissemination. An example could be the water institutional development in Tajikistan, from administrative level up to river basin management, which constitutes a promising practice for the region and the urban and rural Safe Drinking Water Supply and Sanitation (SECO and SDC) and the Swiss Programme in rural water supply and sanitation which is well perceived by other donors (WB, UNDP).

Annexes

Annex 1 Central Asia Evaluation - Evaluation questions

Standard evaluation questions and priority questions suggested by Operational Units of SDC and SECO (questions with bullet points)

Evaluation Area 1: Context analysis (referring to the partner country context, the region and to the Swiss context)

1.1. Positioning and adaptation of CS with respect to country and regional context as well as Swiss policies

111. How well does the CS (strategic orientation, overall goal, domains of intervention and transversal themes, global challenges) reflect the development priorities, set by the partner country/countries and the policies of the Federal Council Dispatch (FCD)?

112. Which changes in the context (national and regional) were the most important and what effects may they have caused on the CS? Which adaptations have been taken?

1.2. Quality of context analysis

121. To what extent is the context analysis realistic and relevant? To what extent is the broad political context and the MERV taken into account in the CS and ARs? Does the analysis include current issues (e.g. social and economic inequality, global challenges, power relations, regional disparities) and relevant stakeholders (e.g. private sector, state apparatus and political parties, institutions and powers)?

Additional questions:

- To what extent does the CS reflect the way out of fragility towards inclusive state society, taking into account the changes of the context?
- To what extent does the CS reflect the way out of poverty towards inclusive socio economic development, taking into account the changes of the context?
- How relevant are the domains of intervention in regard to the reduction of fragility and poverty?
- To what extent and in what form does the changing / worsening macro-economic environment need to be taken into account for the upcoming strategy?
- To what extent are the geopolitical shifts ((for example towards Russia (e.g. accession of Kyrgyzstan to the Eurasian Economic Union)) influencing the leverage of donors such as SECO/SDC? And how should a future strategy take those shifts, including the situation in Afghanistan, into consideration?
- What synergies have been achieved between the national and regional water projects and programs including the blue peace initiative; what was the added value of the regional strategy compared to individual country strategies, and how far has the regional programs contributed in addressing the issue of fragility in the respective countries?
- What are the pro and cons of regional integration? Beyond the regional water programs, are there other subject areas and or best practices, which would invite themselves to further strengthen regional integration?

Evaluation Area 2: Relevance and appropriateness of the projects/program portfolio with regard to the domains of intervention of the CS

2.1 Relevance of the projects/program portfolios

211. To what extent are the projects/program portfolios relevant, coherent and appropriate for achieving the results of the CS regarding its domains of intervention?
- Is the number of sectors appropriate, or should Swiss assistance reduce or increase its portfolio further?
 - To what extent are synergies being sought between the different domains of intervention? For example, did the planned synergies between SDC and SECO (e.g. domain "Public Sector Reforms and Infrastructure" in Kyrgyzstan) led to any added value?
212. To what extent are the approaches being applied appropriately in the domains? Which innovative approaches produce added value? Have project/program approaches been created in cooperation between the different domains?
- TJ / SECO Portfolio: phase out in PFM and the energy sector: (1) To what extent does it make sense taking into account the country's needs and SECO's expertise?
(2) How does the TJ Government perceive SECO's phasing out from these two sectors?
 - TJ/KG SECO in the textile sector: 1) To what extent is the focus on the textile sector still appropriate after 6 years assistance or should new important sectors be considering as well in the assistance programme specifically oriented on SMEs?
 - How far has good DRR practice been integrated into the regional water programme and other CS components?

Additional questions:

- How do you assess the relevance of the Regional Art and Culture Program?

Evaluation Area 3: Implementation of the CS and its portfolio

3.1 Management performance

311. How efficient is the portfolio management of the SCO (regarding transversal themes, collaboration with the global programs, financial and human resources and aid diplomacy)? What are its contributions to an optimal achievement of results?
- Are there indications that the integrated embassies(s) added value towards the management of the portfolio?

3.2 Quality of the CS monitoring system

321. To what extent is the process management of the CS monitoring system and the related results assessment relevant and efficient, in order to provide evidence-based data/information for accounting for results (reporting) and CS steering? Are there well established links between cooperation strategy results/context assessment and next year's priorities and planning?

3.3 Coordination and aid effectiveness in the country set up

331. Which role do SCOs play within the network of different Swiss agencies in charge of development cooperation (SDC , SECO, Directorate of Political Affairs/ Human Security Division), national governments and the donor community? Which added values result due to Switzerland's support in the respective countries?

Evaluation Area 4: Results of the CS – in relation to the results at country level

4.1 Domain results, effectiveness and contribution to country results

411. Which contributions of the Swiss Cooperation portfolio become visible at the output and outcome level, particularly regarding the achievement of the development results in the partner country? Which internal and external factors enhance or hinder aid performance and results achievements?

- Which contributions have been made to the reduction of conflict and fragility as well as to ways out of poverty?

4.2 Sustainability and scaling up

421. Which innovations generated by field experience have been scaled up through policy dialogue, alliances, networking and dissemination?

422. Which actions have been taken at country level to enhance the sustainability of the Swiss investments?

Annex 2 Cooperation Strategy Evaluation Central Asia 2012 - 2015

Sa 31.10	<p>Arrival of the evaluation team in Dushanbe, Tajikistan</p> <p>Transport from Airport to Hotel to be organized by SCO TAJ</p> <p>18:00 hours Informal come together of the evaluation team</p>
Su 01.11 TAJ	<p>Preparatory meeting of the evaluation team</p> <p>09:00 hours – 12:00 hours</p> <p>(i) Review of the Inception report</p> <p>(ii) Division of tasks among evaluation team members</p> <p>18:00 Dinner of evaluation team with Head of the SCO TAJ</p>
Mo 02.11 TAJ	<p>Joint workshop with relevant staff of SCO-TAJ</p> <p>09:00 - 11:00 hours</p> <p>Introduction round</p> <p>Scope and purpose of the evaluation exercise and briefing on main findings of the inception report (Evaluation team)</p> <p>EA 1: Exchange on context & development challenges in Tajikistan and identification of key issues to be addressed with a focus on fragility and poverty (jointly by SCO TAJ Management Team with NPOs and the evaluation team)</p> <p>11:00 – 13:00 hours (in two parallel split up sessions):</p> <ol style="list-style-type: none"> 1. Health and Rule of Law; 2. Drinking Water Supply and Sanitation and Public Sector Development <p>Exchange per domain: Analysis of results statements per domain as per Annual Reports. Identification of key issues to be addressed by domain</p> <p>Short introductory statements by NPOs about key achievements per domain (Health, Rule of Law, Drinking Water Supply and Sanitation & Public Sector Development)</p> <p>NPOs facilitated by evaluation team</p> <p>14:00 - 16:00 hours (in two parallel split up sessions)</p> <p>EA 2: Review and analysis of relevance of the portfolios with regard to the domains of interventions (Coherence and appropriateness of approaches and or of new approaches – innovations). including transversal themes</p> <p>SCO TAJ management and evaluation team</p> <p>16:00 – 17:30 hours</p> <p>EA 3: Implementation of the CS, addressing management performance, quality of the monitoring systems and country effectiveness in the country setup (see tool 321 assessment tool for CS monitoring system)</p> <p>SCO TAJ management, NPOs in charge of monitoring and evaluation team</p> <p>17:30 hours</p> <p>Evaluation Team to summarize early outcomes (internally)</p>
Tu 03.11. TAJ	<p>Project visit in Muminabad</p> <ul style="list-style-type: none"> • Rural safe drinking water and meeting with WUAs • DRR & Natural Resource Management • Meeting with women’s group in a village on consequences of migration • If time permits: Family medicine project
We 04.11 TAJ	
Th 05.11 TAJ	<p>Interviews with main national partners and donor representatives</p> <p>09:00 – 12:30 hours</p> <p>SCO TAJ to organize bilateral meetings with a key national partner and a key donor</p>

	<p>representative. The interviews will be conducted in two teams. i.e. for the</p> <ul style="list-style-type: none"> (i) Urban and Rural Drinking Water Supply and Sanitation and Health (HW), and for the (ii) Private Sector Development and Rule of Law (GDP and BF) <p>14:00 – 18:00 hours</p> <p>EA 4: Domain results, effectiveness and contributions to country results</p> <p>Review and analysis of results framework in group work regarding their quality and recommendations and on how their quality can be further improved. This will be done through two parallel split up sessions (14-16:00 hours and 16:00 – 18.00 hours) with relevant staff</p> <p>Domains: Urban and Rural Drinking Water Supply and Sanitation and Health (HW) Domains: Private Sector Development and Rule of Law (GDP and BF)</p>
Fr 06.11 TAJ	<p>09:00 – 12:00 hours</p> <p>Evaluation team to prepare draft result analysis based on workshop and interviews, including draft results frameworks and results chain(s)</p> <p>14:00- 16:00 hours</p> <p>Joint workshop of SCO TAJ and the Evaluation Team: First analysis of Swiss and country results – exchange on results frameworks</p> <p>In 2 split parallel sessions</p> <p>Preparation: responsible domain NPO summarize the most significant results achieved per Outcome (on the basis of Monitoring system)</p> <p>Discuss and complement the most significant results (indicating level of evidence: p.ex. existing baseline, size of sample, etc.)</p> <p>Analyse the promoting and hindering factors for key achievement per domain</p>
Sa 07.11 UZB	<p>Transfer Dushanbe – Tashkent (either via Khujand or via Termez)</p> <p>Evening exchange on progress of evaluation among peers</p>
Su 08.11 UZB	<p>09:00 - 12:30 hours</p> <p>Joint workshop with relevant staff of SCO-UZB</p> <p>09:00 – 10:30 hours</p> <p>Introduction round</p> <p>Scope and purpose of the evaluation exercise and briefing on main findings of the inception report (Evaluation team)</p> <p>EA 1: Exchange on context and development challenges in Uzbekistan and on trans-boundary water resource issues in Central Asia, and identification of key issues to be addressed with a focus on fragility, and poverty (jointly by SCO UZB Management Team, NPOs and the evaluation team)</p> <p>11:00 – 12:30 hours</p> <p>Exchange per domain: Analysis of results statements per domain along annual Reports. Key issues to be addressed by domain-</p> <p>Short introductory statements by NPOs about key achievements per domain (Water supply and sanitation & Regional Water Resource Programme)</p> <p>NPOs, facilitated by evaluation team</p> <p>14:00 - 15:00 hours</p> <p>EA 2: Review and analysis of relevance of the portfolios with regards to the domains of interventions focussing on coherence and appropriateness of approaches and or of new approaches – innovations, including transversal themes</p>

	<p>SCO UZB management , facilitated by the evaluation team 15:15. - 16:00 hours</p> <p>EA 3: Implementation of the CS, addressing management performance, quality of the monitoring systems and effectiveness in the country setup (with tool 321)</p> <p>SCO UZB management, facilitated by evaluation team 16:00 hours</p> <p>Evaluation Team to summarize early outcomes (internally)</p>
Mo 09.11 UZB	<p>Interviews with main national partners and donor representatives 09:00 – 12:30 hours</p> <p>SCO UZB to organize bilateral meetings with a key national partner and a key donor representative. The interviews will be conducted in two teams. i.e. for the</p> <ul style="list-style-type: none"> • Regional Water Resources Management programmes (HW), and for the • Water supply and sanitation programme (GDP and BF) <p>14:00 – 18:00 hours</p> <p>EA 4: Domain results, effectiveness and contributions to country results</p> <p>Review and analysis of results framework in group work regarding their quality and recommendations and on how their quality can be further improved. This will be done through two parallel split up sessions with relevant staff on programme outcomes:</p> <p>Preparation: responsible domain NPO summarize the most significant results achieved per Outcome (on the basis of Monitoring system)</p> <p>Discuss and complement the most significant results (indicating level of evidence: p.ex. existing baseline, size of sample, etc.)</p> <p>Analyse the promoting and hindering factors for key achievement per domain</p> <ul style="list-style-type: none"> • Regional Water Resources Management programmes (HW), and • Water supply and sanitation programme (GDP and BF)
Tu 10.11 UZB	<p>09:00 – 12:00 hours</p> <p>Evaluation team to prepare draft result analysis based on workshop and interviews, including reviewing results frameworks and results chain(s)</p> <p>14:00- 16:00 hours</p> <p>Joint workshop of SCO UZB and the Evaluation Team: First analysis of Swiss and country results – exchange on results frameworks (continued session from 9.11 14-18:00)</p>
We 11.11	<p>Flight Tashkent - Bishkek 14:20 – 16:55 KC128 Tashkent - Almaty</p> <p>Transit (no visa required)</p> <p>18:00 – 18.55 KC 109 Almaty - Bishkek</p>
Th 12.11 KYR	<p>Joint workshop with relevant staff of SCO-KYR 09:00 - 11:00 hours</p> <p>Introduction round</p> <p>Scope and purpose of the evaluation exercise and briefing on main findings of the inception report (Evaluation team)</p> <p>EA 1: Exchange on context & development challenges in Kyrgyzstan , and identification of key issues to be addressed with a focus on fragility and poverty (jointly by SCO KYR Management Team, NPOs and the evaluation team)</p> <p>11:00 – 13:00 hours: in 2 split parallel sessions</p> <p>Exchange per domain: analysis of results statements (RS) per domain along annual</p>

	<p>Reports. Key issues to be addressed</p> <p>Short introductory statements by NPOs about key achievements per domain (Health, Public Sector Reform, Private Sector Development)</p> <p>NPOs, facilitated by evaluation team</p> <p>14:00 - 16:00 hours in 2 split parallel sessions</p> <p>EA 2: Review and analysis of relevance of the portfolios with regards to the domains of interventions (Coherence and appropriateness of approaches and or of new approaches – innovations), including transversal themes</p> <p>SCO KYR management and NPOs, facilitated by evaluation team</p> <p>16:00 – 17:30 hours</p> <p>EA 3: Implementation of the CS, addressing management performance, quality of the monitoring systems and country effectiveness in the country setup (with tool 321)</p> <p>SCO KYR management, NPO in charge of monitoring, facilitated by evaluation team</p> <p>17:30 hours</p> <p>Evaluation Team to summarize early outcomes (internally)</p>
Fr 13.11 KYR	<p>Interviews with main national partners and donor representatives</p> <p>09:00 – 12:30 hours</p> <p>SCO KYR to organize bilateral meetings with a key national partner and a key donor representative. The interviews will be conducted in two teams. i.e. for the</p> <p>(i) Health (HW), and for the</p> <p>(ii) Public sector Reform and Private Sector Development (GDP and BF)</p> <p>14:00 – 18:00 hours</p> <p>EA 4: Domain results, effectiveness and contributions to country results</p> <p>Review and analysis of results framework in group work regarding their quality and recommendations and on how their quality can be further improved. This will be done through split up sessions with relevant staff on programme outcomes:</p> <ul style="list-style-type: none"> • Domain: Health (HW) • Domain: Private Sector Reform (GDP) • Domain Private Sector Development (BF)
Sa 14.11 KYR	<p>09:00 – 12:00 hours</p> <p>Evaluation team to prepare draft result analysis based on workshop and interviews, including draft results frameworks and results chain(s)</p>
Su 15.11 KYR	Free
16.11 KYR ALL	<p>09:00 - 12:00 hours</p> <p>Joint workshop of SCO KYR and the Evaluation Team: First analysis of Swiss and country results – exchange on results frameworks</p> <p>In 2 split parallel sessions</p> <p>Preparation: responsible domain NPO summarize the most significant results achieved per Outcome (on the basis of Monitoring system)</p> <p>Discuss and complement the most significant results (indicating level of evidence: p.ex. existing baseline, size of sample, etc.) Analyse the promoting and hindering factors for key achievement per domain</p> <p>14:00 – 17:00 hours</p> <p>The big picture - workshop with selected representatives of all three country teams to review the role of Switzerland in Central Asia</p> <ul style="list-style-type: none"> • Introductory statement by the Swiss Ambassador to Kyrgyzstan

	<ul style="list-style-type: none"> • A view from in- and outside – presentation by the Evaluation team (HW) <p>How to address ...split up sessions</p> <p>Themes:</p> <ul style="list-style-type: none"> • The macroeconomic challenges and the changing geopolitical context affecting Central Asia • The pro and cons of regional integration • Potential fragility vis-à-vis seemingly stability • Identifying leverage points for future development (political, economic and cultural) • Finding the right balance: Project design, project management, project monitoring
Tu 17.11 ALL	<p>09:00 – 11:00 hours</p> <p>Presentation of the results of the split up session</p> <p>Debriefing meeting with representatives of all three country teams</p> <p>11:00 -12:00 hours</p> <p>Meeting of the evaluation team and the representative(s) of the TAJ SCO</p> <p>13:30 – 14:30 hours</p> <p>Meeting of the evaluation team and the representative(s) of the UZB SCO</p> <p>14:30 – 15:30 hours</p> <p>Meeting of the evaluation team and the representative(s) of the KYR SCO</p>
17.11 or 18.11	<p>17.11 or 18.11 early morning</p> <p>Departure of the evaluation team</p>

Annex 3 Results Framework of the CS

Annex 3.1 Regional Water Resource Management Programme

Regional
Domain of Intervention
Regional Water Resource Management Programme
Country Priorities
The objective of the Central Asia Energy-Water Development Programme (CAEWDP) is to assist Central Asian countries in establishing modified systems of regional cooperation that build energy and water security, supporting EC-IFAS Third Aral Sea Basin Plan (ASBP-3), CAREC (Regional Energy Strategy and National Strategies). IWRM principles are gradually incorporated into national policy, legal/regulatory and budgeting systems, with an initial focus on increasing water productivity and making local water organizations sustainable.
Domain Goal
Water resources are managed in an integrated, transparent and needs-based manner in Central Asia (with a focus on the Ferghana Valley), taking into account the increased threat of water-related hazards, so as to increase socio-economic development opportunities and to contribute to reducing water-related conflicts at the regional, canal and community level.
Swiss Contribution
<ol style="list-style-type: none">1. A dialogue among stakeholders of the region provides a common factual base for future political discussions and negotiations on regional water management issues, to build energy and water security in Central Asia.2. The three countries sharing the Ferghana Valley (KG/TJ/UZ) have adopted a consistent vision and national roadmaps towards nationwide implementation of the IWRM approach.3. In the project areas, increased water efficiency and productivity are resulting from the replication/adoption of IWRM.4. A transparent mechanism for the exchange of water-related data and a decision support system are introduced at national level and coordinated at regional level, facilitating decision-making processes.5. The safety and security of communities, their livelihoods and assets along the rivers and irrigation canals in the selected project areas are increased and the resilience is built through the implementation of an integrated watershed management.
Transversal Themes / Approach
Governance, Gender, Conflict Sensitive Programme Management
Overall Budget CHF 40 Mio.
CHF 40 Mio. SDC CHF 34 Mio. / SECO CHF 6 Mio.

Annex 3.2 Kyrgyzstan

Kyrgyzstan		
The overall goal is to support the transition process in Kyrgyzstan by assisting public and private institutions at all levels to deliver better services in an equitable and effective way.		
Domains of Intervention		
Health	Public Sector Reforms and Infrastructure	Private Sector Development
Country Priorities		
The Health Care Reform is implemented, with a focus on health gain, core services and removal of health system barriers. (Den Sooluk 2012-2016)	Substantial improvement of budgetary process and introduction of new techniques in budget management. Adequate framework conditions for the improvement of water and energy infrastructures, including the participation of citizens in the local budgeting process.	Improvement of business environment, aiming at setting up favourable conditions for broadbased growth, increased export potential and improved access to employment.
Domain Goal		
To ensure equitable access and to improve quality of health services delivered countrywide, with a focus on rural areas.	To increase equitable access for citizens to services through transparent and efficient use of public resources.	A strengthened private sector leads to job creation, economic growth and ultimately poverty reduction.
Swiss Contribution		
<ol style="list-style-type: none"> Switzerland co-finances the Health Care Reforms 2012-2016 through a sector-wide approach (SWAP) mitigating fiduciary risks and ensuring proper financial management by the MoH. The quality of medical education/training is improved and better connected to the rural health system's needs and practice. The autonomy of service providers with focus on Family Medicine Centres is piloted in Naryn Oblast. Communities in rural areas are supported by a functioning health promotion system, and take more responsibility for their own health. 	<ol style="list-style-type: none"> Reforms are implemented to strengthen the public finance management and the financial market supervision. Upgraded infrastructure and related management improves access to communal services (water and energy) in target municipalities. Accountability and transparency in public service delivery is increased through citizens' participation. 	<ol style="list-style-type: none"> Reduce administrative burdens in tax and inspections area and strengthen financial market infrastructure. Enhance trade competitiveness of SMEs, with focus on selected industries (agro-processing and textiles). Micro-business and employment opportunities for youth are expanded and diversified in selected industries in the Southern Region.
Transversal Themes / Approach		
Governance, Gender, Conflict Sensitive Programme Management		
Overall Budget CHF 61 Mio.		
SDC CHF 14 Mio.	CHF 29.5 Mio. SDC CHF 6 Mio. / SECO CHF 23.5 Mio.	CHF 17.5 Mio. SDC CHF 6 Mio. / SECO CHF 11.5 Mio.

Annex 3.3 Tajikistan

Tajikistan			
The overall goal is to support the transition process in Tajikistan by contributing to its economic development and helping to build institutions and systems which respond to the population's needs.			
Domains of Intervention			
Health	Rule of Law	Urban and Rural Drinking Water Supply and Sanitation	Private Sector Development
Country Priorities			
Comprehensive Health Sector-Strategy (2010-2020)	Legal and Judicial Reform Programme (2010-2015)	Programme on the Improvement of Safe Drinking Water Supply to the Population of the Republic of Tajikistan (2008-2020)	
Domain Goal			
Men and women benefit from better health thanks to improved primary care services and health promotion in rural areas.	Contribute to better access to justice for everyone and to enhance the capacities of the judicial and legal system to respect and protect human rights.	Access to safe, affordable, reliable and sustainable drinking water supply and sanitation to improve living and health conditions of the population.	A strengthened private sector leads to job creation, economic growth and ultimately poverty reduction.
Swiss Contribution			
<ol style="list-style-type: none"> The rural population has increased access to quality family medicine services in GBAO and Khatlon. Primary health care services are resourced and managed in an efficient and transparent way at rayon level (of GBAO and Khatlon) in order to increase their sustainability. The population plays an active role in health promotion, addressing in a participatory manner public health needs of men and women, and is empowered to demand better health services in dialogue with local health authorities. 	<ol style="list-style-type: none"> Legal awareness raising and legal aid allow for providing better access to legal protection for vulnerable groups in selected regions as well as for identifying key legislative gaps and procedural blockages preventing effective legal protection. Key challenges identified in the practice are taken up by civil society in a policy dialogue with the relevant authorities and other stakeholders, leading to adequate responses. Selected judicial and legal institutions and procedures are reformed to provide a better response to the identified key challenges. 	<ol style="list-style-type: none"> Access is provided to decentralized service provision of safe drinking water and sanitation in selected districts, cities and villages. The relevant water sector providers (utilities and water user associations) are operating in a financially and operationally sustainable manner. 	<ol style="list-style-type: none"> Regulatory burden on businesses is reduced and effective/efficient procedures are implemented. Improved access to finance for the private sector and strengthened financial market infrastructure. Enhanced trade competitiveness of SMEs, with a focus on selected industries (agro-processing and textiles). Enhanced access to foreign markets for domains with high potential.
Transversal Themes / Approach			
Governance, Gender, Conflict Sensitive Programme Management			
Overall Budget CHF 59 Mio.			
SDC CHF 12 Mio.	SDC CHF 8 Mio.	CHF 27.5 Mio. SDC CHF 8 Mio. / SECO CHF 19.5 Mio.	SECO CHF 11.5 Mio.

Annex 3.4 Uzbekistan

Uzbekistan
Domains of Intervention
Water Supply and Sanitation
Country Priorities
85% of the rural and 100% of the urban population is provided with safe drinking water (Water Supply and Sanitation Sector Development Strategy 2020). VET Strategy of Department of Education is adapted to improve employability of trainees.
Domain Goal
Sound management in the Water Supply and Sanitation sector contributes to social and economic development.
Swiss Contribution
In selected villages of the Ferghana Valley and selected towns and villages of the Syr Darya province, the entire population benefits from safe drinking water, provided in an economically sustainable way, by decentralized services, either public or private. The new models of decentralized Water Supply and Sanitation (rural and urban) are integrated into the national Water Supply and Sanitation and implemented in targeted areas. The new models of Vocational Training in Water Management professions are adopted in the national VET Strategy and implemented in targeted areas.
Transversal Themes / Approach
Governance, Gender, Conflict Sensitive Programme Management
Overall Budget CHF 22 Mio.

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Uzbekistan

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SCO Tajikistan (2014). Feedback to Management Response to the Annual Report Tajikistan 2013.

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SCO Tajikistan (2014). Financial Statements as at 31 December 2013 and Independent auditor's report.
PWC Almaty (2014). Auditor's report SCO Dushanbe 2013.
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Annex 5 Basic statistical data

Annex 5.1 Basic statistical data Kyrgyzstan

	2009	2010	2011	2012	2013	2014
GDP / capita in PPP terms (USD)	2,269.130	2,248.457	2,363.214	2,514.408	2,671.857	2,844.205
GDP growth rate	2.9	-0.5	6.0	-0.1	10.9	3.6
Poverty gap ratio (at 1.25USD)	1.5 ¹	1.4 ¹	1.2 ¹	-	-	-
FDI Flow (inward and outward) US\$ mio	189	438	694	293	758	-
FDI Stock (inward and outward) US\$ mio	1 429	1 698	2 413	2 674	3 473	-
ODA / capita (USD)	58	70	95	84	94	-
Swiss aid inflows (mio. CHF)	-	-	-	-	-	-
Unemployment rate (% of labor force)	8.4	8.6	8.5	8.4	8.0	-
HDI	-	0.614	0.618	0.621	0.628	-
Maternal mortality ratio (per 100,000 live births)	-	79	-	-	75	-
% of seats held by women in nat. parliament	23	23	28	28	28	28
Gini coefficient	-	35.4	33.4	33,5	-	33,4
Corruption Perception Index (TI) (0 worst, 10 best)	1.9	2.0	2,1	24	24	27
Bertelsmann Transformation Index - Status Index (1 worst, 10 best)	-	4,97	-	5,32	-	5,61
Bertelsmann Transformation Index - Management Index (1 worst, 10 best)	-	4,17	-	4,85	-	4,69
Estimated adult (15 – 49) HIV prevalence (%)	-	-	-	-	0.2% [0.2% - 0.3%]	-
CO ₂ emission / capita in tons	-	1.1	1.2	-	-	-

Kyrgyzstan

2013 (there is no other year's data)

Status of MDGs

Eradicate poverty

Universal Primary Education

Gender equality

Child Mortality

Maternal Health

Combat diseases

Environmental sustainability

Global partnership

Successful

Less likely

Less likely

Likely

Less likely

Less likely

Likely

Annex 5.2 Basic statistical data Tajikistan

	2009	2010	2011	2012	2013	2014
GDP / capita in PPP terms (USD)	1,835.936	1,935.243	2,028.365	2,116.783	2,207.012	2,305.461
GDP growth rate	3.8	6.5	7.4	7.5	7.4	6.7
Poverty gap ratio (at 1.25USD)	1.3 ¹	-	-	-	-	-
FDI Flow (inward and outward) US\$ mio	95	8	70	233	108	-
FDI Stock (inward and outward) US\$ mio	993	1 164	1 292	1 556	1 625	-
Swiss exports (mio CHF): - machinery for textile industry, pharmaceuticals	-	-	-	-	-	-
Swiss imports (mio CHF): - textiles and garments	-	-	-	-	-	-
ODA / capita (USD)	55	57	44	49	47	-
Swiss aid inflows (mio. CHF)	-	-	-	-	-	-
Unemployment rate (% of labor force)	11.5	11.6	11.3	11.0	10.7	-
HDI	-	0.596	0.600	0.603	0.607	-
Maternal mortality ratio (per 100,000 live births)	-	48	-	-	44	-
% of seats held by women in nat. parliament	11	11	12	12	12	10
Gini coefficient	-	33,6	-	33,6	-	30,8
Corruption Perception Index (TI) (0 worst, 10 best)	2.0	2.1	2,3	22	22	23
Bertelsmann Transformation Index - Status Index (1 worst, 10 best)	-	3,42	-	3,50	-	3,59
Bertelsmann Transformation Index - Management Index (1 worst, 10 best)	-	2,95	-	3,51	-	3,58
Estimated adult (15 – 49) HIV prevalence (%)	-	-	-	-	0.3% [0.2% - 0.4%]	-
CO ₂ emission / capita in tons	-	0.4	0.4	-	-	-

Tajikistan

2010 (there is no other year's data)

Status of MDGs

<i>Eradicate poverty</i>	Likely
<i>Universal Primary Education</i>	Potentially
<i>Gender equality</i>	Unlikely
<i>Child Mortality</i>	Likely
<i>Maternal Health</i>	Potentially
<i>Combat diseases</i>	Potentially
<i>Environmental sustainability</i>	Likely
<i>Global partnership</i>	Likely

Annex 5.3 Basic statistical data Uzbekistan

	2009	2010	2011	2012	2013	2014
GDP / capita in PPP terms (USD)	2,807.936	3,039.240	3,248.619	3,482.114	3,711.517	3,963.551
GDP growth rate	8.1	8.5	8.3	8.2	8.0	8.1
Poverty gap ratio (at 1.25USD)	-	-	-	-	-	-
FDI Flow (inward and outward) US\$ mio	842	1 628	1 651	674	1 077	-
FDI Stock (inward and outward) US\$ mio	3 730	5 358	7 009	7 435	8 512	-
Swiss exports (mio CHF): - machinery for textile industry, pharmaceuticals	-	-	-	-	-	-
Swiss imports (mio CHF): - textiles and garments	-	-	-	-	-	-
ODA / capita (USD)	7	8	7	9	10	-
Swiss aid inflows (mio. CHF)	-	-	-	-	-	-
Unemployment rate (% of labor force)	11.0	11.0	11.0	10.9	10.7	-
HDI	-	0.648	0.653	0.657	0.661	-
Maternal mortality ratio (per 100,000 live births)	-	40	-	-	36	-
% of seats held by women in nat. parliament	21	33	33	33	33	33
Gini coefficient	-	36,7	-	36,7	-	36,7
Corruption Perception Index (TI) (0 worst, 10 best)	1.7	1.6	1,6	17	17	18
Bertelsmann Transformation Index - Status Index (1 worst, 10 best)	-	3,25	-	3,01	-	3,09
Bertelsmann Transformation Index - Management Index (1 worst, 10 best)	-	2,10	-	1,94	-	1,79
Estimated adult (15 – 49) HIV prevalence (%)	-	-	-	-	0.2% [0.1% - 0.3%]	-
CO ₂ emission / capita in tons	-	3.7	3.9	-	-	-

No data on Status of MDGs

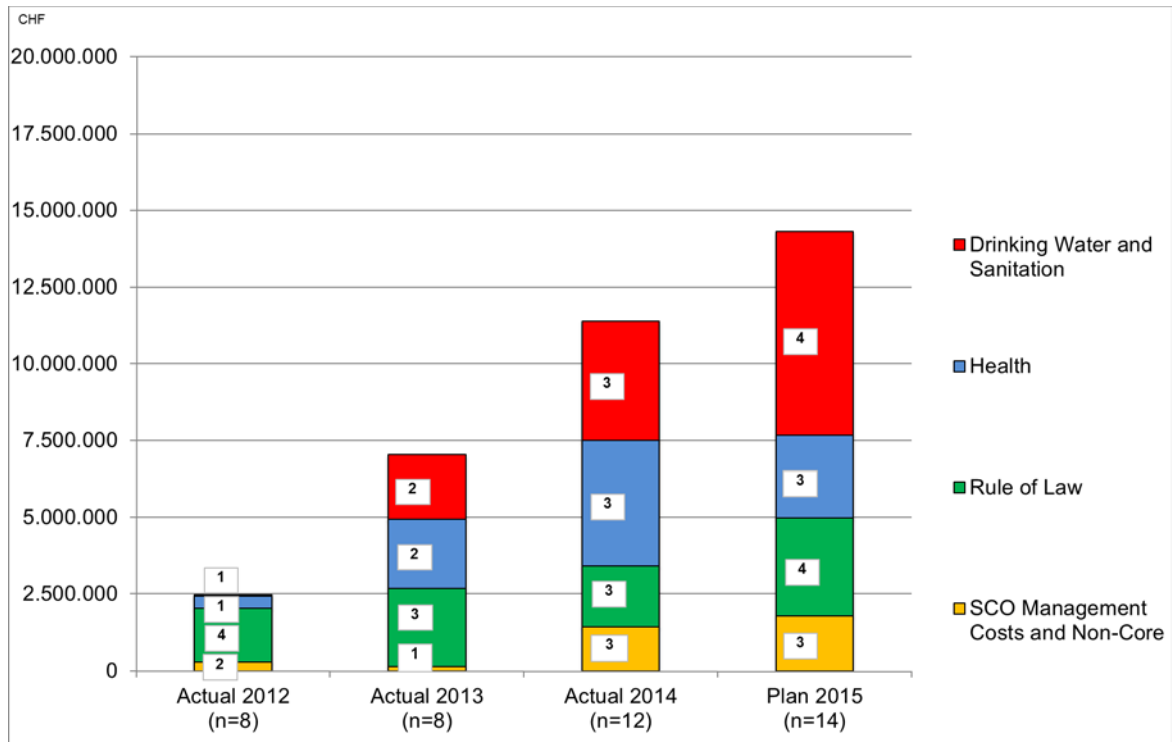
Annex 6 Overview on the portfolio composition of Central Asia Programme

Annex 6.1 Tajikistan

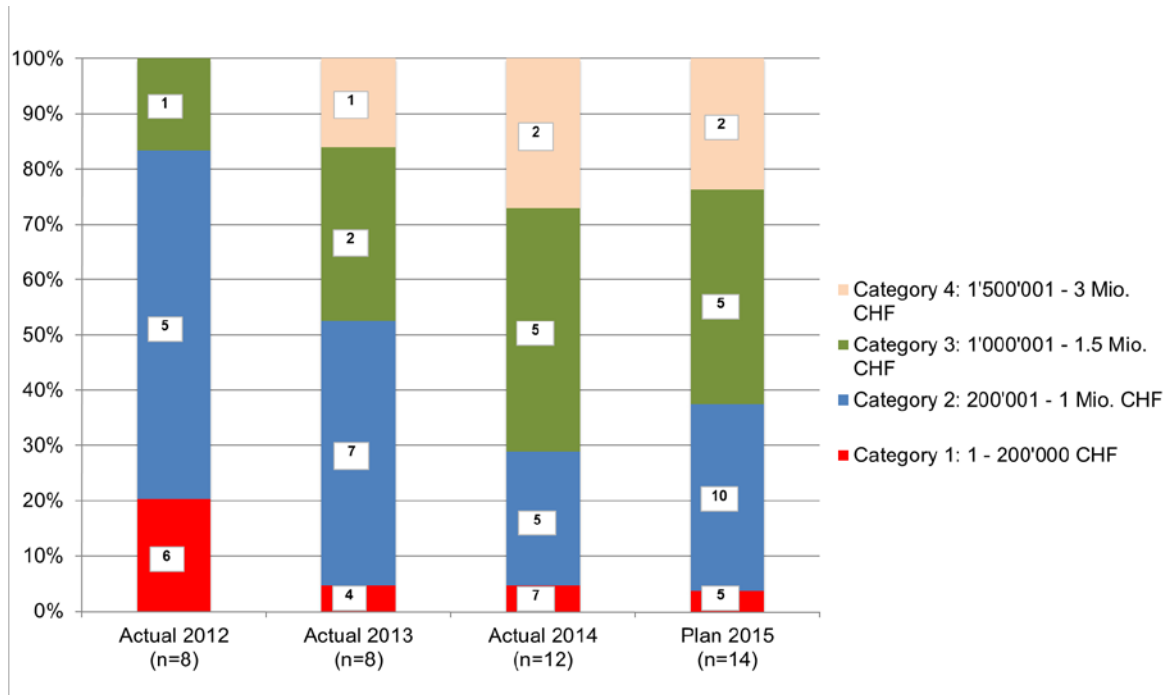
Project duration per domain

Project Name	Project Start	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Project End
Domain:	SCO Management Costs and Non-Core												
Glokredit für KA-Sektion GUS	2000	Phase 9	Phase 10		Phase 11								2016
Small Actions Credit Line COOF Dushanbe	2001				Phase 6	Phase 7							2015
Geografische Karten für Tadschikistan	2007	Phase 1											2009
Support to Donor Coordination Council	2010		Phase 1			Phase 2							2015
Central-Asia: Coordination DRR Program	2003		Phase 14	Phase 15	Phase 16	Phase 17							2012
TAJKISTAN HA Small Action Grant Line	2004	Phase 4				Phase 5		Phase 6					2016
COOF Dushanbe	2001		Phase 9	Phase 10	Phase 11	Phase 12	Phase 13	Phase 14	Phase 15	Phase 16	Phase 17	Phase 18	2019
Domain:	Rule of Law												
Mesures Preparatoires et de Pilotage	1996		Phase 7		Phase 8							Phase 9	2013
Women support, Tadjikistan	1999		Phase 7				Phase 8					Phase 9	2020
Access to Justice and Judicial Reform	2001		Phase 5		Phase 6								2012
Legal Aid for Land Reform	2009			Phase 1									2012
Juvenile Justice Alternative Project	2010				Phase 1								2014
Access to Justice in Tajikistan	2012						Phase 1					Phase 99	2022
Empowering Communities better Livelihood	2012						Phase 1						2015
Cross-border Cooperation for Peace & Dev	2014								Phase 1				2017
Civil Registry System	2015										Phase 1	Phase 99	2023
Domain:	Health												
Support to Health Sector Reform TAJ	2002		Phase 3		Phase 4		Phase 5					Phase 99	2017
Community Healthcare Project - TJ	2006				Phase 2				Phase 3				2018
Tajikistan - Medical Education Project	2009			Phase 1			Phase 2					Phase 3	2019
Improving Access to Basic Care TJ	2012				Phase 1								2013
Domain:	Drinking Water Supply and Sanitation												
Regional Rural Water Supply Project CA	2007	Phase 2			Phase 3								2016
Tajikistan Water Supply and Sanitation	2008			Phase 1					Phase 2				2017
Drinking Water Provision & Sanitation TJ	2011				Phase 1								2012
RWSS Tajikistan Fergana Valley	2013								Phase 1				2017
Integrated Health & Habitat Rasht Valley	2012							Phase 1				Phase 99	2023
Drinking Water Supply System Mountains	2012				Phase 1								2013
PL Safe Drinking Water & Sanitation Mng	2015										Phase 1	Phase 99	2023
Domain:	Regional Water Programme												
TAJKISTAN UNDP Support MoES/CoES	2004			Phase 3									2011
Tajikistan, FOCUS, Remote Hazard Management	2009	Phase 1			Phase 2		Phase 3						2015
TJK, Caritas, Natural DRR and IWSM 2011-14	2010				Phase 1			Phase 2					2016
AA Programmes Bleus	2012									Phase 5			2020
TJK: knowledge management IWSM/DRR	2012					Phase 1							2015
TJK: UNDP, Info manag. in emergencies	2012						Phase 1						2015
TJK: UNDP, DRR policy making mechanism	2012						Phase 1						2015
TJK: National Water Resources Manag: DRR	2013								Phase 1			Phase 99	2022
TJK: AKF, Rasht, Health & Habitat: DRR	2013									Phase 1			2017
TJ AKF: Second. of a DRR Techn. Advisor	2014									Phase 1			2015

Temporal development of the amounts of the project portfolio over the CS Central Asia 2012 – 2015 period (with number of projects)



Number of projects according to categories of financial volumes (amounts disbursed)

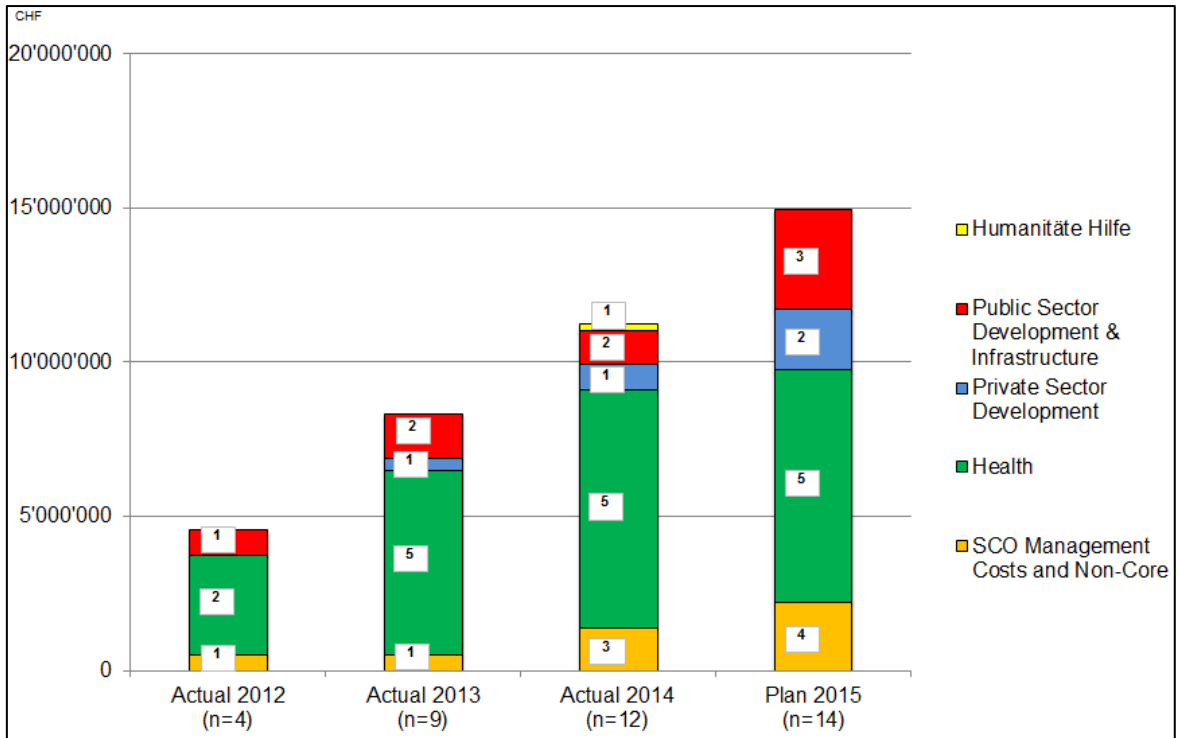


Annex 6.2 Kyrgyzstan

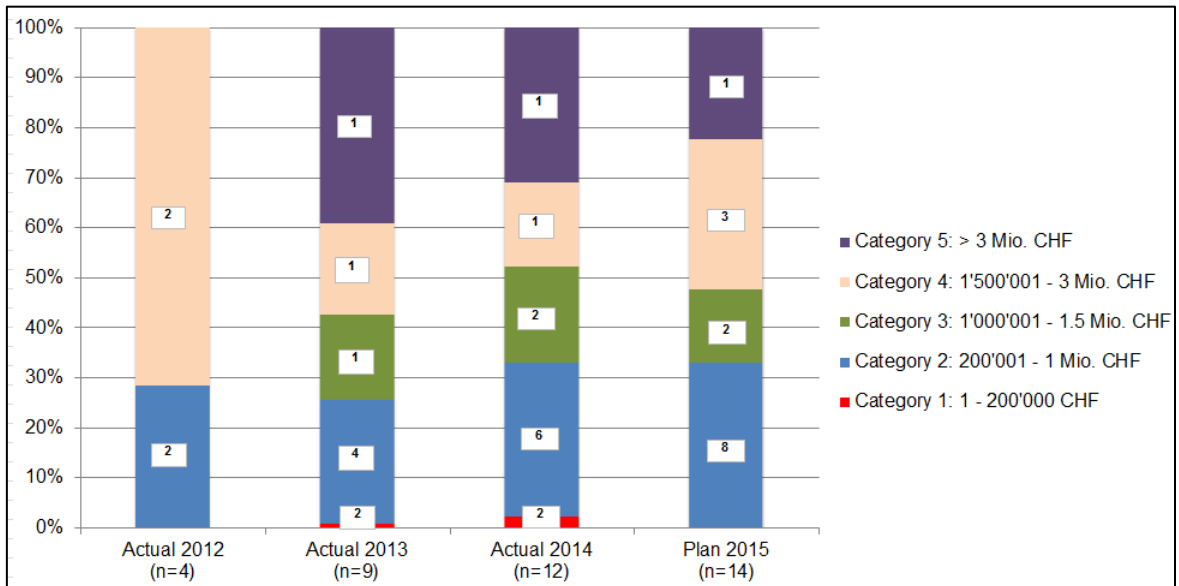
Project duration per domain

Project Name	Project Start	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Project End
Domain: SCO Management Costs and Non-Core													
Reg. Kobi Bishkek	1999	Phase 9	Phase 10	Phase 11	Phase 12	Phase 13	Phase 14	Phase 15	Phase 16	Phase 17	Phase 18		2020
Mesures Preparatoires et de Pilotage	1996	Phase 7	Phase 8	Phase 9									2013
Rural Adv. and Dev. Service RAS/KSAP	1994	Phase 7											2012
Glokkredit für KA-Sektion GUS	2000	Phase 9	Phase 10										2016
Kyrg. Small Actions COOF	2001	Phase 5	Phase 6	Phase 7	Phase 8	Phase 9	Phase 10						2019
15th Anniversary Swiss Cooperation KG	2009	Phase 1											2010
KG: Support for Political Reforms	2010		Phase 1										2040
Employment and Social Institutions	2010		Phase 1										2040
Community Security Initiatives	2011			Phase 1		Phase 2							2015
Community Safety Project Contribution	2012				Phase 1								2013
Local Observers Presidential Elections	2011			Phase 1									2012
KG: Evergreenia	2012				Phase 1								2013
Documentary Film "We are in KG"	2012				Phase 1								2013
Cross-border Cooperation for Peace and Dev.	2014							Phase 1					2017
Domain: Health													
Health Reform Project Naryn	1999	Phase 6	Phase 7	Phase 8	Phase 9	Phase 10	Phase 11	Phase 12	Phase 13	Phase 14	Phase 15		2040
On-Budget Support to the Health SWAP, KG	2005	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8	Phase 9	Phase 10	Phase 11		2018
Health Care Waste Management	2009		Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8	Phase 9		2040
Breast Cancer Project Kyrgyzstan	2009		Phase 1										2040
Health Facilities Autonomy	2012								Phase 1		Phase 2		2023
Medical Education Reforms Project	2013							Phase 1			Phase 2		2020
Domain: Public Sector Reforms and Infrastructure													
KG Legal Assist. For Rural Citizens LARC	2000	Phase 5	Phase 6	Phase 7	Phase 8	Phase 9	Phase 10	Phase 11	Phase 12	Phase 13	Phase 14	Phase 15	2014
Voice and Accountability	2008				Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8	2021
Public Services Improvement	2013								Phase 1	Phase 2	Phase 3	Phase 4	2025
Strengthening Democratic Elections	2015								Phase 1	Phase 2	Phase 3	Phase 4	2017
Domain: Private Sector Development													
SME Development in Alai/Chon Alai	2012							Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	2023
Sustainable Economic Development in KG	2015								Phase 1	Phase 2	Phase 3	Phase 4	2025
Domain: Regional Water Programme													
Kyrgyzstan HA Small Action Grant Line	2007	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8	Phase 9	Phase 10	Phase 11	Phase 12	2009
Domain: Humanitäre Hilfe													
IKRK - Programmbeiträge/ Nothilfe (ab 2013)	2013												2016
IKRK - Programmbeiträge/ Nothilfe	2003			Phase 90	Phase 91	Phase 92	Phase 93	Phase 94	Phase 95	Phase 96	Phase 97	Phase 98	2013

Temporal development of the amounts of the project portfolio over the CS Central Asia 2012 – 2015 period (with number of projects)



Number of projects according to categories of financial volumes (amounts disbursed)

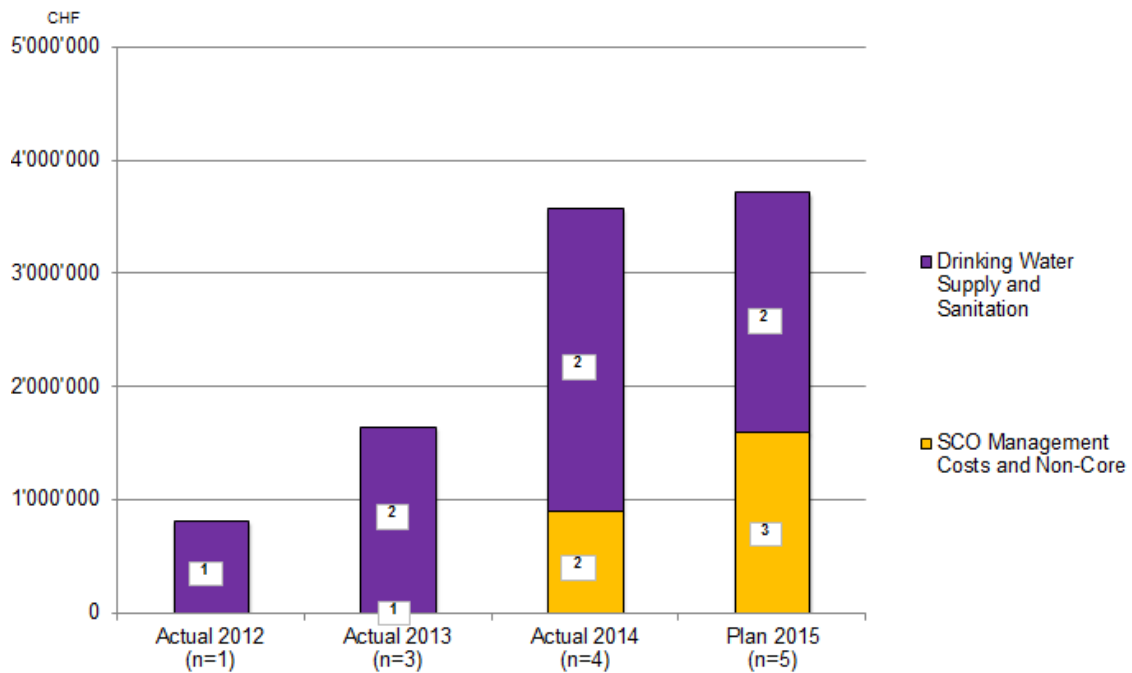


Annex 6.3 Uzbekistan

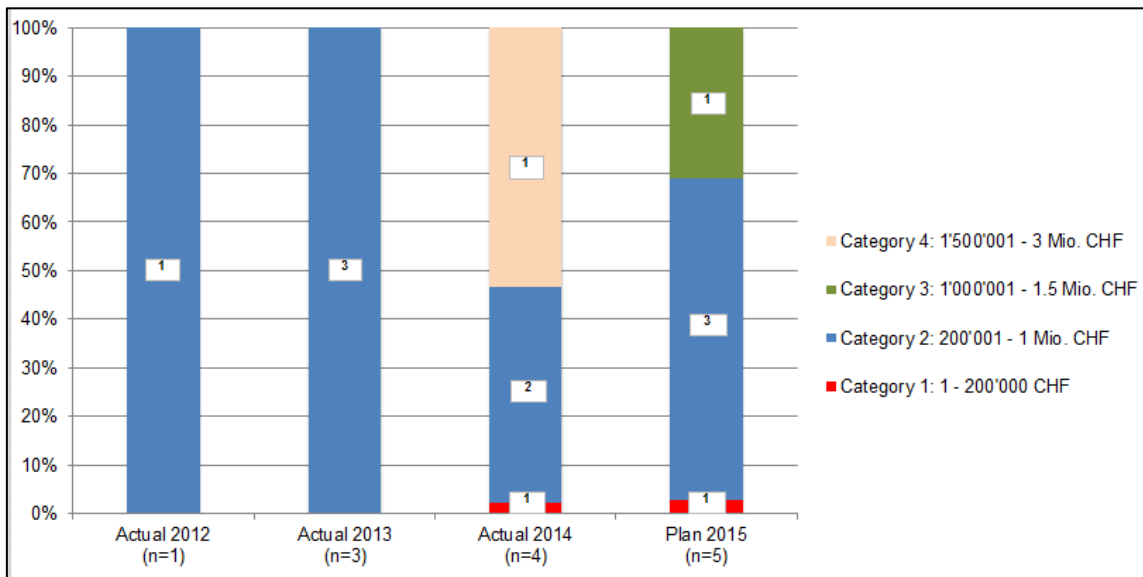
Project duration per domain

Project Name	Project Start	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Project End
Domain: SCO Management Costs and Non-Core													
Reg. Kobü Bishkek	1999			Phase 11	Phase 12								2020
Mesures Preparatoires et de Pilotage	1996				Phase 8								2013
Glokredit für KA-Sektion GUS	2000			Phase 10									2016
Regional Manager Water Sector	2008			Phase 3	Phase 4								2012
ZA - Betriebswirtschaftlicher Berater	2011			Phase 1									2013
Global Credit SCO Tashkent	2013					Phase 1							2016
WB-MDTF on cotton sector reform in Uzb.	2015							Phase 1					2017
Swiss Cooperation Office Tashkent	2003	Phase 7	Phase 8			Phase 9	Phase 10	Phase 11	Phase 12	Phase 13	Phase 14	Phase 15	2019
Domain: Drinking Water Supply and Sanitation													
Vocational and Educational Training	2004	Phase 2			Phase 3				Phase 4				2018
Regional Rural Water Supply Project CA	2007				Phase 3		Phase 4						2016
Domain: Regional Water Programme Domain													
UZB: National Water Resources Manag: DRR	2013											Phase 99 Phase 2	2023

Temporal development of the amounts of the project portfolio over the CS Central Asia 2012 – 2015 period (with number of projects)



Number of projects according to categories of financial volumes (amounts disbursed)



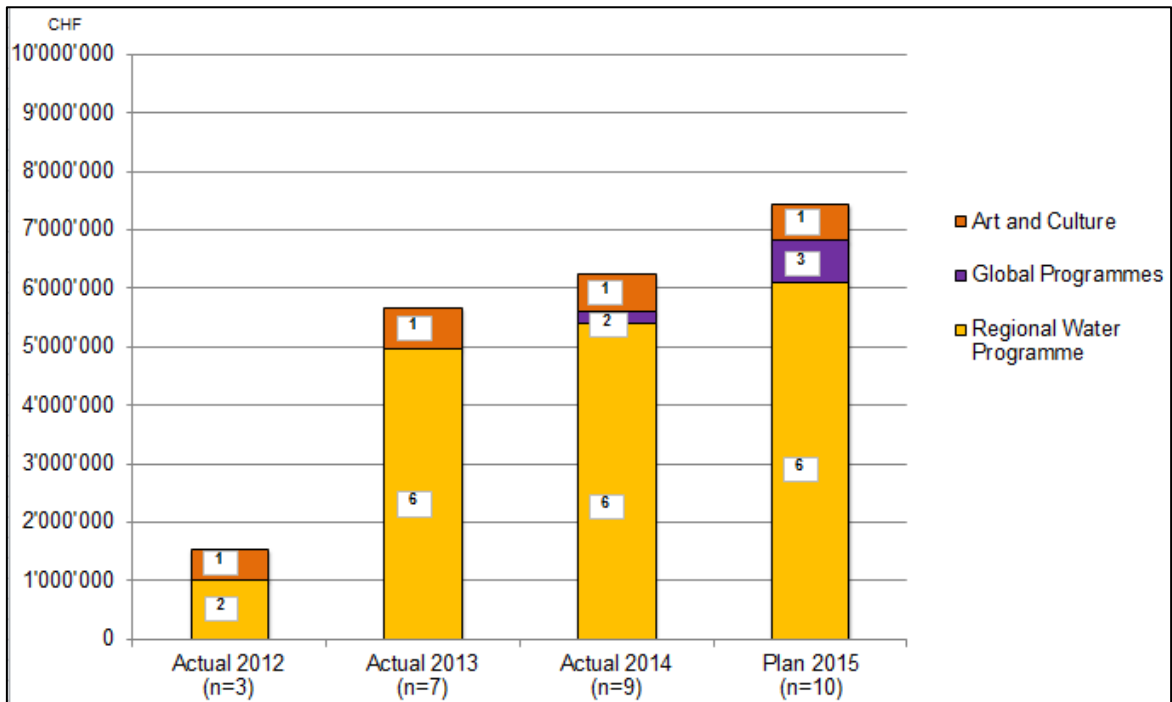
Annex 6.4 Regional Water Programme; Global Programme; Arts and Culture

Project duration per domain

Project Name	Project Start	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Project End
Domain:	Regional Water Programme												
Mesures Preparatoires et de Pilotage	1996			Phase 7		Phase 8							2013
IWRM Fergana	2001		Phase 4		Phase 5	Phase 6							2012
RDD Fergana Valley	2002												2008
Regional Water: Centre for Hydromet	2001		Phase 4										2040
Regional Database	2003		Phase 2		Phase 3	Phase 4							2015
Central Asia: Canal Automation Fergana	2003		Phase 2		Phase 3								2013
Regional Rural Water Supply Project CA	2007		Phase 2										2016
Water Productivity Improvement	2008		Phase 1		Phase 2		Phase 3						2013
Interst.Water Mgt. Transbound.Chui/Talas	2008			Phase 1					Phase 2				2016
Upscaling IWRM with WB	2008			Phase 1				Phase 2					2015
Upscaling IWRM with ADB	2009					Phase 1							2015
Strengthening IWRM CA	2014									Phase 1		Phase 99	2024
EC-IFAS: Org. & Institutional Developm.	2010			Phase 1									2012
KIR: National Water Resources Management	2013							Phase 1				Phase 99	2020
UZB - National Water Resources Mgmt	2013								Phase 1			Phase 2	2023
TAJ - National Water Resources Mgmt	2013								Phase 1			Phase 2	2020
Interstate TJ/KG Transboundary Water Cog	2013							Phase 1					2020
Central-Asia: Coordination DRR Program	2003		Phase 12	Phase 14	Phase 15								2012
UZB: National Water Resources Manag: DRR	2013								Phase 1				2023
Domain:	Global Programmes												
Crédit global PG Initiatives eau (GPWJ)	2009							Phase 3					2020
Programme Sektion Eval.+Control. DEZA	2010								Phase 2				2016
Low Cost High Tec Solutions	2011							Phase 2					2016
Strengthening IWRM Central Asia GPWIs	2014								Phase 1		Phase 99		2024
Domain:	Art and Culture												
Kultur Regional Zentralasien	2007		Phase 1		Phase 2		Phase 3				Phase 4		2019

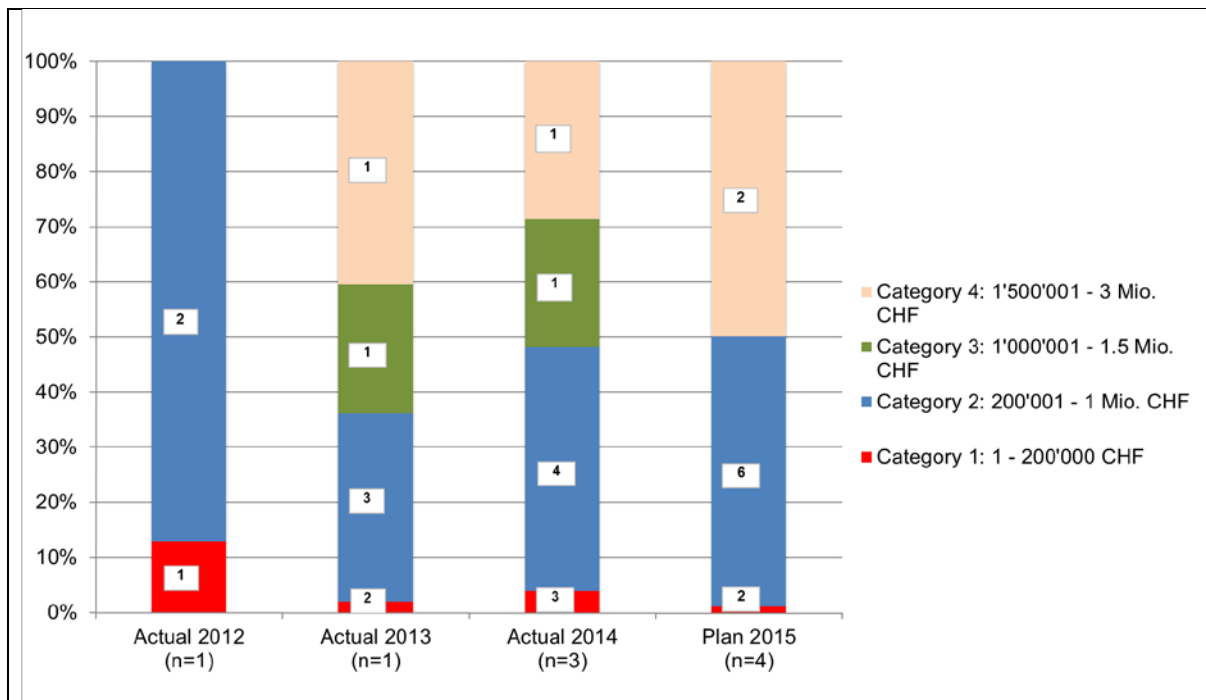
Regional Water Programme

Temporal development of the amounts of the project portfolio over the CS Central Asia 2012 – 2015 period (with number of projects)



Regional Water Programme, Global Programme; Arts and Culture

Number of projects according to categories of financial volumes (amounts disbursed)



Annex 7 Recent regional water related initiatives of bi- and multilateral donors in Central Asia

European Union

Project Conflict prevention related to water and energy issues in Central Asia- Water Diplomacy project

EU-Central Asia Regional Programme on Environment, Water and Climate Change - EURECA II (2016)

GIZ

Transboundary water management in Central Asia - Phase III (2016 – 2018)

<https://www.giz.de/en/worldwide/15176.html>

USAID

Smart Waters, focusing on capacity building for Water managers in CA and Afghanistan to understand and apply sustainable water re-sources management (WRM) on policy and practical levels; Networking, collaboration and trust among future water managers across the Central Asian Region (CAR) and Afghanistan, the application of IWRM principles and strengthening of basin management organizations; and the demonstration of basin planning principles in selected basins

World Bank

Central Asia - Climate adaptation and mitigation program for Aral Sea basin (CAMP4ASB) and

http://naturalresources-centralasia.org/assets/files/EbA_Conference/Vallery%20Hickey_EN.pdf

Central Asia Water Resources Management (CA-WARM) Phase-I Project -

<http://www->

[wds.worldbank.org/external/default/WDSContentServer/WDSP/ECA/2016/02/12/090224b084177329/1_0/Rendered/PDF/Project0Inform00I0Project000P152346.pdf](http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/ECA/2016/02/12/090224b084177329/1_0/Rendered/PDF/Project0Inform00I0Project000P152346.pdf)

See also:

http://www.worldbank.org/projects/search?lang=en&searchTerm=&countrycode_exact=7C^

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