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Swiss Agency for Development and Cooperation SDC

State Secretariat for Economic Affairs SECO

Swiss Cooperation Strategy Central Asia 2017–2021





Chui province in winter time in Kyrgyzstan. © SDC

Introduction

Swiss bilateral engagement with the Central Asian countries Kyrgyzstan, Tajikistan and Uzbekistan dates back to early 1990s. Since independence, those countries are undergoing a continuous process of political, social and economic transformation. Considerable challenges still exist: creating sustainable and inclusive economic growth, building pluralistic societies, providing health and other public services to all citizens and managing water resources among the riparian states. The Swiss Cooperation Strategy for Central Asia 2017-2021 was developed by the Swiss Agency for Development and Cooperation (SDC) and the State Secretariat for Economic Affairs (SECO) in close consultation with partners in the three countries – both official and from the civil society. It is a renewed commitment for the ongoing Swiss support for the political, social and economic transition process in the Central Asian region. Switzerland has also been collaborating with central Asian countries at the multilateral level, representing Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan in the Executive Boards at the World Bank Group (WBG), as well as Turkmenistan and Uzbekistan in the Executive Board the European Bank for Reconstruction and Development (EBRD).

In line with the Dispatch from the Federal Council on International Cooperation 2017-2020, the Swiss Cooperation Strategy for Central Asia 2017-2021 reaffirms the Swiss government's continued commitment to the region's stability and growth by building on the results achieved through the implementation of the former Cooperation Strategy. The present strategy focuses on four domains: 1) Water, infrastructure and climate change; 2) Governance, institutions and decentralisation; 3) Employment and economic development; 4) Health. Swiss Cooperation supports the countries to implement their national development strategies in cooperation with other

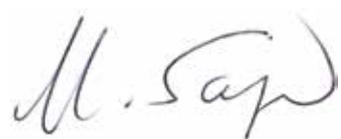
donors, engages in policy dialogue with government authorities and supports projects at local, national and regional levels.

The Cooperation Strategy at hand first provides a short overview of the regional, political and economic context, followed by an outline of the Swiss foreign policy objectives in Central Asia. Subsequently, this Cooperation Strategy outlines the results achieved and draws on lessons learnt from previous activities. Based on the outlined results, an overview of strategic orientations and priorities for the next four years will be given for the different domains of action.

The last part outlines the implementation, management and steering modalities of the Cooperation Strategy. Risk management remains a key for the success of the programmes. Governance, conflict sensitive programme management, social inclusiveness and gender aspects will be given further priority. Monitoring and a solid Results Based Management (RBM) system supported by external evaluations will assess achievements of goals and sustainability of development impacts in order to adapt to changing environments, to monitor the progress of programmes, to be accountable for the set of objectives and to capitalise on experiences.

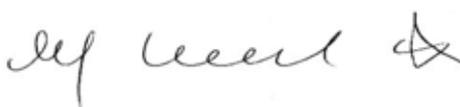
Close collaboration of SDC and SECO with national and international partner institutions in implementing these programmes will assert a successful realisation of the Cooperation Strategy. Identifying and harnessing synergies and complementarities among Swiss Cooperation stakeholders are vital to ensure coherence, visibility and impact. We are confident to contribute to Central Asia's future development in an effective and targeted manner.

Swiss Agency for Development
and Cooperation SDC



Manuel Sager
Director General

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List of Abbreviations

ADB	Asian Development Bank
AIIB	Asian Infrastructure Investment Bank
ARI	Aggregated reference indicators
CAEWDP	Central Asian Energy-Water Development Programme
CSPM	Conflict Sensitive Programme Management
CSTO	Collective Security Treaty Organisation
DRR	Disaster Risk Reduction
EBRD	European Bank for Reconstruction and Development
EEU	Eurasian Economic Union
FAO	Food and Agricultural Organization of the United Nations
FDFA	Federal Department of Foreign Affairs
GDP	Gross Domestic Product
HRBA	Human Rights-Based Approach
ICS	Internal Control System
IMF	International Monetary Fund
ISAF	International Security Assistance Force
IWRM	Integrated Water Resources Management
KfW	Kreditanstalt für Wiederaufbau/ KfW Entwicklungsbank (Germany)
MDG	Millennium Development Goals
MERV	Monitoring System for Development Related Changes
MSME	Micro, small and medium-sized enterprises
OBOR	“One Belt One Road” initiative
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PFM	Public Finance Management
RBM	Results Based Management
REACT	Rapid Emergency Assessment and Coordination Team
SCO	Shanghai Cooperation Organisation
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goals
SECO	Swiss State Secretariat for Economic Affairs
SME	Small and Medium-Sized Enterprises
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Fund
WBG	World Bank Group
WFP	World Food Programme
WHO	World Health Organization
WTO	World Trade Organization

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Executive Summary

Kyrgyzstan, Tajikistan and Uzbekistan – Central Asian countries in which the Swiss International Cooperation is active – are at different stages of political and economic development. Though with noticeable difference from a country to another, political power remains highly concentrated on the national level. The same applies to economies which are insufficiently diversified to adapt to external shocks but also to absorb the huge number of young people entering the labour market. One consequence is a high migration of the workforce, which is therefore highly dependent on the economic situation in Russia and Kazakhstan.

These three countries, despite noticeable improvements, still aim to increase their efforts to improve both quantitative and qualitative delivery of basic public services such as education, health, sanitation and water to their respective populations.

The overall goal of the Swiss Cooperation strategy in Central Asia aims to have responsive and inclusive institutions as well as peace and social cohesion. This conducive environment will improve people's well-being. It is aligned with the Sustainable Development Goals (SDGs). More specifically, Swiss cooperation will support partner countries to achieve SDG 3 (good health and well-being), 6 (clean water and sanitation), 8 (decent work and economic growth) and 16 (peace, justice and strong institutions).

At the regional level, the Swiss approach aims to bring countries together in a spirit of solidarity to tackle water, energy and food-related challenges. Further, Switzerland will work with Government stakeholders to improve the provision of reliable and efficient public services, including safe drinking water, sanitation and solid waste management, in the respective country contexts. DRR will be an important dimension of the water and infrastructure programme.

The governance domain will pursue the promotion of initiatives to increase space for inclusive public participation in reform and decision-making processes. Swiss action will support institutions at all levels, to become accountable, efficient and effective in basic service delivery. The latter must be avail-

able and accessible to all groups of the population, especially the most vulnerable, in order to promote inclusion and reduce social and political marginalisation. Those services must also take into account the specific needs and constraints of women. The issue of corruption will be addressed systematically.

In the realm of employment and economic development (SDG 8), Swiss cooperation will support the further development of the private sector. These actions are aligned with national economic priorities and related challenges and will enhance the competitiveness of micro, small and medium-sized enterprises (MSMEs). It will also promote economic diversification in order to create decent jobs and to support inclusive and sustainable economic growth.

Access to quality and affordable health services is not only a basic human right but also contributes to economic growth. Swiss cooperation will pursue its support to health sector reforms in Kyrgyzstan and Tajikistan. An increasing focus will be placed on contributing to systemic changes, improving governance and ensuring that the system responds to the high demand for quality, efficient, accessible and affordable healthcare services.

Gender and good governance will be mainstreamed throughout the programme. A conflict sensitive approach will be used to ensure the principle of do no harm and to avoid enhancing existing or potential tensions between stakeholders.

The steering and monitoring of the Swiss funded projects will involve public authorities and beneficiaries. The Swiss representations in the region are responsible for the implementation of the Central Asian Strategy 2017-2021. The coordination between SDC and SECO allows for the identification of synergies and complementarities between projects. Annual reports are the main component of the RBM system and informs on achievement of cooperation strategy objectives. The monitoring is completed whenever deemed necessary with internal and external evaluations involving relevant stakeholders. They will be carried out to measure progress and achievements at project level.

Summary of Central Asia Programmes 2017–2021

Kyrgyzstan	Tajikistan	Uzbekistan
<p style="text-align: center;">Water, Infrastructure and Climate Change</p> <p>Central Asian States provide the necessary framework allowing a joint and equitable management of regional river basins. At national level, households, agriculture and other economic sectors have equitable access to and use well-managed water resources, quality infrastructure and public services. Consequences of climate change are considered at all levels.</p>		
Water Infrastructure and Climate Change	Water Infrastructure and Climate Change	Water Infrastructure and Climate Change
Governance, Institutions and Decentralisation	Governance, Institutions and Decentralisation	Governance, Institutions and Decentralisation
Employment and Economic Development	Employment and Economic Development	
Health	Health	

1. Regional Context Central Asia



Map of Kyrgyzstan, Tajikistan and Uzbekistan.
© Zoi Environment Network

Central Asia is composed of five countries: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. As former Soviet republics, these countries face similar challenges – such as limited basic service delivery, insufficient economic diversification and job creation, low citizen’s participation in decision making and weak accountability of public institutions. In terms of economic development, political organisation, environmental or security situation, Central Asia remains a heterogeneous region.

In 1992, several central Asian countries – the Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan as well as Kazakhstan – joined the Swiss-led constituencies at the World Bank Group, the IMF, as well as the EBRD. Swiss cooperation – through the Swiss Agency for Development and Cooperation (SDC) and the State Secretariat for Economic Affairs (SECO) – began to work in the region in 1994. Strong relations between Central Asian countries and Switzerland have been built. The aim of Swiss Cooperation was to support the transition from a planned economy towards a social market economy within a democratic society. This transition process has been longer and more complex than anticipated. Despite significant progress, reforms still need to be supported by the international community.

Geopolitical situation

The present power balance in the region is mainly shaped by Russia and China. Despite its economic slow-down, which affected its capacities to invest in Central Asia, Russia remains a major player in particular as regards to the security, political and economic agenda. Russia has reinforced its military presence in the region and advocates for the expansion of the Eurasian Economic Union¹ (EEU).

The “One Belt one Road” (OBOR, Silk Road) initiative of China, which among others seeks to develop a new corridor for export to Europe, could also open new opportunities for the region.

Despite the decision of withdrawing the International Security Assistance Force (ISAF) from Afghanistan, the United States remain an important geo-political actor in the region. The roles of Turkey and the European Union in the region are relatively modest while some Gulf countries are increasingly investing in Central Asia, including in building mosques and religious schools.

Security situation

Security issues and drug trafficking are shared concerns in the region, including with regard to Afghanistan: the country’s evolution is being closely observed by the governments of the region who are afraid of spill over of conflict. Religious radicalism is also considered a threat and governments generally address it through security measures.

Russia and China share the same security concerns. Both countries are members of the Shanghai Cooperation Organisation (SCO), whereas only Russia belongs to the Collective Security Treaty Organisation² (CSTO). These two organisations intend to address, among others, issues related to arms and drug trafficking as well as terrorism.

Political situation

Though the situation differs from country to country, the general situation in Central Asia is characterized by strong centralised governments, which virtually control most sectors of public and economic life.

¹ Members: Armenia, Belarus, Kazakhstan, Kyrgyzstan and Russia

² Mainly a military alliance for counter-terrorism extended to fight against drug trafficking from Afghanistan.

There is still limited citizen participation in decision making. Increased tensions and lack of trust in state institutions result from weak transparency and low accountability.

The limited dialogue between the state and civil society hampers the development of civic engagement and the effectiveness of reforms. According to Transparency International (2016)³, corruption remains widespread in the region with little improvement in the corruption perception indexes.

The renewal of the political elite in Central Asia, though being very slow, can provide for new prospect for the region. For instance, the president of Uzbekistan (elected in 2016) opened a new era of collaboration with neighbouring states and made significant progress in solving highly sensitive problems such as border delimitations with Kyrgyzstan or sharing of water resources.

In Central Asia, Tajikistan is the only country which has experienced a civil war (1992-1997). The population has not fully recovered from this traumatic experience. Kyrgyzstan experienced political and inter-ethnic clashes in 2005 and in 2010. The situation has stabilised but trust between communities remains limited.

Economic situation

The Kyrgyz and Tajik economies are extremely vulnerable to external shocks and highly dependent on remittances from migrants working in Russia and Kazakhstan. Mid-2015, Kyrgyzstan joined the EEU with expectations of favourable economic opportunities in the medium term. Since its accession to the WTO in 2013, Tajikistan is successfully advancing its international trade policy negotiations. Uzbekistan has an economy which remains highly dependent on commodity prices (gas, oil and cotton); the fall of hydrocarbon prices has impacted the national budget and limited public investment. Increased access to markets is high on the agenda.

Apart from accessing global markets, the embargo of Western countries allowed an increased access to Russian markets. Accessing Chinese markets and attracting Chinese investment have created high hopes.

Understanding the up- and downsides of this potential will be key for realising the opportunities.

Social situation

Poverty and inequalities in the region and within the countries remain of major concern. Economic and social inclusion, including women's rights, need to be improved in order to achieve the Agenda 2030.

Central Asian countries face steady demographic growth and have relatively young populations.⁴ Every year, hundreds of thousands of people enter the underdeveloped national labour markets. If unemployed youth represents a destabilising factor, younger generations also present new potentials: being more open to changes and knowledgeable of new technologies, younger generations have a greater potential to adapt and seize employment opportunities or create businesses. Migrants, mostly young men, returning from Russia represent a new challenge for their home countries (e.g. social burden, risks of marginalisation, gender issues i.e. changes of the respective roles of women and men). Internal migration from rural to urban areas represents an additional difficulty in terms of service provision in urban areas, availability of infrastructures, protection of the environment and air pollution. It is also a risk of further marginalisation of rural areas.

Public sector reforms have progressed steadily. However, the provision of basic services (such as health, education, sanitation and water) by state institutions is not yet sufficient in terms of quality and quantity. In addition, socio-political exclusion of various segments of society coupled with a high level of poverty and a lack of economic perspectives for the youth bears the risk to increase the influence of conserva-

³ http://www.transparency.org/news/feature/corruption_perceptions_index_2016#table

⁴ In Kyrgyzstan, young people aged 14-28 constitute more than a third of the population and in Tajikistan more than half of the population is under 24.

Sheeps on the road in Tajikistan. © SDC



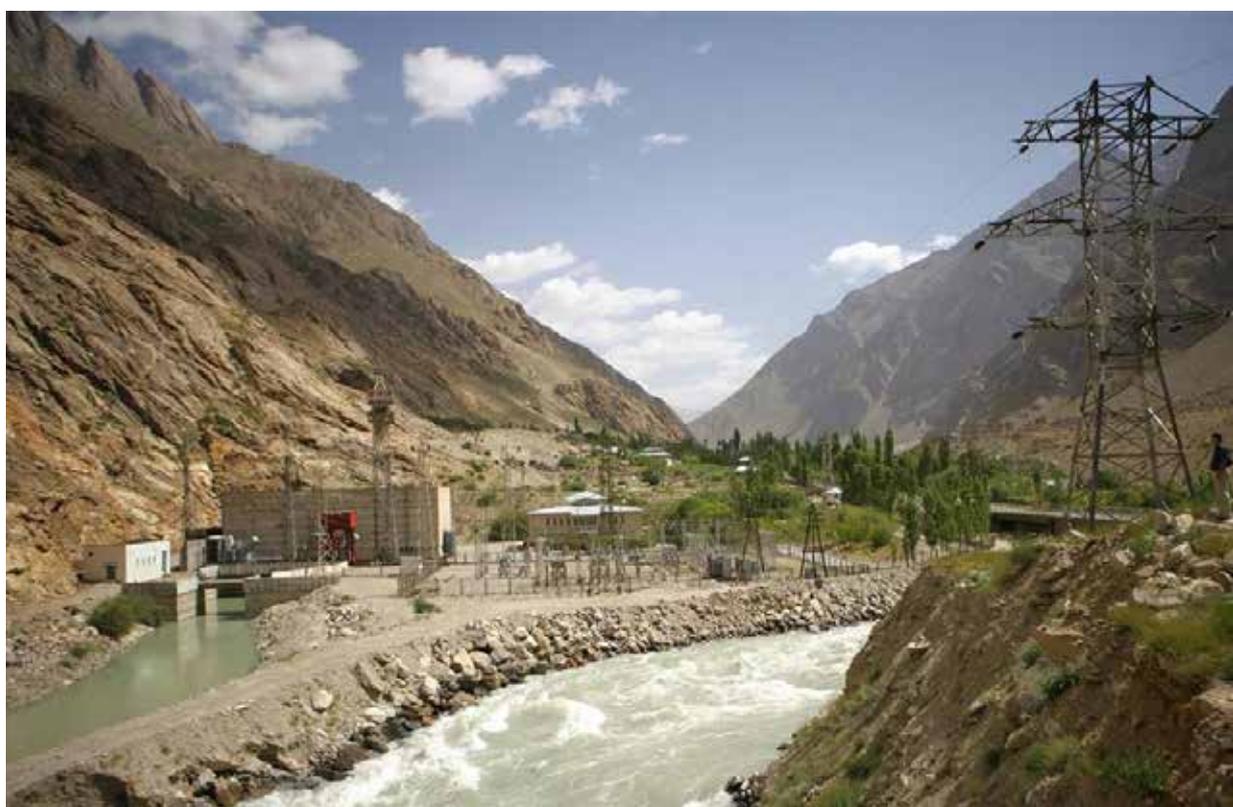
tive and radical ideologies. This trend was observed during the last years, resulting in loss opportunities in particular for girls or young women (limited access to education, early marriage, domestic violence, lack of social protection).

Environment / Water and infrastructure

Infrastructure in general (e.g. water, sanitation, energy, central heating and solid waste) suffers from prolonged underinvestment as well as deficiencies in terms of management and regulatory environment. Integrated Water Resources Management (IWRM) principles are not consistently applied in the region: fixed quotas are allocated to every country, notwithstanding changes of water availability due to climate change, population growth and higher demand from agriculture, power generation and industry. National interests prevail and the competition over

scarce water resources leads to tensions hampering the socio-economic integration of the region. The regional water/energy nexus carries potential for conflicts which is increased by climate change. Regional organisations have not yet been able to create a favourable environment leading to a joint and dynamic management of regional river basins. Presently, the renewed relationship between country leaders presents opportunities for cooperation and support by international partners (development banks, bilateral donors).

Central Asia is seriously affected by climate change (erratic precipitation patterns, melting of glaciers, natural hazards, etc.). The region is prone to frequent seismic activity with potentially disastrous consequences for the population, the private sector and basic infrastructures.



SECO supports Pamir Energy, a power utility in East Tajikistan, in providing clean and affordable energy for the region.
© Matthieu Paley

2. Swiss Foreign Policy Objectives for the Region and Other Donors' Strategy

Cooperation with Central Asia is an integral component of Swiss foreign policy and foreign economic policy and is based on the Federal Law on Cooperation with Eastern Europe. Through its transition assistance, Switzerland promotes the rule of law, democracy and a social market economy, and strengthens civil society. In doing so, Switzerland helps to restore stability to politically volatile regions and improves the opportunities available to the people who live there.

In addition, Switzerland intends to address the nexus of peace, development and human rights. A virtuous circle of good governance, rule of law and inclusive economic development is necessary to enable countries to respond to their populations' legitimate aspirations for a better life. The report "States of Fragility 2016 (OECD)" provides a further rationale for cooperation. It characterises fragility as the combination of exposure to risks and insufficient coping capacity of the state system and/or communities to manage, absorb or mitigate those risks.

The issue of water & security is high on Switzerland's foreign policy agenda: equitable water access is considered as a promoter of peace. The Swiss hydro-diplomacy approach is aligned with the Federal Dispatch on International Cooperation 2017-2020 as well as with the Federal Department of Foreign Affairs (FDFA), Lines of Action on Water and Security.

In Central Asia, thanks to its long-standing cooperation in water management, Switzerland has been able to position itself as a key and credible actor. Switzerland will therefore pursue its water diplomacy agenda built on its reputation, expertise and network.

Switzerland's bilateral cooperation in Kyrgyzstan, Tajikistan and Uzbekistan aims to foster the transition towards democracy, respect for human rights and inclusive growth. This support contributes to enhancing peace and security as well as social, economic and political inclusiveness. A conducive business environment, a well-regulated financial sector, further development of market systems as well as access to capital contribute to this goal.

The new Federal Dispatch to Parliament 2017-2020 highlights the importance of maintaining good relations with Central Asian countries, to support their development and, ultimately, to foster sustainable development and peace in the region.

Swiss cooperation works with several international development actors in Central Asia:

1. The **World Bank Group** (WBG), the International Monetary Fund (IMF), the European Bank for Reconstruction and Development (EBRD), the Asian Development Bank (ADB) and the Asian Infrastructure and Investment Bank (AIIB) support states on macro-economic issues, climate change, private sector development and financing of large infrastructure projects. Switzerland supports these efforts by co-financing selected projects and by participating actively in the Board of Directors of these institutions.
2. The **United Nations** system which is extensively represented (UNDP, UNICEF, UN Women, FAO, WFP, WHO, etc.) and has important programmes in democratic governance, food security, education, health, justice, water and disaster risk reduction (DRR).
3. Alongside Switzerland, many countries are active in **bilateral cooperation**: Germany, the United Kingdom, the United States, Russia, China, Japan, Korea, Turkey, France, Finland and the European Union. These donors implement socio-economic development and security cooperation programmes. Swiss cooperation will continue to work in partnership with like-minded bilateral donors.

3. Results of the Swiss Cooperation Strategy for Central Asia 2012–2016

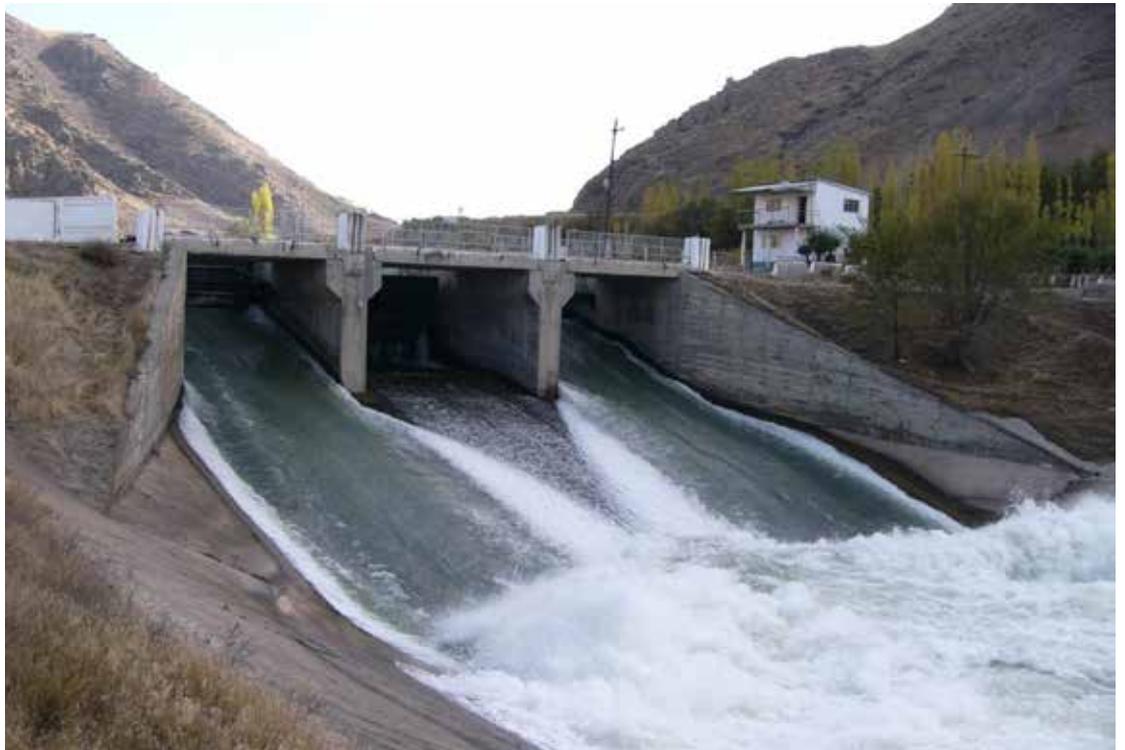
The evaluation of the results of the Regional Cooperation Strategy 2012-2016 confirmed the relevance of the Swiss cooperation programmes and of the regional approach and underlined the achievement of significant results.

3.1 Regional programme

The Swiss engagement allowed for a standardisation of data exchange and information systems on rivers shared by Kyrgyzstan and Kazakhstan. Initiatives aiming at enhancing regional cooperation in order to establishing joint management of the regional water resources have started. A first initiative, initiated by

the World Bank and co-funded by Switzerland⁵, addresses water management issues and the water-energy nexus at regional and national level; the second Swiss initiative on hydro-diplomacy which led to the regional high-level conference on water resources management in Basel in 2014 which was an important milestone for enhanced dialogue among countries in the region. Both initiatives have also contributed to strengthen internal countries' capacities for an efficient, effective and sustainable management of their water resources. In Tajikistan and in cross-border areas between Kyrgyzstan and Uzbekistan (e.g. Fergana Valley), the Swiss programme contributed to improve protection of the population against natural hazards. Swiss engagement also successfully promoted compatibility of national systems.

⁵ SECO supports the Central Asian Energy-Water Development Programme, CAEWDP.



Promotion of Transboundary Water Cooperation between Kyrgyzstan and Kazakhstan: Hydraulic distribution structure below the Kirov reservoir. © SDC

3.2 Kyrgyzstan

Public sector reforms and infrastructure

At the national level, Swiss support enabled significant progress as regards public finance management (PFM) reforms, paying the way for increased transparency and efficiency in using public resources. Banking supervision was improved and the financial sector strengthened. The Swiss engagement in local governance increased the participation of citizens (including a substantial number of women) in budgetary processes, resulting in an improved level of satisfaction towards local governments. The model developed with the support of Switzerland was mainstreamed in national policies. Regarding infrastructure, municipalities supported by Switzerland reported increased connection rates for safe drinking water and improved performance of the water utilities.

Private sector development and trade promotion

Swiss action focused on the simplification of the regulatory framework, thereby relieving administrative burdens in taxation and SME inspections. These reforms significantly reduced the cost of doing business for Kyrgyz SMEs. Access to business advisory services and to finance allowed companies to develop their commercial competencies, sustain or expand domestic employment and increase their annual turnover. Swiss engagement also enabled local textile and clothing exporters to sustain their export volumes by becoming more resilient to external factors. An increased focus was recently put on fostering local economic development and creating business and employment opportunities in rural areas.

Health

The Sector Wide Approach applied by the Joint Financiers (Switzerland through SDC, World Bank, KfW) to support the implementation of the national health sector strategy resulted in increasing Kyrgyz state funding for health. Over the years, joint efforts have contributed to reducing under-five mortality by 2/3, thus allowing Kyrgyzstan to meet MDG4 target. The quality of care at hospitals countrywide has considerably improved. The new medical education curricula for family doctors and nurses helped to address the issues of shortage and ageing human resources at the primary healthcare level. The awareness of the population concerning the main risks related to communicable and non-communicable diseases has increased. Finally, health facilities have improved their performance and efficiency through a financial decentralisation process. These systemic changes and the inclusion of governance and gender principles will improve the sustainability of the reforms.



Public Services Improvement: Service provision at the local level in Kyrgyzstan. © SDC



Trade Promotion Programme: Partner clothing companies in Kyrgyzstan learn how to enhance garment production and sales abroad. © ITC (International Trade Center in Kyrgyzstan)



Health Care Waste Management: A nurse at province hospital is using a needle cutter to destroy a used syringe. © SDC

3.3 Tajikistan

Urban and rural drinking water and sanitation

From 2012 to 2016 close to five hundred thousand people - out of a population of eight million - gained access to safe and affordable drinking water in rural and urban areas. The performance of water utilities has improved: for instance, the collection rate of water tariffs has increased. Tariffs have also been raised, but are still too low to ensure full cost recovery of the water and sanitation system. Though access to water is equitable, women's presence at the management level of the water user associations still needs to be improved. The government's approval of the National Water Sector Reform Programme in 2015 laid the basis for the adaptation of the legal framework and institutional set-up reflecting a river-basin approach.

Rule of law

In project areas, over 13'000 individuals (72% women) used the free legal services and services for victims of domestic violence, whereas this was not possible before for poor people. Most of those poor persons could then claim various benefits (e.g. child allowance, pensions, property rights in divorce proceedings, enrolment of children in school). The reform is led by the Ministry of Justice increases the sustainability of the system changes. Thanks to Swiss support, Tajikistan now has a Supreme Audit Institution responsible for the external oversight of state expenditures. The institution also became a member of the International Organisation of Supreme Audit Institutions.



Khorog HPP Dispatch Electric Panel, Tajikistan.
© Pamir Energy

Private sector development and trade promotion

Switzerland's activities helped to ease tax pressure on SMEs, to reduce financial fragility and over-indebtedness by launching the credit bureau, which is now fully operational and high in demand. Further action helped to sustain domestic employment via enhanced accesses to finance and new export markets. The support to the latter allowed employment to be maintained in the textile sector. Most of the jobs saved were occupied by female employees. The tax reform reduced the cost of doing business in Tajikistan for all corporation taxpayers and limited corruption at this level. Swiss support also enabled Tajikistan to become a member of the WTO and to get access to the European Union's Generalised Scheme of Preferences.

Health

Swiss investments gave 2.2 million people access to high-quality primary healthcare services. Strengthened capacities of community health providers resulted in positive behavioural changes among mothers which contributed to a reduction in child mortality. Child morbidity and mortality were also reduced thanks to the access to safe drinking water and sanitation (reduction in waterborne communicable diseases such as typhoid and hepatitis). Women and girls could dedicate more time to livelihood and education activities. The reform of the medical education system has been supported as from the beginning by Switzerland with the introduction of a post-graduate specialisation in family medicine and a continuing medical education programme for family doctors and nurses.



Prevention of Domestic Violence: Young people and professional actors perform sketches on domestic violence issues devoted to the International Day of Families in Tajikistan. © PDV

3.4 Uzbekistan

The government adopted a water sector decree initiating the regionalisation of water management bodies and setting a roadmap for the reform. Switzerland through the SECO provided targeted regulatory support to the authorities in the elaboration of this decree. Projects implemented in the past 10 years have been supporting increased water productivity at plot level, and better management of the irrigation water at the community and farm levels. The participation of women in the managing structures of water consumers' associations has only slightly improved. The priorities of the state programme on land reclamation and rational use of water were directly derived from the projects' recommendations (water measuring and saving techniques, capacity building). In parallel, support to the national reform of the vocational education and training sector helped develop a set of new professional profiles, providing associated learning material and training. Their performance in the labour market will be evaluated at a later stage (e.g. relevance of the training received).

3.5 Humanitarian Aid and Disaster Risk Reduction (DRR)

The region is prone to natural disasters. Swiss Humanitarian Aid intervened several times after floods, mudslides and earthquakes. Thanks to its quick response capacity, SDC was often the first aid agency supporting emergency intervention. Natural disasters showed the necessity of enhancing DRR integration into project designs and in development strategies and plans at local and national levels. Capacity building, institutional development and policy adaptations remained high on the agenda. This prepares the ground for the shift from emergency-response oriented actions to a systemic development approach involving all relevant ministries, departments and agencies.

3.6 Regional arts and culture

The regional arts and culture programme has supported annually more than 2'000 professionals. Over 40'000 people had access to these artistic productions. A serious and deepening commitment to cooperate across differences, to honour cultural diversity and showcase shared values was demonstrated across the region, and among partners and civil society.



A decentralized drinking water system supplies the population in rural Uzbekistan. These public wells are shared by several families. © SDC



Disaster Risk Reduction (DRR): A severe earthquake in Bartang Valley, Tajikistan, devastated many buildings. © SDC



Disaster Risk Reduction (DRR): Earthquake proof buildings withstand the seismic forces and prevent families from losing their homes and subsequently their livelihoods. © SDC



Regional Arts and Culture Programme: Theatre Masters School of Arts in Samarkand with its performance of "Oedipus". © SDC

4. Implications for the Swiss Cooperation Strategy – Central Asia 2017–2021

The significant water deficit will increase difficulties for the economy and might provoke a decline in gross domestic product (GDP). According to the World Bank's study "High and Dry", these effects can be mitigated if adequate regional policies are implemented. Investments in new technologies for expanding water supplies and using water more efficiently will be vital but this is only feasible with a regional political consensus. Switzerland will support countries in this endeavour through a regional/transboundary approach as well as through actions at national and local levels.

The hydro-diplomacy approach is part of the Swiss response to regional challenges. It aims to use water as an instrument for cooperation and peace. At the global level, the Swiss initiative contributes directly to the implementation of the Sustainable Development Goals, in particular the water and sanitation goals.

Swiss diplomatic efforts building on previous efforts in strengthening regional water management and the Basel initiative will aim to enhance confidence among countries and will be coupled with operational activities in other related areas, e.g. transboundary cooperation. Switzerland will work with regional organisations to advance water issues but also use regional and international forums, such as scientific conferences or international platforms, to advocate for regional Integrated Water Resources Management (IWRM). It is expected that supporting compatible national systems will eventually lead to shared management of the regional water resources. Switzerland will promote IWRM while focusing on three of the entry points identified in Basel, namely 1) sharing of hydrometeorology data, 2) adoption of common water quality standards and 3) joint management of water infrastructure and joint investment in the latter.

The Swiss programme will support political reform processes improving countries' resilience to external shocks but also increasing social cohesion and political participation. Switzerland will continue working on issues related to access to key social and economic services (e.g. water, sanitation and health) and supports initiatives to improve transparency and performance of state institutions, enhance checks and balances and combat corruption.

Swiss support to reform processes will always consider specific needs of women and aim at improving their well-being and socio-political representation.

The Eurasian Economic Union and the Chinese Silk Road Economic Belt Initiative (also known as the "One Belt One Road" OBOR initiative) represent development potentials for the region. The consequences of these important initiatives and the role of other regional organisations (e.g. ADB, AIIB) will be closely monitored to identify opportunities for partner countries and synergies with existing Swiss-funded projects. Swiss Cooperation will maintain its partnerships with multilateral organisations (e.g., World Bank Group, IMF, EBRD ADB and AIIB) as they have large investment capacities, expertise in the Swiss priority areas and the potential to leverage Swiss best practices. Additionally, in a context where countries remain extremely dependent on remittances and rely on poorly diversified economies, Switzerland will continue to engage with international financial institutions to find ways to tackle youth unemployment and to develop economic prospects.

Switzerland represents the Kyrgyz Republic, Tajikistan, Uzbekistan, Turkmenistan, and Kazakhstan in the Executive Boards at the World Bank and at the IMF, as well as Turkmenistan and Uzbekistan in the Executive Board at the EBRD. Switzerland will continue to ensure that their development needs are taken into account by the respective institution.

In the short term, no noticeable degradation of context is expected within the countries or the region. The Swiss representations in Central Asia will therefore work according to the "status quo" scenario (see annex 4). However, they will remain flexible to adapt to changes in their environment or the implementation of the projects.

5. Strategic orientations and priorities for 2017–2021

5.1 Overall goal

In Central Asia, peace and social cohesion as well as responsive and inclusive institutions and sustainable development improve the population's well-being.

Switzerland's overall goal is aligned with the Sustainable Development Goals (SDGs):

Worthwhile mentioning is SDG 16 to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Effective and responsive institutions delivering high-quality basic public services – in particular health, clean water and sanitation, financial and business related services – will improve the well-being of people and support sustainable economic development (SDGs 3, 6, 8). This would also contribute to prevent conflicts and the spread of conservative and radical values.

5.2 Water, infrastructure and climate change (SDG 6, 7 and 13)

Central Asian states provide the necessary framework to allow joint and equitable management of regional river basins. At national level, households, agriculture and other economic sectors have equitable access to and use well-managed water resources, high-quality infrastructure and public services.

The Swiss hydro-diplomacy initiative aims to bring countries together in a spirit of solidarity to tackle water, energy and food-related challenges. The objective is to improve trust and a fair balance of interests by building a sense of common responsibility. The application of Integrated Water Resources Management (IWRM) principles in the region will enable water to be considered as a resource to be managed, protected and shared equitably among countries and users.

The riparian countries jointly agreed on priority topics for regional cooperation in water:

1. Transparent sharing of hydrometeorology data and joint use of forecast modelling among riparian countries to prevent water-related disasters.

2. Adoption of water quality standards and monitoring and water efficiency programme.
3. Investment in and joint management of trans-boundary water infrastructure.

Progressing on these topics would ultimately support riparian countries in their endeavour to find sustainable solutions to water resources management at regional and national level in a context highly sensitive to climate change and natural hazards. Concretely, this means working on the protection of watersheds, adaptation to climate change and promoting measures for mainstreaming disaster risk reduction, measures and conditions necessary to optimise the quantity and quality of water available in the region.

Access to safe drinking water and sanitation, as well as waste disposal services is still critical and has high gender relevance. Provision of reliable and efficient public services will be strengthened, including safe drinking water, sanitation and solid waste management, while mainstreaming the consideration of natural hazards through disaster risk reduction measures. Irrigation, energy and urban integrated infrastructure projects fostering economic development and people's inclusion will also be supported.

Switzerland will continue its support for the water sector policy dialogue, inter alia providing policy advisory services to the governments at ministerial and policy-making levels.

Water pipelines, Aksu Watershed, Tajikistan, ©SDC





Rural Water Supply and Sanitation Project, Ferghana Valley: Families have private water supply in the village and are aware of the importance of timely payment of tariffs for water. © International Secretariat for water in Kanibadam district

Increasing access to public services goes beyond a technical issue: it implies adapted managerial, human and financial resources.

Action at political and policy levels will foster the enhancement of the institutional capacities and legislative environment. The different levels of administration, be it community-based, municipal, provincial, national and the private sector (among others), must have clear roles and responsibilities. Enhanced participation of women in water governance bodies at all levels remains a priority.

Upscaling efforts began and should attract new financing models. The aim is to ultimately relieve the institutions from their dependence on international aid, by proving the financial sustainability of the sector through efficient operation and maintenance as well as affordable cost-recovery tariffs. Functioning infrastructure managed in a transparent and inclusive manner is a pillar for increasing living standards.

5.3 Governance, institutions and decentralisation (SDG 5, 11)

Public institutions deliver efficient and effective services in an inclusive way and are accountable to citizens. Civil society participates in decision-making processes.

The goal is to strengthen democratic processes and institutions and to improve the quality of selected public services. The governance programme will pursue the promotion of initiatives securing spaces for inclusive public participation in reform and de-

cision-making processes. Swiss action will support institutions, at all levels, to become accountable, efficient and effective in basic service delivery. The latter must be available and accessible to all groups of the population, especially the most vulnerable, in order to promote inclusion and reduce social and political marginalisation. Those services must also take into account the specific needs and constraints of women. Citizens and civil society will be supported to actively engage in political and administrative processes. Promoting democratic and inclusive governance and respect for human rights (with specific projects on the rule of law and access to justice) is a means to support sustainable development in Central Asia. The issue of corruption will be addressed systematically.

More specifically, in Kyrgyzstan, targeted action will promote increased public service coverage at local level; support increased efficiency and transparency in public financial management; and provide support to reinforce parliamentary systems enabling citizens to hold their government and parliament accountable. Furthermore, the Kyrgyz Republic will be supported in strengthening its democratic election processes, thereby increasing the citizens' trust in the political system. In Tajikistan, Swiss cooperation will in particular support state institutions in implementing reforms, managing and delivering high-quality, affordable services in targeted areas (legal aid, civil registration, prevention of domestic violence). With this support, public institutions will effectively fulfil their functions in a transparent and accountable manner and respond to the needs of citizens.

Swiss cooperation will strengthen cooperation between governments, citizens and civil society in order to enable the latter to influence policymaking and monitor effectively local and national public institutions. In both countries, Switzerland will facilitate increased citizen participation in decision-making processes at the local and national levels, support improved transparency and accountability of public institutions towards citizens at all levels, and improve service management by governments that responds to the demands of citizens. Furthermore, in Tajikistan, Swiss cooperation will help maintain an open space for dialogue between government and civil society organisations on key legal issues.

By integrating governance as a cross-cutting theme in all of its programmes, Switzerland will ensure that its support is more equitable, transparent, effective, inclusive, gender-responsive and will lead to sustainable results in terms of poverty reduction. Therefore, programmes in all areas of activity will strengthen the links between state, civil society and the private sector at the national but also at a decentralised level. Governance-related capacity-building and institutional development of organisations, including corporate governance, will be implemented with the aim of not only strengthening technical capacities of institutions but also clarifying their roles and responsibilities. Finally, participation of relevant communities, civil society and the private sector in all projects supported by Switzerland is also a governance principle that will be ensured through the programmes.

5.4 Employment and economic development (SDG 8)

The private sector, including competitive micro, small and medium-sized enterprises, creates decent jobs and inclusive economic growth in a favourable and efficient business environment.

Kyrgyzstan and Tajikistan aim to gradually counter-balance the external drivers of the economy (remittances, commodity prices) with more sustainable internal contributors to economic development such as productive employment, high value-added services and industrialisation and competitiveness of local producers. At the time of writing, Uzbekistan is reflecting on how to cautiously reform its economic governance, improve the relation and connectivity towards its neighbours and use international assistance in this regard.

In alignment with these national economic priorities and related challenges, the goal pursued by Swiss cooperation is to support the private sector – including competitive micro, small and medium-sized enterprises (MSMEs) – and its diversification, to create decent jobs, inclusive and sustainable economic growth and ultimately contribute to reducing poverty.

Key action to achieve this goal includes:

1. creating favourable business environments;
2. establishing well-regulated financial and micro-finance sectors;
3. facilitating access to international and regional markets, know-how and capital;
4. supporting local economic development and value chains incl. those in energy-efficient areas and in tourism.

Through its economy-wide action, Swiss cooperation will continue to support efforts of state institutions to simplify and improve the business regulatory environment. Selected reforms in the most challenging areas such as inspections, permits/licences and customs will be supported with technical assistance and through active participation in policy dialogue. The introduction of e-service delivery by state institutions will contribute to better governance by reducing potential sources for corruption. As a result of Switzerland's contribution, effective, client-oriented institutions will deliver accessible and affordable services to populations/MSMEs (business, finance & microfinance, trade, local economic development and value chains).

Hands-on assistance to MSMEs, entrepreneurs and producers will be provided. Innovation and know-how transfers to companies for the production of high-quality goods/services will be facilitated. Good corporate governance practices in MSMEs, vocal business and producer associations and institutional development of local trade and consulting service providers will also be promoted. As a result, competitive local MSMEs, entrepreneurs and producers can develop into drivers of sustainable economic growth and employment (Particular efforts and approaches will target women, young people and rural areas so that these vulnerable groups can equally benefit



Access to Justice: Legal consultation is provided for the women in the legal center in Dushanbe, Tajikistan. © Helvetas



Skills Development Project: Practical electrogas welding training in Uzbekistan. © SDC

from economic growth and employment). An additional focus will be given to MSMEs in the area of tourism as a driving force for inclusive growth and job creation.

Furthermore, Swiss cooperation will facilitate access to long-term capital and broaden the spectrum of financial products essential for the development of the private sector. Full programmatic approaches, including introducing macro-prudential measures in financial sector regulation, strengthening financial infrastructure, promoting good governance principles in market regulation, and developing new banking products (including mobile money) will be employed. To mitigate financial fragility (both for institutions and population), Swiss cooperation will also foster

responsible finance practices, financial literacy, consumer rights protection and the use of advanced risk management tools by financial institutions.

Economic development projects will not only create livelihood opportunities but also promote growth which is inclusive, benefiting all segments of the population. The potential of using remittances for productive investment will be explored. To accommodate demands from partner countries for skills development support, projects will, whenever feasible, include a capacity development component (the goal for these projects is to have every trained person employed).

5.5 Health (SDG 3)

Sectoral reforms and systemic engagement at policy and population level respond to the high demand for high-quality, efficient, accessible and affordable healthcare services.

Access to quality and affordable health services is not only a basic human right but also contributes to economic growth. Swiss cooperation will therefore continue its support to health sector reforms. An increasing focus will be placed on systemic engagement improving governance and ensuring that the system responds to the high demand for high-quality, efficient, accessible and affordable healthcare services. Swiss-funded health projects will be guided by the Universal Health Coverage core principle to improve health, which consists of three basic objectives:

1. access to health services has to be equitable – everyone who needs services should get them, not only those who can pay for them;
2. quality of health services should be good enough

The village medical point's nurse conducting campaign on hypertension control for the population. © Swiss Red Cross



- to improve the health of those receiving services;
3. people should be protected against financial risks, ensuring that the cost of using services does not put people at risk of financial harm.

Optimisation of health financing, medical education reforms, community-based health promotion and control of non-communicable diseases (such as cardio-vascular and chronic respiratory diseases, diabetes and cancer) will be major issues to be addressed, taking into consideration gender aspects (e.g. men are more prone to suffer from heart-related diseases). The programme will be instrumental in reducing unequal access to health services and in tackling governance challenges, in particular transparency, effectiveness, equity and accountability, at all levels of the healthcare system.

Specifically, Switzerland will contribute to building an accountable and integrated primary healthcare system based on family medicine, ensuring quality of service delivery. In Tajikistan and Kyrgyzstan, the reform of medical education towards international standards will be supported. A particular focus will be placed on human resource policy implementation for health, aimed at ensuring availability of well-trained and motivated primary health workers, including in remote geographic areas. Furthermore, an essential contribution will be made to improving the planning, monitoring and management capacities of health managers at different levels as well as promoting women's participation in the health management structures. In Kyrgyzstan, for example, Swiss cooperation will support the decentralisation of management and autonomy of targeted hospitals. Also, through health promotion activities, community members will be empowered to take responsibility for their own health and to hold health institutions accountable.

In view of further streamlining the project portfolios and making the best use of available resources, the scope of any new projects in the health sector will be narrowed to a governance approach (and integrated into the governance portfolio). The portfolio will combine sector-wide approaches and bilateral projects. Switzerland will work with international and local partners ensuring transfer of knowledge, ownership and sustainability. Swiss Cooperation will actively participate in the policy dialogue to support the implementation of reforms.

5.6 Disaster Risk Reduction

Owing to their rough and mountainous terrain and climatic conditions, Central Asian countries (particularly Tajikistan), are prone to frequent natural disasters (e.g. earthquakes, flash floods, mudflows, snow avalanches, rock falls). In the past, Switzerland has often been the first agency to support emergency interventions thanks to its quick response capacity and its extensive experience in dealing with disas-

ters common to mountainous areas. In the future, Switzerland will continue to provide rapid response and emergency relief for natural disasters through its humanitarian assistance instruments. In mountainous Tajikistan, Switzerland is an active member of the Rapid Emergency Assessment and Coordination Team (REACT), which is under the lead of the Committee of Emergency Situations and Civil Protection. Support will be provided based on needs assessments and in close collaboration with the Committee and in partnership with local and international humanitarian assistance agencies.

In line with the international DRR Sendai framework for action, Switzerland will consolidate in Tajikistan the integration of the disaster risk reduction (DRR) programme into its development interventions (mainly in Water, Infrastructure, Climate Change domain). DRR is a development concern and a cross-cutting issue in particular for infrastructure projects. The applied approach will reinforce national and local structures, allowing for risk-informed development and responsive systems.



Installation of early warning system in Shugnan district, Tajikistan. © FOCUS Tajikistan

5.7 Arts and culture

Swiss cooperation has committed to devote 1% of the operational budget to supporting initiatives in the local artistic and culture sector. Switzerland will encourage diverse artistic and cultural creations in Central Asia contributing to a peaceful, inclusive and democratic society. Support will be provided for the design, production and dissemination of events/products and for the institutional development of selected partners. This support will contribute to increasing the cultural offer and diversity and foster interest, understanding and appreciation of art and culture actors. The latter will relay values reinforcing social cohesion, promoting democracy and respect for human rights. The Swiss-funded projects will actively encourage regional exchanges, strengthen the focus on youth and the commitment to reaching out to peripheral and culturally disadvantaged areas.

6. Programme implementation and management

The implementation of the strategy is under the responsibility of the Swiss representations based in Kyrgyzstan, Tajikistan and Uzbekistan. These offices will receive guidance from SDC and SECO head offices in Switzerland. Close coordination at country but also at head office level between SDC and SECO will provide for synergies between projects according to the core competencies of these two federal entities. Swiss cooperation avoids duplicating organisational structures hence reinforces and uses whenever possible the existing country systems. This contributes to the sustainability of the project results.

The hydro-diplomacy initiative is steered by SDC. Its implementation requires the involvement of the regional water adviser based in Kazakhstan and all Swiss representations in the region. A special envoy for water, based in Switzerland, will provide additional support to this process.

Switzerland will work at all levels (macro, meso, micro) with a mix of different *modi operandi* (using development as well as diplomatic instruments) and partners (contributions to multilateral agencies, bilateral projects, support to civil society and the private sector), helping to address issues requiring major investments. Multi-donor initiatives and sector-wide approaches will be supported. Switzerland will maintain a prominent role within donor coordination platforms (e.g. governance in Kyrgyzstan, water in Tajikistan).

Overall thematic orientation and most of the existing partnerships – be it with government institutions, multilateral/regional actors, NGOs or UN agencies – will be continued. Relationships with development banks will be strengthened (Asian Development Bank, European Bank for Reconstruction and Development, Asian Infrastructure Investment Bank) to identify potential synergies. The consequences of membership of the Eurasian Economic Union will be closely monitored.

To ensure that Swiss development activities are appropriate for any given context, Conflict Sensitive Programme Management (CSPM) will be applied as a standard management tool. Social studies will allow the most vulnerable groups of the population to be identified, as well as any changes to their situation, specifically that of women and girls (e.g. how does migration affect women?). The performance of each of the areas of intervention is monitored, with clear indicators, including for gender and governance.

Whenever possible, implementation of projects will be done through existing structures in order to facilitate the scaling up of best practices. Governments will be further supported to steer and manage policy and reform processes, enabling the delivery of services to the population to be carried out effectively. The inclusiveness principle will not only prevail at service delivery but already when designing reforms or drafting policies. This will guarantee that specific needs of various segments of the population are taken into consideration. The design of new projects will take into account, if feasible, all potential for capacity building and skills development. This will foster social inclusiveness and improve sustainability through the transfer of know-how. The policy dialogue will be used primarily as an instrument to influence/advance the reform processes to which Switzerland is contributing.

The transversal themes of gender equality and governance, while mainstreaming disaster risk reduction, will be addressed and integrated systematically in projects and programmes to safeguard lives, sources of livelihood and inclusive development results.

DRR and climate change issues will be addressed specifically within the area of water, infrastructure and environment. The vulnerability of all projects to climate change and natural hazards will be assessed. If required, appropriate mitigation and adaptation measures will be undertaken.

The competencies of Swiss cooperation human resources, specifically on gender and CSPM issues, will be enhanced. Peer learning will improve internal methodological competencies but also increase thematic knowledge.

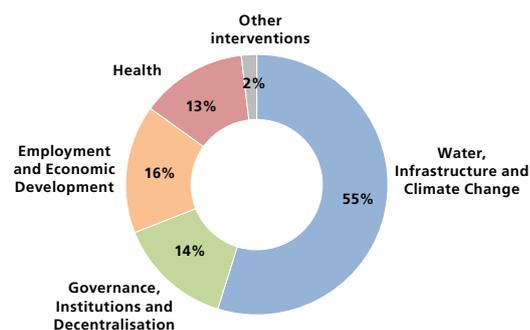
The regional outcome related to water overarches all Swiss-financed activities in the sector, including in countries such as Kazakhstan and Turkmenistan, where the Swiss Cooperation is not present but which are important regional players. For some specific aspects, e.g. security or watershed management, Afghanistan will clearly need to be considered in the analysis and search for solutions.

The activities under this strategy will be financed through the present Swiss framework credit 2017–2020 for transition cooperation in Eastern Europe. The fifth year being financed by the next framework credit 2021-2024 cannot be defined now and is therefore not considered in the tables below.

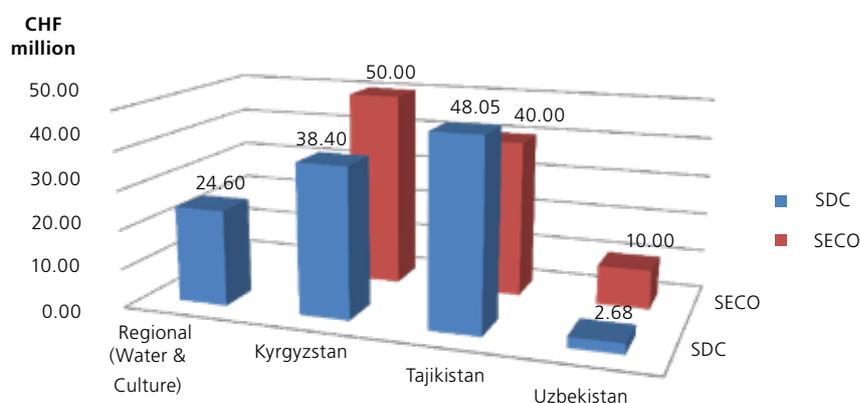
The information on planned commitments for the five-year period of this strategy is indicative. Actual disbursements will depend on various factors, such as the changes in the project portfolio and the framework conditions of the partner country as well as available disbursement credits authorised by the Swiss Parliament.

Planned allocation by domain (in CHF million)

Domain of intervention	Planned allocation 2017–2020 (in CHF million)		
	SDC	SECO	Total
Water, Infrastructure and Climate Change	50.13	67.00	117.13
Governance, Institutions and Decentralisation	25.35	5.00	30.35
Employment and Economic Development	6.10	28.00	34.10
Health	28.10		28.10
Other interventions	4.05		4.05
Total	113.73	100.00	213.73



Planned allocation by country



7. Strategic steering

The monitoring system of the new Cooperation Strategy is organised so that the effectiveness and coherence of its implementation is checked at programme level through the use of a monitoring matrix derived from the Results Framework. It assesses progress towards achieving expected outcomes of Swiss projects and their contribution to country development, including with regard to social, political and economic inclusion. Gender and governance – as transversal themes – are monitored in all sectors.

The monitoring system also offers an overview of how the Cooperation Strategy adheres to the context, using an instrument for outsourced analysis of contextual developments relevant to the Cooperation Strategy. The Monitoring System for Development Related Changes (MERV) is also used to this end. The scenario table (Annex 4) contains the adaptations to the Cooperation Strategy which may be needed based on possible changes in the context. Swiss Cooperation will conduct stakeholder assessments and partner due diligence processes to guarantee the relevance of its responses and the fiduciary security of its investments.

Regular external evaluations will be conducted at project or sector level to assess achievement of objectives and sustainability of development impacts. Peer reviews can also provide for capitalisation of experience and capacity building. Finally, an internal control system (ICS) allows for process control and management risk mitigation.

The Swiss representations in Bishkek, Dushanbe and Tashkent are responsible for the implementation, monitoring and steering of the Cooperation Strategy. The Swiss hydro-diplomacy initiative is led and coordinated by a joint SDC team composed of representatives from the Global Cooperation Department and the Cooperation with Eastern Europe Department. The regional water advisor, based in Almaty (Kazakhstan), will manage the regional water programme and offer support to Swiss cooperation offices in Central Asia. All Swiss representations in the region will support the hydro-diplomacy initiative. A special envoy will complete the set-up.

The policy and political dialogue related to development issues will be implemented by the Swiss representations in the countries. They participate in relevant coordination platforms, specifically the ones between the governments and other donors.

The specific steering tasks are:

- To analyse contextual trends and take appropriate adaptation measures to maintain the relevance, effectiveness and efficiency of the Swiss Cooperation Strategy;
- To monitor the progress of programme outcomes;
- To be accountable for the set of objectives and to report on achievements;
- To capitalise on experiences, scale-up best practice and promote learning at all levels.

The Swiss representations have at their disposal an integrated set of management and monitoring tools (see the outline of the monitoring system in Annex 3).

The Annual Report highlights the progress of the Swiss Cooperation Strategy's implementation. Together with the management response, it constitutes the main strategic steering instrument. It reports on results achieved, measured and evaluated against targets defined in the overall Results Framework of the Cooperation Strategy (Annex 2). It also analyses the contribution of the Swiss programme to country development results, as well as the implications and planning priorities for the subsequent year.

Whenever feasible and appropriate, aggregated reference indicators (ARI) respectively standard indicators (SI) will be used. The collected data will feed the communication system and inform on the Swiss contribution towards the achievement of the Sustainable Development Goals.

The fragile and rapidly changing context (e.g. due to migration or shocks) means that programme steering will require some flexibility to adapt implementation according to emerging opportunities and risks as well as the different scenarios (see Annex 4).

Project steering committees also provide opportunities to exchange with representatives of national authorities on political and policy issues. Those discussions contribute to the strategic steering of the Cooperation Strategy.



Landscape in the Rasht Valley, Tajikistan. © SDC

Annex 1: Swiss Cooperation Strategy for Central Asia 2017–2021 at a glance

Regional	
Domain	Water, Infrastructure and Climate Change
Goal	Central Asian States provide the necessary framework allowing a joint and equitable management of regional river basins. At national level, households, agriculture and other economic sectors have equitable access to and use well-managed water resources, quality infrastructure and public services. Consequences of climate change are considered at all levels.
O1	Stakeholders agree on basic aspects of mechanism of IWRM.

	Kyrgyzstan	Tajikistan	Uzbekistan
Domain	Water, Infrastructure and Climate Change		
Goal	Central Asian States provide the necessary framework allowing a joint and equitable management of regional river basins. At national level, households, agriculture and other economic sectors have equitable access to and use well-managed water resources, quality infrastructure and public services. Consequences of climate change are considered at all levels.		
O2	People and entities in targeted areas have access and make use of affordable and sustainable public services and are more resilient to water stresses and natural shocks.	People and entities in targeted areas have access and make use of affordable and sustainable public services, and are more resilient to water stresses and natural shocks.	People and entities in targeted areas have access and make use of affordable and sustainable public services, and are more resilient to water stresses and natural shocks.
O3	The respective institutions and other service providers operate subsectors or systems in an effective and efficient mode.	The respective institutions and other service providers operate subsectors or systems in an effective and efficient mode.	The respective institutions and other service providers operate subsectors or systems in an effective and efficient mode.

	Kyrgyzstan	Tajikistan	Uzbekistan
Domain	Governance, Institutions and Decentralisation		
Goal	Public institutions deliver efficient and effective services in an inclusive way and are accountable to citizens. Civil society participates in decision making processes.		
O1	Public institutions effectively fulfil their functions in a transparent and accountable manner to respond to the needs of citizens.	The population in the regions of intervention know how to and have their rights better protected by using quality public legal services.	N/A
O2	Citizens and civil society actors influence and monitor effectively public institutions at the local and national levels.	The state is able to efficiently manage the targeted public services and to provide quality and affordable services to the population.	N/A

	Kyrgyzstan	Tajikistan	Uzbekistan
Domain	Employment and Economic Development		
Goal	The private sector – including competitive MSMEs – creates decent jobs and inclusive economic growth in a conducive and efficient business environment.		
O1	Effective, client-oriented institutions deliver accessible and affordable services to MSMEs in the targeted areas (business, finance and trade).	Effective state institutions deliver better business and trade related services to the population/MSMEs.	N/A
O2	Competitive local MSMEs and entrepreneurs develop into drivers of sustainable economic growth and employment, in particular in rural areas of Kyrgyzstan.	Competitive and resilient MSMEs develop into drivers of sustainable economic growth and employment.	N/A

	Kyrgyzstan	Tajikistan	Uzbekistan
Domain	Health		
Goal	Sectoral reforms and systemic interventions at policy and population level respond to the high demand for quality, efficient, accessible and affordable health care services.		
O1	The governance of the health system at all levels (health service delivery, health financing, human resources) is effective through consistent implementation of health sector reforms.	The health system is governed on the basis of an evidence based policy and provides quality primary health care services to the population.	N/A
O2	The population of Kyrgyzstan, in particular in rural areas, has equitable access to quality primary care services and adopts a healthier lifestyle.	The rural population in the regions of intervention have access to quality family medicine services and adopts healthier behaviours.	N/A

O = Outcome

Annex 2: Overview Results Framework

Regional & Kyrgyzstan

Important notice: Whenever people are concerned, indicators will always be sex-disaggregated.

<p>Domain of intervention 1: Water, Infrastructure and Climate Change - Regional Domain Goal: Central Asian States provide the necessary framework allowing a joint and equitable management of regional river basins. At national level, households, agriculture and other economic sectors have equitable access to and use well-managed water resources, quality infrastructure and public services. Consequences of climate change are considered at all levels.</p>		
<p>(1) Swiss portfolio outcomes</p> <p>Outcome statement 1</p> <p>Stakeholders agree on basic aspects of mechanism of IWRM .</p> <p>Indicators</p> <p>Level of achievement of IWRM : national political and policy changes serving regional interests.</p> <ul style="list-style-type: none"> - Baseline 2016: Tajikistan has passed relevant IWRM policies (e.g. creation of river basins organisations) and is in the wake of implementing them. - Target 2020: 2 countries have passed and implement relevant IWRM policies; 2 additional countries are in the process of modifying their national legislation accordingly. <p>Number of implemented initiatives based on basin development plans.</p> <ul style="list-style-type: none"> - Baseline: 2 [2016] - Target value: 8 [2020] 	<p>(2) Contribution of Swiss Programme Describe how (1) contributes to (3), add what could help and what might hinder</p> <p>The Swiss Cooperation will contribute to the establishment of</p> <p>Discussion platforms (formal and informal) serving basis for regional dialogue.</p> <p>Switzerland will support hydro-diplomatic activities in the region instrumentalising any emerging windows of opportunities in the areas of regional organizations development, regional and cross-regional experience exchange, joint practical activities.</p> <p>A high-level dialogue platform on IWRM in Central Asia, supported by the Geneva water hub, is built on a demand driven basis. It contributes to resolving regional water issues and strengthening Regional Water Organizations.</p> <p>Switzerland supports the strengthening of the enabling environment to promote energy and water security at regional level and in the beneficiary countries.</p> <p>Assumptions</p> <p>The operational context is very challenging as described below under the "risks" section. Therefore, it is ambitious to plan any results in a given</p>	<p>(3) Regional outcomes</p> <p>Outcome statement 1.1</p> <p>Development of mutually acceptable mechanisms for integrated water resources management and environmental protection in Central Asia taking into account interests of all states in the Region (Aral Sea Basin Plan-4 [ASBP-4]).</p> <p>Indicator</p> <ul style="list-style-type: none"> - Baseline [2017] - Target value [2020] <p>Outcome statement 1.2</p> <p>Continued cooperation aiming to improve the ecological and socio-economic situation in the Aral Sea Basin (ASBP-4).</p> <p>Indicator</p> <ul style="list-style-type: none"> - Baseline [2017] - Target value [2020] <p>Outcome statement 1.3</p> <p>Strengthening institutional and legal frameworks (ASBP-4)</p>

	<p>short-term period as has been proved by lessons learnt from the past strategies. Considering above, the focus shall be placed on supporting any process and progress on the regional cooperation.</p> <p>Risks</p> <p>The willingness of some countries of the region to include their priorities (energy security/food security) into a regional, informal dialogue is increasing, whereas the firmness of other countries not to modify the current status of regional cooperation is also impacting the Swiss contribution.</p> <p>Unequal institutional capacities make it difficult to promote a sound regional cooperation among countries, though several of them have introduced water reforms in order to increase their national capacities to handle the new challenges. But trust is still lacking most.</p> <p>Security concerns become the highest national priority, absorbing the national capacities and sweeping away positive efforts for regional cooperation.</p>	
<p>Financial resources: The financial resources¹ allocated for the period of 2017-2020 for Domain 1 regional level (Kyrgyzstan, Tajikistan and Uzbekistan) amount to CHF 23.1 million for SDC.</p>		
<p>Domain of intervention 1: Water, Infrastructure and Climate Change - Kyrgyzstan Domain Goal: Central Asian States provide the necessary framework allowing a joint and equitable management of regional river basins. At national level, households, agriculture and other economic sectors have equitable access to and use well-managed water resources, quality infrastructure and public services. Consequences of climate change are considered at all levels.</p>		
<p>Outcome statement 2 People and entities in targeted areas have access and make use of affordable and sustainable public services and are more resilient to water stresses and natural shocks.</p>	<p>Switzerland will continue to contribute to the social and economic development of the targeted areas through:</p> <ul style="list-style-type: none"> ▪ the efficiency of the basic infrastructure 	<p>Outcome statement 2.1 The population has an improved access to basic communal services and natural resources via renovated infrastructure (State Water and Waste Water Development Program</p>

¹ Subject to change due to decisions in Parliament

<p>Indicators</p> <ul style="list-style-type: none"> # and % of rural and urban population (men and women) in targeted areas have access and use improved communal services (e.g. clean drinking water - rural: baseline 60%, target – 80%; urban: baseline 80%, target – 95%) (AR: W3, W4/S16) # of IWRM related policies and plans developed and implemented (water code and roadmap). Baseline - 1; (outdated); Target - 1 (to be revised) # number of basin councils established and basin plans implemented. Baseline – 0; Target - 5. 	<p>in relevant subsectors in the targeted municipalities including its resilience to climate change is ensured</p> <ul style="list-style-type: none"> energy security in the targeted areas is ensured (eg. hydropower); efficiency of irrigation systems in the targeted areas is increased. <p>Assumptions Basic communal services and energy sector reforms will be continued by the Central Government and LSGs. Central Government, LSGs and donors, including IFIs, are interested and willing in investing in and rolling out the systems and approaches developed by Swiss-funded projects in targeted areas.</p> <p>Risks Lack of political will and capacities (human, managerial, and financial) within the Central Government, LSGs for continuing effective implementation of reforms in the basic communal services sector.</p> <p>The Swiss Cooperation will contribute to:</p> <ul style="list-style-type: none"> the sustainability of the targeted municipal enterprises through corporate development is ensured water resources governance system based on basin approach is ensured surface water accountability is integrated into management practices. <p>Assumptions Due to complexity of issues comprising of deteriorating infrastructure, lack of finances and capacities, these sub-sectors may play a symbolic role and catalyze development of governance at local level.</p> <p>Risks</p>	<p>2014-2024 and National Sustainable Development Program 2013-2017).</p> <p>Indicators</p> <ul style="list-style-type: none"> access to clean drinking water in rural areas: baseline 60%, target – 80%; and urban areas: baseline 80%, target – 95%; # of basin administrations established; # permitting system for water resources established.
<p>Outcome statement 3</p> <p>The respective institutions, including communal services, and other service providers operate subsectors/systems in an effective and efficient mode.</p> <p>Indicators</p> <ul style="list-style-type: none"> % losses of the municipal communal companies: e.g. of non-revenue water (baseline – 70%, target 50%) Baseline for cost-coverage (for operation and maintenance)/ Proportion of O&M costs covered through charges (S17) Additional kWh from renewable energy. [baseline – 160 Mio, target: 176 Mio; +10%] (S123, 24) Increased customer's satisfaction with ser- 		<p>Outcome statement 3.1</p> <p>Establishment of sustainable and reliable environment for basic communal services provision (State Water and Waste Water Development Program 2016-2026 and National Sustainable Development Program 2013-2017).</p> <p>Indicators</p> <ul style="list-style-type: none"> water losses of municipal water utilities reduced (baseline 70%, target – 50%); National Water Council is in function; State water administration established.

<p>vices provision (quality, quantity, reliability) in targeted areas (decrease in number of complaints, baseline – 100%, target 50%) (<i>TRI CHR2.2 Provision of quality services</i>)</p> <ul style="list-style-type: none"> ▪ Irrigation water efficiency indicators for the canal systems Baseline 2016 - 0; Target 2020 – 2; ▪ Water information systems in place Baseline 2016 – 0; Target – 3. 	<p>Lack of leadership and strategic management in the sectors is the main risk for the program. Extensive and intensive policy dialogue is required to place some pressure on the authorities also through extensive participation of citizens and developing incentive system.</p>	
<p>(4) Lines of intervention (Swiss Programme)</p>		
<p>Outcome 1: Stakeholders address increasingly major regional issues (water, energy, food security and climate change).</p>		
<ul style="list-style-type: none"> ▪ Blue peace initiative: The capacities of national institutions in the management of water related data, forecasting modelling for climate and water issues are increased. ▪ Joint forecasting exercises and preparedness measures on two transboundary watersheds should be set-up by the concerned authorities. ▪ Support to regional organizations (move of IFAS to Ashgabad). ▪ Potential joint practical projects on data management, infrastructure management. ▪ Water information system installed in transboundary areas KG-KZ. ▪ Any other best practices or window of opportunities (AFG-TJ? KG-TJ?). ▪ Peace-building activities in cross-border areas. ▪ Art and Culture Regional program. 		
<p>Outcome 2: People and entities in targeted areas have access and make use of affordable and sustainable public services and are more resilient to water stresses and natural shocks.</p>		
<ul style="list-style-type: none"> ▪ Targeted infrastructure investments in drinking water supply systems. ▪ Targeted investments in energy infrastructure. ▪ Management know-how introduced through capacity building for WUAs (finance, human resources, assets). ▪ Establishment of Basin Councils and Basin Plans. ▪ Ensure access to transparent data on water resources. 		
<p>Outcome 3: The respective institutions and other service providers operate subsectors/systems in an effective and efficient mode.</p>		
<ul style="list-style-type: none"> ▪ Corporate development program for municipal utilities ▪ Stakeholder participation program for municipal utilities ▪ Implementation of the water code and of the national road map which are based on IWRM ▪ Develop water information system for surface water (irrigation) ▪ Policy dialogue on the economics of the sectors (tariff) ▪ Take into account climate change adaptation where relevant. 		
<p>Additional monitoring indicators (informed by specific projects):</p>		
<ul style="list-style-type: none"> - ARI GO1 		
<ul style="list-style-type: none"> - TRI Gender 7.2.17 Women's participation in the management of services and resources: No. of formal water managing bodies, in which women are represented with min 30% 		

<p>(5) Resources, partnerships (Swiss Programme): The financial resources² allocated for the period of 2017-2020 for Domain 1 (Kyrgyzstan) amount to CHF 29 million for SECO.</p> <p>At the political level, the programme is steered by the head of the Eurasia Division in close cooperation with a Swiss Special Envoy for Water and the Regional Advisor for Water & Climate Change and the Global Programme's divisions (Water Initiatives, Climate Change, Food Security). The permanent exchange and close cooperation with all three Swiss embassies (Kyrgyzstan, Kazakhstan, Uzbekistan) and the cooperation office (Tajikistan) will be essential for the accomplishment of the expected results, since all projects of the domain strive to contribute to regional stability and improve the cooperation environment. Potential partners and allies are the IFI's, including the newly founded AIB, the Central Asian governments and ministries, academia, local authorities, civil society as well as other Swiss institutions (FOEN, MeteoSuisse, etc.). Main implementing partners: EBRD, World Bank. National counterparts: Ministry of Economy, State Department for Drinking Water and Sewerage, municipal utilities.</p>
<p>(6) Management/performance results, including indicators (Swiss Programme), see chapter 6 of CS</p> <p>Promote programmatic approach by:</p> <ul style="list-style-type: none"> • strengthening synergy between SDC and SECO; • strengthening synergy between regional projects and national programs; • influencing of multilateral organisations • enhancing policy dialogue and visibility of the Swiss Cooperation; • efforts to diversify partners and portfolio in other subsectors of communal services (e.g. street lighting, solid waste management); • apply CSPM approach through consultation of stakeholders during identification and design of projects and through stakeholder participation programs all over the project cycle. <p>Means of verification: annual report and self-assessment; reports and documentation from implementing partners.</p>

<p>Domain of intervention 2: Governance, Institutions and Decentralisation</p> <p>Domain Goal: Public institutions deliver efficient and effective services in an inclusive way and are accountable to citizens. Civil society participates in decision making processes.</p>	
<p>(1) Swiss portfolio outcomes</p> <p>Outcome statement 1</p> <p>Public institutions effectively fulfil their functions in a transparent and accountable manner to respond to the needs of citizens.</p> <p>Indicators</p> <ul style="list-style-type: none"> ▪ Satisfaction rate with public services at the local level (<i>TRI CHR2.2</i>) -Baseline [2015: 39% in pilot areas] 	<p>(2) Contribution of Swiss Programme Describe how (1) contributes to (3), add what could help and what might hinder</p> <p>The Swiss Cooperation will contribute to:</p> <ul style="list-style-type: none"> ▪ increased public service coverage at local level (quantity and quality) ▪ increased efficiency and transparency in public financial management to enable better delivery of key public services at the local and national levels ▪ reinforced parliamentary system in Kyrgyzstan enabling citizens to hold the government
<p>(3) Country development outcomes</p> <p>Outcome statement 1.1</p> <p>Reforms in the area of governance, including fiscal decentralization and public service delivery, are implemented (National Sustainable Development Program 2013-2017).</p> <p>Indicators</p> <ul style="list-style-type: none"> ▪ Fiscal decentralization related figures ▪ increased effectiveness, accountability and transparency of governance (e.g. # of mecha- 	

² Subject to change due to decisions in Parliament

<p>-Target value [2020: at least 54%]</p> <ul style="list-style-type: none"> # of local authorities informed # citizens transparently, involving them in decision-making-processes and considering their interests in local development and budget plans. Among the local authorities, # take specific measures for balanced participation and consideration of interests of women and vulnerable groups (ARI GO1) <p>-Baseline [2016: 64 LSGs, 14% of the total number of LSGs]</p> <p>-Target value [2020: at least 20% of all LSGs]</p> <p>-Baseline [2016: 4029 (incl. 1611 women), or 0,16 % of the total population of the pilots]</p> <p>-Target value [2020: 30'000 citizens, or 1,23 % of the total population of the pilots]</p> <ul style="list-style-type: none"> # and % of municipalities that conducted (one or more elements of) a gender budgeting process <p>-Baseline [2016: 38 LSGs, or 8% of all LSGs]</p> <p>-Target value [2020: at least, 20% of all LSGs]</p> <ul style="list-style-type: none"> # of improved ratings of key public finance management indicators following the PEFA methodology (Public Expenditure and Financial Accountability) <p>- Baseline 2014: 14 PIs rated A & B, - Target 2020: at least 20</p>	<p>and the parliament to account.</p> <p>Assumptions</p> <p>It is assumed that the authorities continue to adhere to the fiscal decentralization agenda.</p> <p>Government introduces full automation of treasury and budget with donors assistance This measure will catalyse efforts to increase effectiveness and efficiency on PFM management.</p> <p>Parliament remains an independent and representative actor and provides space for competitive decision-making.</p> <p>Risks</p> <p>Government has low commitments to reform PFM system due to vested interests.</p> <p>Due to vested interests, lack of will on the part of LSGs to increase citizen participation in the budget process and their accountability to local communities.</p> <p>Key elements of the existing parliamentary system are challenged/jeopardized by potential constitutional changes.</p>	<p>nisms for executive reporting)</p> <ul style="list-style-type: none"> improved system of delivery of municipal services by local self-government bodies (# of laws and regulations that improve the system of service delivery, citizen's satisfaction rate with municipal services).
<p>Outcome statement 2</p> <p>Citizens and civil society actors influence and monitor effectively public institutions at the local and national levels.</p> <p>Indicators</p> <ul style="list-style-type: none"> # of civil society initiatives with clear influence on decision-making processes and laws (TRI 	<p>The Swiss Cooperation will contribute to :</p> <ul style="list-style-type: none"> increased citizens participation in decision-making processes at the local and national levels improved accountability of public institutions towards citizens at all levels 	<p>Outcome statement 2.1</p> <p>The cooperation between the government, citizens and the civil society is strengthened (National Sustainable Development Program 2013-2017).</p>

<p>CHR5.1)</p> <ul style="list-style-type: none"> - Baseline [2016: to be identified in 2017 during baseline survey of a new governance project] - Target value [2020]: +10% from the baseline <ul style="list-style-type: none"> ▪ # and % of civil society actors with improved perceptions of their ability - and understanding of their constitutional and democratic possibilities to channel their voices to the political (central) level - Baseline [2016: to be identified in 2017 during baseline survey of a new governance project] - Target value [2020]: +10% from the baseline 	<ul style="list-style-type: none"> ▪ improved service management by municipalities that responds to the demands of citizens. <p>Assumptions Enabling environment for citizen action and participation is maintained.</p> <p>Civil society actors, the Government and the Parliament are interested in constructive dialogue and consensus-building.</p> <p>Rule of law is ensured by checks and balances system.</p> <p>Risks Citizens are not interested in being involved in decision-making processes due to lack of trust.</p> <p>Political instability and social unrest.</p>	<p>Indicators</p> <ul style="list-style-type: none"> ▪ Level of trust of citizens to LSGs and other government institutions.
<p>(4) Lines of intervention (Swiss Programme)</p>		
<p>Outcome 1: Public institutions effectively fulfil their functions in a transparent and accountable manner to respond to the needs and priorities of citizens</p>		
<ul style="list-style-type: none"> ▪ To support reforms in the area of decentralization, public service delivery and good governance ▪ To improve capacities of the national government in public finance management and tax administration, mainly in effectiveness, efficiency and transparency ▪ To improve capacities of local self-governments in service management, local budget planning and implementation ▪ To improve access, quality and quantity of public services at the local level ▪ To support the enforcement of inter-agency accountability with a focus on the Parliament. 		
<p>Outcome 2: Citizens and civil society actors are enabled to effectively influence and monitor public institutions at the local and national levels</p>		
<ul style="list-style-type: none"> ▪ To promote citizens' participation in budgetary process and service management at the local level ▪ To support the government-parliament-citizens dialogue at the national level. 		
<p>Additional monitoring indicators (informed by specific projects):</p>		
<ul style="list-style-type: none"> ▪ ARI GO1 ▪ TRI CHR5.1 Democratic electoral processes 		

<p>(5) Resources, partnerships (Swiss Programme): The financial resources³ allocated for the period of 2017–2020 for Domain 2 amount to CHF 17.6 million (SDC: CHF 12.6 million and SECO: CHF 5 million).</p> <p><u>Main implementing partners:</u> World Bank, EU, DFID, UNDP, OSCE, DPI, JICA</p> <p><u>National counterparts:</u> Local Self-Governments, State Agency for Local Self-Governance and Inter-Ethnic Relations, Presidential Administration, Parliament, Ministry of Finance, State Tax Service, National Bank of the Kyrgyz Republic, civil society organisations, mass media</p> <p><u>Other donors and strategic allies:</u> GIZ, USAID.</p>
<p>(6) Management/performance results, including indicators (Swiss Programme), see chapter 6 of CS</p> <ul style="list-style-type: none"> - strengthening synergy between SDC and SECO (esp. under VAP and PFM TF through regular exchanges); - policy-influencing by supporting interventions that contribute to decentralization and increased accountability of state institutions to citizens; - enhancing the effect of Swiss supported interventions through synergies and collaborations (through joint planning sessions for Swiss projects that have governance elements); - engaging in steering Committee meetings of every project to coordinate with national stakeholders and other implementing agencies; - ensuring CSPM at project design, implementation and management level; - participating actively in the Development Partners' Coordination Council's sub-group on governance for coordination of all donors working in governance area). <p>Means of verification: annual report and self-assessment; reports and documentation from implementing partners.</p>

<p>Domain of intervention 3: Employment and Economic Development</p>	
<p>Domain Goal: The private sector – including competitive MSMEs – creates decent jobs and inclusive economic growth in a conducive and efficient business environment.</p>	
<p>(1) Swiss portfolio outcomes</p> <p>Outcome statement 1</p> <p>Effective, client-oriented institutions deliver accessible and affordable services to MSMEs in the targeted areas (business, finance and trade).</p> <p>Indicators</p> <ul style="list-style-type: none"> ▪ Annual tax compliance cost savings (CCS) (USD mio) (SECO)(S175) -Baseline [2016: – USD 2.5 mio.] -Target value [2020: at least USD 4 mio] 	<p>(2) Contribution of Swiss Programme Describe how (1) contributes to (3), add what could help and what might hinder</p> <p>The Swiss Cooperation will contribute to:</p> <ul style="list-style-type: none"> ▪ simplifying the regulatory framework. Efforts of the Kyrgyz Government to carry out de-regulation in order to sustain private sector led growth and generate jobs countrywide will be supported ▪ increasing direct access to micro/finance for MSMEs and broaden the spectrum of financial products, and by this enhance competitiveness of MSMEs in the CA region ▪ introducing macro-prudential measures in financial sector and strengthening of
<p>(3) Country development outcomes</p> <p>Outcome statement 1.1</p> <p>Improvement of business environment aiming at setting up favorable conditions for broad-based growth and FDIs (National Sustainable Development Program).</p> <p>Indicators</p> <ul style="list-style-type: none"> ▪ Annual GDP growth (%) ▪ scoring/rating of Kyrgyz Republic in various surveys and rankings (eg. WB Doing Busi- 	

³ Subject to change due to decisions in Parliament

<ul style="list-style-type: none"> Value of investments (equity & debt) facilitated (US\$ million) to the economy (of which x% are women-led MSMEs) (SECO) (S/13) -Baseline [2016: USD 0 mio.] -Target value [2020: at least USD 1 mio. per year] Measures for financial market regulation and supervision (SECO) (S/5) 	<p>country's financial infrastructure through promotion of good governance principles while regulating of financial market.</p> <p>Assumptions Since de-regulation of the Kyrgyz economy is one of the main priorities of the government (National Sustainable Development Program 2013-2017), it is assumed that the reform agenda will be pursued by the government. It is assumed that the authorities (regulator) will continue implement wise monetary policy aiming to target inflation, to smooth exchange rate fluctuations, to introduce macro-prudential measures which is crucial for maintain an enabling environment.</p> <p>Risks In general, the risks are associated with the long lasting local and regional recession and in this context lack of benefits from the accession of KG with EEU. The crisis may aggravate the situation with poverty which runs the risk of leading to political and economic instability.</p>	<p>ness Survey/EBRD BEEPS/Economic Freedom Index/Corruption Perception Index, etc.)</p> <ul style="list-style-type: none"> FDIs net inflow (USD mio) and changes from the previous reporting period (%). Financial Sector Assessment Program (FSAP) / Financial System Stability Assessment (FSSA).
<p>Outcome statement 2</p> <p>Competitive local MSMEs and entrepreneurs develop into drivers of sustainable economic growth and employment, in particular in rural areas of Kyrgyzstan.</p> <p>Indicators</p> <ul style="list-style-type: none"> Increased annual turnover and volume of exports of supported SMEs (target: 30%) - Baseline [2016: 100%] - Target value [2020: 130%] Number of jobs created and maintained in supported value chains (of which at least 50% 	<p>The Swiss interventions will contribute/focus on:</p> <ul style="list-style-type: none"> delivery of direct hands-on assistance - know how, good corporate and governance principles – that enable MSMEs/local population to further develop and sustain local micro/businesses as well as generate new and quality jobs for youth in rural areas. Among selected areas for the interventions are poor and less economically viable southern (Osh and Jalal Abad) provinces in the country job creation esp. for youth and further develop sustainable value-chain businesses 	<p>Outcome statement 2.1</p> <p>Dynamic and enterprising agro/businesses are accountable for producing high quality products in-demand in both domestic and foreign markets (National Sustainable Development Program).</p> <p>Indicators</p> <ul style="list-style-type: none"> Poverty rate (%) in rural areas share (%) of SMEs in total employment number of new jobs created in the economy export volume (USD bn).

<p>female employees). (S/9)</p> <ul style="list-style-type: none"> ▪ # people (M/F) with increased income in farming, and b) Small and middle size enterprises (SME) (AR/E1) <p>-Baseline and target: tbd</p>	<p>in the South.</p> <p>Assumptions The local authorities are supportive in general, and business climate is enabling in rural areas.</p> <p>Risks Weak commitments of the Government and local authorities counterparts to implement reforms in business enabling environment.</p>	
<p>(4) Lines of intervention (Swiss Programme)</p>		
<p>Outcome 1: Effective, client-oriented institutions deliver accessible and affordable services to the population and MSMEs in the targeted areas (business, finance and trade).</p>		
<ul style="list-style-type: none"> ▪ Support Government institutions in delivery of business regulation aimed at improved investment climate and business enabling environment ▪ Hands-on assistance to Government financial regulator to introduce and implement macro-prudential measures, secured transactions systems and credit information sharing mechanism ▪ Support Government to introduce and implement export promotion activities aimed at enhanced trade potential of local MSMEs ▪ Direct assistance to Government in streamlining business processes to deliver more efficient and effective public services to MSMEs and population. 		
<p>Outcome 2: Competitive, export-oriented MSMEs and entrepreneurs develop into drivers of sustainable economic growth and employment, in particular in rural areas of Kyrgyzstan.</p>		
<ul style="list-style-type: none"> ▪ Direct assistance to MSMEs and entrepreneurs by delivery external advices ('know how') on best international practice of running business incl. corporate governance ▪ Support MFIs in expansion of their financial services assortment aimed at having an easy access to finance for MSMEs and low-income population for business start-ups (also in rural areas) and housing conditions ▪ Hands-on direct assistance to Credit Information Bureaus and MFIs in their operational activities to introduce new products ▪ Direct support to MSMEs aimed at enhanced export potential in textile&clothing, tourism and handicraft sectors ▪ Support local government and rural MSMEs/entrepreneurs/farmers in local sustainable economic development through development of selected value chains applying best practice in energy efficiency. 		
<p>(5) Resources/partnerships (Swiss programme): The financial resources⁴ allocated for the period of 2017-2020 for Domain 3 amount to CHF 22.1 million (SECO: CHF 16 million and SDC: CHF 6.1 million).</p>		
<p>Main implementing partners: Helvetas, GIZ, IFC, FAO, ITC, KfW, EBRD Main national counterparts: Prime-minister's Office, Ministry of Economy, Investment Promotion Agency, State Tax Service, State Controlling Agencies and Inspectorates, MSMEs, NGOs and local think tanks/consultants Other donors and strategic allies: World Bank, Dfid, ADB, USAID, EU.</p>		

⁴ Subject to change due to decisions in Parliament

<p>(6) Management/performance results, including indicators (Swiss Programme), see chapter 6 of CS</p> <p>Promote programmatic approach by:</p> <ul style="list-style-type: none"> • strengthening synergy between SDC and SECO; • establishing and maintaining local project implementing offices for SDC funded projects; • ensuring CSPM at project design, implementation and management level; • strengthening exchange and partnerships among the different Swiss implementing partners (joint planning sessions) as well as among donors that are active in the same domain. <p>Means of verification: annual report and self-assessment; reports and documentation from implementing partners.</p>

<p>Domain of intervention 4: Health</p> <p>Domain Goal: Sectoral reforms and systemic interventions at policy and population level respond to the high demand for quality, efficient, accessible and affordable health care services.</p>		
<p>(1) Swiss portfolio outcomes</p> <p>Outcome statement 1</p> <p>The governance of the health system at all levels (health service delivery, health financing, human resources) is effective through consistent implementation of health sector reforms.</p> <p>Indicators</p> <ul style="list-style-type: none"> ▪ % of state annual budget allocated for the health sector against overall republican budget (baseline [2015] – 13%; target value [2020] – not less than 13%). <i>(TRI CHR 2.2 Governmental function)</i> ▪ % of medical graduates working in rural areas as family doctors (baseline 2015: 62; target value is 5% annual increase). 	<p>(2) Contribution of Swiss Programme</p> <p>Describe how (1) contributes to (3), add what could help and what might hinder</p> <ul style="list-style-type: none"> ▪ Through the sector wide approach, the Swiss Cooperation will contribute to maintain the focus of the reform agenda around the following issues: <ul style="list-style-type: none"> ○ promote equity oriented health services through solidarity-based principles ○ increase efficiency through optimization of health infrastructure management ○ introduce new focused health practices to cope with key health indicators (maternal mortality, CVD) ○ increase accountability and transparency of sector management. ▪ The Swiss Cooperation will contribute to the reforms of the health education towards international standards to respond to the requirements of a responsive and people-centered health care system. ▪ The Swiss Cooperation will contribute to increased decentralisation of management and autonomy of health facilities. <p>Assumptions</p>	<p>(3) Country development outcomes</p> <p>Outcome statement 1.1</p> <p>The Health Care reform is implemented, with a focus on health gains, core services and removal of health system barriers (summary of Den Sooluk National Health Reform Program 2012-2018-extended).</p> <p>Indicators</p> <ul style="list-style-type: none"> ▪ Infant mortality rate; ▪ maternal mortality rate; ▪ CVD mortality rate <p>Outcome statement 1.2</p> <p>New institutional relationships for the provision of medical services are implemented (autonomy of providers, new management mechanisms) (quote from Den Sooluk National Health Reform Program 2012-2018 - extended).</p> <p>Indicators</p> <ul style="list-style-type: none"> ▪ % reduction of unjustified hospitalization; ▪ % of out of pocket payment.

<p>Outcome statement 2</p> <p>The population of Kyrgyzstan, in particular in rural areas, has equitable access to quality primary care services and adopts a healthier lifestyle.</p> <p>Indicators</p> <ul style="list-style-type: none"> ▪ # and % of men visiting family doctor; ▪ # and % of population satisfied with rayon health care delivery system (<i>TRI CHR2.2</i>) ▪ # people (M/F) reached through health education sessions related to the prevention of non-communicable diseases (<i>ARI/H3</i>), and % of these people that have then changed they behaviour related to NCD risks. <p>All data will be collected through surveys in</p>	<p>The strengthening of country systems and processes will ensure scale and sustainability of the reforms achievements.</p> <p>Improved quality of the medical education will increase the quality of health services.</p> <p>Decentralization and greater autonomy ensure better use of resources for quality health care.</p> <p>Risks</p> <p>Low capacity of the Ministry of Health might reduce the pace of reforms implementation and increase fiduciary risks.</p> <p>Vested interest hampers the progress of decentralization and prevent increased accountability and transparency regional facilities.</p> <p>Regional facilities might not be ready to receive big number of resident students and provide them with full social package.</p>	
<p>Outcome statement 2.1</p> <p>Creation of social and economic conditions required for effective prevention of diseases and increasing access to the quality medical care through multisectoral approach (Health 2020 strategy).</p> <p>Indicators</p> <ul style="list-style-type: none"> ▪ # of family doctors per 10'000 inhabitants; ▪ % of primary care facilities practicing PEN protocol. 	<p>The Swiss Cooperation will contribute to increase the effectiveness and the quality of service delivery of the primary health care system through:</p> <ul style="list-style-type: none"> ▪ improved quality of health services by improved management capacities of health facilities ▪ improved primary care service to better manage and control NCDs ▪ reduced NCDs risk factors and greater awareness and adoption of healthy lifestyles through cooperation with the existing Community Health Promotion system ▪ safer environment for patients and health care workers through an improved infection control system. 	

<p>2016-2017 as baseline. Final data will be collected in early 2020.</p>	<p>Assumptions Improved management at the facility level will contribute to the good quality services to the population. Existing health promotion practices will facilitate NCD control measures and strengthen healthy behaviour of the population.</p> <p>Risks Managers of the facilities might not use their autonomy to increase accountability and transparency. Lack of Family Doctors will reduce access to the primary care services.</p>
<p>(4) Lines of intervention (Swiss Programme)</p>	
<p>Outcome 1: The governance of the health system at all levels (health service delivery, health financing, human resources) is effective through consistent implementation of health sector reforms.</p> <ul style="list-style-type: none"> ▪ To continue supporting the SWAp and co-finance the implementation of the Kyrgyz health strategy ▪ To maintain regular and effective policy dialogue on major systemic issues defined above ▪ To strengthen managerial capacities in all the aspects (human, finance, service) ▪ To improve donor coordination and alignment ▪ To support greater decentralization and autonomy of health care facilities ▪ To support the medical education reforms with focus to prepare medical workforce for the primary health care system. 	
<p>Outcome 2: The population of Kyrgyzstan, in particular in rural areas, has equitable access to quality primary care services and adopts a healthier lifestyle.</p> <ul style="list-style-type: none"> ▪ To improve efficiency and quality of health services by improved management capacities of health facilities ▪ To improve primary care service to better manage and control NCDs ▪ To reduce NCDs risk factors and increase awareness and adoption of healthier lifestyles through cooperation with the existing Community Health Promotion system ▪ To ensure a safe environment for patients and health care workers through an improved infection control system. 	
<p>Additional monitoring indicators (informed by specific projects):</p> <ul style="list-style-type: none"> ▪ ARI GO1 ▪ TRI CHR 2.2 Provision of quality services ▪ TRI Gender 7.2.7 Women's participation in the management of services and resources: No. of formal health managing bodies, in which women are represented with min 30% 	

(5) Resources / partnerships (Swiss Programme):

The financial resources⁵ allocated for the period of 2017-2020 for Domain 4 amount to CHF 18.7 million for SDC. Order of magnitude: Outcomes (1) 55% and (2) 45%.

- **Main implementing partners:** Swiss Red Cross, GFA Consulting, VEK Consulting; Hôpitaux Universitaires de Genève, Public Foundation «Initiatives in Medical Education»;
- **Main national partners:** Ministry of Health, Ministry of Finance, Mandatory Health Insurance Fund, Kyrgyz State Medical Academy, Kyrgyz State Medical Institute on Retraining and Continuous Medical Education, Osh State University, health facilities in the regions.
- **Main international partners:** World Bank and German Development Bank (KfW) as joint financiers of the SWAp; Parallel financing donors of the SWAp are: UNICEF, UNFPA, WHO, USAID, GIZ, GFATM, UNDP, GAVI.

(6) Management/performance results, including indicators (Swiss Programme):

- Increase partnership with local civil society organizations, as the Association of Village Health Committees, within new project on non-communicable disease control and contribute in their capacity development.
- Optimize and maintain the combination of sector budget support and bilateral projects to increase efficiency of Swiss financing. Increasingly use country systems during implementation of Swiss projects. Continue providing a technical assistance through WHO and WB (EFO) to improve the capacities of the Ministry of Health and other national partners.
- Inclusive project design with local partners and stakeholders. Transparent information about Swiss grants and participatory decision making on its allocation (public announcement about grant programs, grant committee consist of representatives from key stakeholders). Regular meetings with local partners and field visits to the project sites to assess the situation and to prevent conflicts. Upon needs, initiate additional activities to mitigate a risk for conflict (tolerance trainings...).
- Maintain active policy dialogue within the Health SWAp and bilateral projects to ensure good progress in health sector reforms. Participate and support design of a new health sector strategy with strong focus on a strengthening of the primary care system. DPCC with the Prime Minister will be used as a highest level of policy dialogue to deliver key policy issues requiring the intersectoral approaches.

Means of verification: annual report and self-assessment; reports and documentation from implementing partners.

⁵ Subject to change due to decisions in Parliament

Annex 2: Overview Results Framework

Regional & Tajikistan

Important notice: Whenever people are concerned, indicators will always be sex-disaggregated.

<p>Domain of intervention 1: Water, Infrastructure and Climate Change - Regional</p> <p>Domain Goal: Central Asian States provide the necessary framework allowing a joint and equitable management of regional river basins. At national level, households, agriculture and other economic sectors have equitable access to and use well-managed water resources, quality infrastructure and public services. Consequences of climate change are considered at all levels.</p>		
<p>(1) Swiss portfolio outcomes</p> <p>Outcome statement 1</p> <p>Stakeholders agree on basic aspects of mechanism of IWRM .</p> <p>Indicators</p> <p>Level of achievement of IWRM : national political and policy changes serving regional interests.</p> <ul style="list-style-type: none"> - Baseline 2016: Tajikistan has passed relevant IWRM policies (e.g. creation of river basins organisations) and is in the wake of implementing them. - Target 2020: 2 countries have passed and implement relevant IWRM policies; 2 additional countries are in the process of modifying their national legislation accordingly. <p>Number of implemented initiatives based on basin development plans.</p> <ul style="list-style-type: none"> - Baseline: 2 [2016] - Target value: 8 [2020] 	<p>(2) Contribution of Swiss Programme</p> <p>Describe how (1) contributes to (3), add what could help and what might hinder</p> <p>The Swiss Cooperation will contribute to the establishment of</p> <p>Discussion platforms (formal and informal) serving basis for regional dialogue.</p> <p>Switzerland will support hydro-diplomatic activities in the region instrumentalising any emerging windows of opportunities in the areas of regional organizations development, regional and cross-regional experience exchange, joint practical activities.</p> <p>A high-level dialogue platform on IWRM in Central Asia, supported by the Geneva water hub, is built on a demand driven basis. It contributes to resolving regional water issues and strengthening Regional Water Organizations.</p> <p>Switzerland supports the strengthening of the enabling environment to promote energy and water security at regional level and in the beneficiary countries.</p> <p>Assumptions</p> <p>The operational context is very challenging as described below under the “risks” section.</p>	<p>(3) Regional outcomes</p> <p>Outcome statement 1.1</p> <p>Development of mutually acceptable mechanisms for integrated water resources management and environmental protection in Central Asia taking into account interests of all states in the Region (Aral Sea Basin Plan-4 [ASBP-4]).</p> <p>Indicator</p> <ul style="list-style-type: none"> - Baseline [2017] - Target value [2020] <p>Outcome statement 1.2</p> <p>Continued cooperation aiming to improve the ecological and socio-economic situation in the Aral Sea Basin (ASBP-4).</p> <p>Indicator</p> <ul style="list-style-type: none"> - Baseline [2017] - Target value [2020] <p>Outcome statement 1.3</p> <p>Strengthening institutional and legal frameworks (ASBP-4)</p>

Therefore, it is ambitious to plan any results in a given short-term period as has been proved by lessons learnt from the past strategies. Considering above, the focus shall be placed on supporting any process and progress on the regional cooperation.

Risks

The willingness of some countries of the region to include their priorities (energy security/food security) into a regional, informal dialogue is increasing, whereas the firmness of other countries not to modify the current status of regional cooperation is also impacting the Swiss contribution.

Unequal institutional capacities make it difficult to promote a sound regional cooperation among countries, though several of them have introduced water reforms in order to increase their national capacities to handle the new challenges. But trust is still lacking most.

Security concerns become the highest national priority, absorbing the national capacities and sweeping away positive efforts for regional cooperation.

Financial resources:

The financial resources¹ allocated for the period of 2017-2020 for Domain 1 regional level (Kyrgyzstan, Tajikistan and Uzbekistan) amount to CHF 23.1 million for SDC.

Domain of intervention 1: Water, Infrastructure and Climate Change - Tajikistan

Domain Goal: Central Asian States provide the necessary framework allowing a joint and equitable management of regional river basins. At national level, households, agriculture and other economic sectors have equitable access to and use well-managed water resources, quality infrastructure and public services. Consequences of climate change are considered at all levels.

<p>Outcome 2 People and entities in targeted areas have access and make use of affordable and sustainable public services, and are more resilient to water stresses and natural shocks.</p> <p>Indicators</p> <ul style="list-style-type: none"> - # people that gain access to safe and affordable water (ARI W3) - # people that gain access to adequate and equitable sanitation and hygiene (ARI W4) <p><i>Baseline 2016:</i> drinking water - 175'000 (110'000 urban / 65'000 rural) / sanitation - 60'000 (33'000 urban / 27'000 rural)</p> <p><i>Target value 2020:</i> to be provided by implementing partner</p> <ul style="list-style-type: none"> - Fee/Tariff collection rates for service provision <p><i>Baseline 2016:</i> drinking water - 0 - 50%</p> <p><i>Target value 2020:</i> drinking water - 90%</p> <ul style="list-style-type: none"> - YY persons (M/F) benefitting from locally implemented DRR measures (ARI HA5) <p><i>Baseline 2016:</i> to be provided by implementing partner</p> <p><i>Target value 2020:</i> to be provided by implementing partner</p> <ul style="list-style-type: none"> - # of river basin/watershed management plans prepared and under implementation 	<p>Switzerland will continue to promote safe drinking water, hygiene and sanitation activities and to further strengthen the synergies with its Health Program.</p> <p>Urban Planning (public transport component) for Khujand city will be elaborated in close consultation with EBRD and the government of Tajikistan (GoT). Support in the field of urban water supply, including Investments, Corporate Development and Stakeholder Participation components will be continued.</p> <p>New institutions, strengthened capacities and new and rehabilitated infrastructure will allow for improved water resources and irrigation management at basin, canal and on-farm levels and increase water and food security in the target areas and reduce water related disaster risks. Active participation of all stakeholders in water/watershed management and planning will contribute to increased ownership and sustainability.</p> <p>Switzerland will remain active in the water sector policy dialogue, inter alia providing policy advisory services to the Government at ministerial and policy making levels.</p> <p>Assumptions</p> <p>The water sector reform will provide for increased decision making power at the local level. Government and other donors, including IFIs, are interested and willing in investing in and rolling out the systems and approaches developed by the Swiss-funded/co-funded water management, infrastructure and climate change projects throughout the country.</p>	<p>Outcome 2 Based on the approved Water Sector Reform Program 2016-2025, State Program on Improving Drinking Water Supply for Population in Tajikistan 2008-2020, the National Disaster Risk Management Strategy 2016 – 2030 and the National Plan of action to mitigate climate impacts under elaboration (SDG 6, SDG 13): The population of Tajikistan has improved access to public services and is more resilient to climate impacts.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Access to improved water supply (SDG 6) <p><i>Baseline:</i> Governmental statistical data to be provided</p> <p><i>Target value:</i> Governmental statistical data to be provided</p> <ul style="list-style-type: none"> - Access to improved sewerage (SDG 6) <p><i>Baseline:</i> Governmental statistical data to be provided</p> <p><i>Target value:</i> Governmental statistical data to be provided</p> <ul style="list-style-type: none"> - Climate Change is integrated in national strategies, policies and planning (SDG 13) <p><i>Baseline:</i> 0</p> <p><i>Target value:</i> 3</p>
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<p><i>Baseline 2016: 3</i> <i>Target value 2020: 6</i></p>	<p>Risks Lack of resources and capacities (human, managerial and financial) within line Ministries and other relevant institutions, agencies and organisations for continuing, developing and maintaining what has been initiated by projects and for effective implementation of policy reforms in the sector.</p>	
<p>Outcome 3 The respective institutions and other service providers operate subsectors or systems in an effective and efficient mode.</p> <p>Indicators</p> <ul style="list-style-type: none"> - % of water losses <i>Baseline 2016: 70%</i> <i>Target value 2020: 50%</i> - Cost recovery rate (O&M) (S/I7) <i>Baseline 2016: urban drinking water – 75-85%</i> <i>Target value 2020: urban drinking water – 100%</i> - % Women's participation in the management of services and resources <i>Baseline 2016: to be provided by implementing partner</i> <i>Target value 2020: to be provided by implementing partner</i> 	<p>Switzerland will contribute to the reform process through policy dialogue, technical and financial assistance. It will do so by using synergies between SECO and SDC and by building on the strategic partnerships with other key donors and partners such as WB, ADB, EBRD, EU, AKF, GIZ, and the Government of Finland. Policy dialogue platforms on all levels (central, district, basin) will be used to improve inter-sectoral coordination and communication. Switzerland will continue to play a leading role within the Development Coordination Council (DCC) and other platforms in order to advance the reforms agenda in the water sector and increase the local capacity to mitigate climate impacts.</p> <p>The implementation of the WASH approach in rural and urban areas will be further enhanced with regard to sustainability, O&M and tariff setting. Strengthened capacities and new as well as rehabilitated infrastructure will allow municipalities to expand and improve their services. Public utilities will become more efficient and able to provide sustainable and cost-effective services to their clients.</p> <p>Supporting the development and implementation of efficient water and watershed institutions, services and planning capacities according to IWRM principles and river basin approach will contribute to the</p>	<p>Outcome 3 Based on the approved Water Sector Reform Program 2016-2025, State Program on Improving Drinking Water Supply for Population in Tajikistan 2008-2020, the National Disaster Risk Management Strategy 2016 – 2030 and the National Plan of action to mitigate climate impacts under elaboration (SDG 6; SDG 13):</p> <p>Implementation of the water sector reform program is in accordance with implementation plans.</p> <p>Indicators</p> <ul style="list-style-type: none"> - # of policy regulations on Division of Functions of Water Sector Institutions developed and implemented by the Government (Water Sector Reform Program 2016-2025) <i>Baseline: Government data to be provided</i> <i>Target value: Government data to be provided</i> - # of resolutions on the modification of regulatory framework made through policy dialogue platforms including all stakeholders <i>Baseline: Government data to be provided</i> <i>Target value: Government data to be provided</i>

	<p>alignment to international standards.</p> <p>Assumptions</p> <p>The government and the utilities are ready to introduce a transparent and efficient management system (especially related to business planning, procurement and collection issues). The implementation of the water sector reform program enables effective coordination among key stake holders and donors.</p> <p>Risks</p> <p>The government is unwilling to implement reforms. The utilities are unwilling to adopt new IWRM principles and river basin approach. High brain drain of professional specialists at all levels. Decision makers influence effective work of utilities. Slow onset disasters (drought, harsh winters) hamper development work.</p>	<p>- # of River Basin Organisations and River Basin Councils are created and functional</p> <p><i>Baseline:</i> 0</p> <p><i>Target value:</i> 4</p> <p>- % of government allocation from the state and district budget for water, sanitation, climate change adaptation and DRR measures</p> <p><i>Baseline:</i> Governmental statistical data to be provided</p> <p><i>Target value:</i> Governmental statistical data to be provided</p>
<p>(4) Lines of intervention (Swiss Programme)</p>		
<p>Outcome 1:</p> <p>Through the hydrodiplomacy approach, the capacities of national institutions in the management of water related data, forecasting modelling for climate and water issues are increased and trust among riparian states is built by making the access to reliable and accurate data possible. An informal high-level dialogue platform, supported by the Geneva water hub, around water, peace and security is built on a demand driven basis, where only the interested countries are participating (not necessary all five). Topics are concrete and approaches are pragmatic e.g. water quality and pollution, informal dialogue platform, etc. Nationally implemented projects (e.g. NWRM and others) strive in a focussed and harmonized manner to contribute to the regional outcome. During high level meetings, workshops and concrete regional and transboundary cooperation projects, the countries' motivation to cooperate should be measured. Joint forecasting exercises and preparedness measures on two transboundary watersheds should be set-up by the concerned authorities. Switzerland supports the strengthening of the enabling environment to promote energy and water security at regional level and in the beneficiary countries</p> <p>Outcome 2:</p> <ul style="list-style-type: none"> - Extend the geographic coverage of urban and decentralized rural water supply and sanitation models including to other regions of the country (Pamir, Khatlon) - Introduce Urban Planning approach (public transport component) for Khujand city in close consultation with EBRD and Khujand municipality. - Promote new business models of water systems in line with on-going reforms, decentralization and regionalization of municipal water companies and river basin approach. - Facilitate organisational development, design methodologies and management tools for water users and service providers in the water and agricultural (irrigation) sector. Strengthen infrastructure capacities through targeted investments. 		

<ul style="list-style-type: none"> - Elaborate River Basin/Watershed Management Plans and implement measures for improvement of the water quality and quantity and to address disaster risks. - Continue to build capacity of risk reduction and integrated watershed management of local communities upstream and downstream of selected river basins. <p>Outcome 3:</p> <ul style="list-style-type: none"> - Contribute to reform agenda by strengthening the policy dialogue with the Government of Tajikistan within the Development Coordination Council. - Contribute to the technical and managerial capacity building and institutional development of state authorities (MEWR, ALRI, KMK, SES) and its subsidiaries, as well as basin organizations and assure involvement of all stakeholders with the abilities to assume their necessary devoted tasks to maintain and operate the drinking water/irrigation schemes. - Development of integrated watershed management, DRR and climate change adaptation knowledge within selected WUA and canal management organizations/RBO. - Climate change adaptation and DRR elements will be mainstreamed and considered during the planning stage, construction and O&M of infrastructure. - Modelling of Water Information System (WIS) in Syr Darya River Basin and further connection with national WIS. - Knowledge and expertise transfer to small entrepreneurs in the field of water, sanitation, other public services. - Promote business enabling environment for private enterprises to build sanitation market (Ecosan facilities).
<p>(5) Resources, partnerships (Swiss Programme)</p> <p>Financial resources: The financial resources² allocated for the period of 2017-2020 for Domain 1 (Tajikistan) amount to CHF 52.6 million (SDC: CHF 24.6 million and SECO: 28 million).</p> <p>Partners Main Implementing partners: EBRD, World Bank, Helvetas/GIZ/ACTED Consortium, Oxfam, AKF, Focus Humanitarian Assistance, International Secretariat for Water, Caritas Switzerland</p> <p><u>Partnership with donors:</u> EBRD (regionalization process in urban WSS, urban planning/public transport for Khujand city), AKDN</p> <p><u>National authorities:</u> Ministry of Energy and Water Resources, Agency for Irrigation and Land Reclamation, KMK, Committee of Environment, Committee of Emergency Situation and Civil Protection</p> <p>Human resources At SCO level, three NPOs for infrastructure/water and climate change/DRR will be coordinating and facilitating this complex domain, working closely with SDC and SECO HQ Program Managers, Director of Cooperation (especially for policy dialogue) and local government authorities and donors. The needs for backstopping and expertise will be assessed during implementation of Cooperation Strategy.</p>

² Subject to change due to decisions in Parliament

(6) Management of the implementation of the strategy

- Switzerland makes use of and enhances the impact of its intervention in piloting the implementation of the water sector reforms through active coordination with other key donors and partners such as WB, ADB, EBRD, EU and UNDP (Partnerships).
- Systematic transformation, an improved regulatory framework and dissemination of best practices will be promoted through intensive policy work at national, district and local level (Policy influencing).

- Respecting the fragile ethnic balances, openness, transparency and participation principles, Switzerland promotes a “Do no harm” approach in its interventions to reduce possible local-level conflicts over access to water and other natural resources and thereby improving life quality and producing overall positive impact on the social environment (CSPM).
- Means of verification. Annual report stocktaking and self-evaluation; systematic review of documentation produced by partners.

Domain of intervention 2: Governance, Institutions and Decentralisation

Domain Goal: Public institutions deliver efficient and effective services in an inclusive way and are accountable to citizens. Civil society participates in decision making processes.

(1) Swiss portfolio outcomes	(2) Contribution of Swiss Programme	(3) Country development or humanitarian outcomes
<p>Outcome 1 The population in the regions of intervention know how to and have their rights better protected by using quality public legal services.</p> <p>Indicators</p> <ul style="list-style-type: none"> - % coverage of the population (disaggregated by sex and geographic locations) by the services in the regions of interventions. <p><i>Baseline:</i> Civil registry coverage 100% but the quality is low. There are no other public services in the regions of intervention.</p> <p><i>Target:</i> at least 30% (estimates) coverage of the vulnerable population by the state legal services in the regions of intervention – to be confirmed.</p> <ul style="list-style-type: none"> - # individuals (m/f) that are using the public 	<p>(2) Contribution of Swiss Programme</p> <p>SDC intervention will be focused on assistance to the state and civil society organizations in public awareness raising on legal issues and mechanisms of rights protection (where and how people can defend their rights). The activities in this outcome will help empowering the population (men and particularly women) in demanding their rights by applying to the state provided legal services.</p> <p>The activities under this outcome will also help in crosschecking the impact at the population level through the assessments of the people's awareness level and use of services.</p> <p>Assumptions Better access to the system will create a better response by the state. Better knowledge of the population about their rights will stimulate the usage of the public services amongst the</p>	<p>(3) Country development or humanitarian outcomes</p> <p>Outcome 1 The population of Tajikistan have their rights and freedoms protected by the state (based on the articles 17, 19, 21 of the Constitution of Tajikistan).</p> <p>Indicators</p> <ul style="list-style-type: none"> - The amended law on “Prevention of Domestic Violence” includes better regulations on shelters, criminalization of domestic violence. - The amended law on “State Civil Registration” improves the civil registration processes, introduced simplified procedures of registration and electronic data management. - Draft law on “free legal aid”, guaranteeing access to state free legal aid for the poor population, is ready for public hearings.

<p>legal services</p> <p>Baseline: currently being identified by the implementing partners.</p> <p>Target : will be determined once the baseline is available.</p> <ul style="list-style-type: none"> - % of individuals (registered in the Case Management System) which cannot defend their rights (i.e. to file a case, to get child allowance, etc.) as they lack civil registry documents. <p>Baseline: current estimates at 30-40% (to be confirmed)</p> <p>Target: desired estimates at 10-15% (to be confirmed)</p> <ul style="list-style-type: none"> - # persons (M/F) - subjected to physical, sexual or psychological violence - having received psychosocial, medical and/or legal support (AR: G1) 	<p>vulnerable people.</p> <p>Risks</p> <p>Risk of slow improvement of public services due to inadequate funding from the state budget, resulting in low trust to the services amongst the population. Risk of inability to obtain substantial information about the reforms in public services from official sources.</p>	<p>Field of observation</p> <p>Progress made in UPR and other UN treaties reporting</p> <p>Baseline: Tajikistan already submitted two UPR reports (latest one in 2016). Quality of the reports increased thanks for support provided by the international organizations and improved cooperation with the civil society organizations.</p> <p>Target value: 3rd report prepared by 2021 with active participation of the civil society organizations in the monitoring of the progress made by Tajikistan with regards to the implementation of the UPR recommendations.</p>
<p>Outcome 2</p> <p>The state is able to efficiently manage the targeted public services and to provide quality and affordable services to the population.</p> <p>Indicators</p> <ul style="list-style-type: none"> - % of the users satisfied (satisfaction rate) with provided public legal services <p>Baseline 2016: 82% with NGO legal aid services. Baseline for public services is currently being identified by the implementing partners</p> <p>Target 2020: increase from baseline by 20%</p> <ul style="list-style-type: none"> - # of state institutions with increased management capacities to provide quality services to the population in selected 	<p>SDC intervention will aim at developing the capacities of the state program partners in provision of quality and sustainable public legal services (free legal aid, civil registration, domestic violence) to the population in Tajikistan with focus on marginalized and disadvantage groups (women, elder people, and children). Over the CS period SDC will gradually exit from funding the non-governmental legal services shifting support towards building the state system of targeted public legal service in the country. In order to achieve this objective SDC in particular will support the selected models of service provision in the targeted areas in Tajikistan.</p> <p>Assumptions</p>	<p>Outcome 2</p> <p>The state system of public services (legal aid, civil registry and prevention of domestic violence) is established and operational (based on the National Programs on “Judicial and Legal Reform 2015 – 2017”, “Civil Registry Reform 2014 – 2019”, “Prevention of Domestic Violence 2014 – 2023”)</p> <p>Indicators</p> <ul style="list-style-type: none"> - Successful piloting of at least 16 state free legal aid centres by 2019 <p>Baseline 2016: 4 centres</p> <p>Target value 2019: 16 centres to be established</p> <ul style="list-style-type: none"> - Reduced discrepancies in the civil registration system and health system on

<p>sectors</p> <p><i>Baseline 2016:</i> 4 (state legal aid centres)</p> <p><i>Target 2020:</i> 16 (state legal aid centres)</p> <p>Field of observation</p> <p>Improvement of the regulatory framework in the targeted public services</p> <p><i>Baseline 2016:</i> Legal framework is only partially adopted or yet outdated.</p> <p><i>Target 2020:</i> New laws and regulations in line with internationally accepted practices are adopted in the legal aid the civil registration systems.</p>	<p>The state agencies have sufficient budget to maintain public services in the future.</p> <p>Improved public services lead to improved trust of the population in services and the state as such</p> <p>Risks</p> <p>Weak financial capacities of the state don't allow scaling up the services beyond the targeted areas. Lack of efficient monitoring system affecting the quality of the public service reforms. Economic crisis and corruption jeopardize the effectiveness of the reform results.</p>	<p>birth and death issues</p> <p><i>Baseline:</i> 40'000 people</p> <p><i>Target value:</i> 30'000 people (to be confirmed)</p> <p>Field of observation</p> <p>Progress made in implementation of the Law on Prevention of violence in the family.</p> <p><i>Baseline:</i> Currently there is no solid coordination on the law implementation and no referral system of services available for the victims of domestic violence in the regions.</p> <p><i>Target:</i> The coordination on the implementation of the law is in place and led and by the respective state agency.</p> <p>In the regions there are comprehensive referral services available to victims of domestic violence.</p>
<p>Outcome 3</p> <p>Reinforced civil society is taking up key legal issues in a policy dialogue with local and national authorities leading to adequate responses.</p> <p>Fields of observation:</p> <ul style="list-style-type: none"> - Improvement of capacities of civil society and local and national authorities to engage in a policy dialogue on legal issues <p><i>Baseline 2016:</i> 5 civil society organizations with capacities to engage in the policy dialogue with national authorities. Mid-quality dialogue input from civil society and state actors with limited presentation and analytical skills.</p> <p><i>Target 2020:</i> a broader spectrum of civil society groups/networks are better organized and have sufficient skills and</p>	<p>Recognizing the needs for improved state decision making on legal issues with participation of the civil society and application of transparent and accountable governance principles, SDC will support an open space for policy dialogue and consultations for Government and civil society at different levels. SDC support in this direction shall promote critical thinking of the civil society, improved planning of important legal initiatives and help in developing sustainable implementation mechanisms with regards to various legal issues at local and national levels. It will also support the coordination amongst the civil society and the state agencies leading to concrete responses.</p> <p>Assumptions</p>	<p>Outcome 3</p> <p>This is a proxy outcome at the country level based on the necessity of improved governance processes such as the transparency and accountability of the state in front of the civil society.</p> <p>The state consultations with civil society enhance the state accountability to the population.</p> <p>Fields of observation:</p> <ul style="list-style-type: none"> - Results of the policy dialogue and consultation platforms - Policy dialogue and consultation mechanisms between the Government and civil society in other sectors (e.g. water reform, health reform, local governance reform etc.)

<p>capacities to develop and present their ideas at the policy dialogue meetings at national and local levels.</p> <ul style="list-style-type: none"> - Evolution of the policy dialogue processes (quantity/quality) at national and local levels <p><i>Baseline 2016:</i> The debates are mainly led by the state agencies and the civil society participants lack solid analytical basis for their recommendations. Only Dushanbe-based civil society organizations participate in the policy meetings (around 2 meetings held annually at national level).</p> <p><i>Target 2020:</i> at least 2 national-level meetings involve broad range of civil society representatives. Local events in the regions give an opportunity for the local civil society representatives to exchange their ideas with the local authorities and formulate the recommendations for the national meetings.</p>	<p>The consultations between the state and the civil society improve the quality of the decision making processes in the Government. Consultation process helps improving the quality of the international reporting by Tajikistan</p> <p>Risks Resistance to reform within institutions. Shrinking space for the civil society prevents from their effective work in the country beyond the small scale activities</p>	
<ul style="list-style-type: none"> - Consultation results and concrete responses agreed by the Government and civil society <p><i>Baseline 2016:</i> consultation results are agreed upon with no follow up on implementation. National piloting of the state free legal aid is one of the consultation results to be monitored during next 3 years.</p> <p><i>Target 2020:</i> The monitoring system ensures the follow up on the implementation of concrete responses both from the state and the civil society sides. Civil society recommendations are taken into account in decision making at local and national levels.</p>		

(4) Lines of intervention (Swiss Programme)

Outcome 1:

- Provide financial and technical assistance to the state partners and non-governmental organizations in public awareness raising amongst the population and especially vulnerable groups.
- Provide technical assistance for developing relevant assessments, studies on the population access and usage of the services;
- Provide sufficient financial and technical support to the organizational and institutional development of the state and NGO partners to strengthen their capacities.
- Provide assistance for developing skills of NGO partners in identifying and documenting critical issues hampering the access and use of services by the population.

Outcome 2:

- Provide technical and financial support to the state program partners in developing and piloting of affordable public legal services (i.e.: legal aid, civil registration and services to the victims of domestic violence) in the targeted areas.
- Provide technical and financial support to the program partners in developing monitoring and evaluation system for public services;
- Provide assistance for developing capacities of the program partners in management and sustainable maintenance of the services and further independent scale up beyond the program areas.
- Provide assistance for developing the coordination amongst the program partners' providers of services.

Outcome 3:

- Provide financial and facilitation support to the program partners to create space and opportunities for open discussions and consultations between the main stakeholders at national and local levels involved in targeted legal reforms.
- Engage in policy dialogue with the Government of Tajikistan on Rule of law.
- Provide financial support to the program partners to develop their capacities on network building and coalition work.
- Supporting the state authorities in developing efficient responses in selected reform areas in consultations with various stakeholders.
- Identify different strategic partners to provide support and to monitor the implementation of the various reform measures.

(5) Resources, partnerships (Swiss Programme)

Financial resources:

The financial resources³ allocated for the period of 2017-2020 for Domain 2 amount to CHF 12.75 million for SDC.

Partners

Main implementing partners: Direct program partners are UNDP and international organizations selected through open tenders.

National counterparts are the Ministry of Justice, Ministry of Interior, Ministry of Health and Social Protection, Committee on Women and Family Affairs, civil society organizations (NGOs, legal aid providers, Bars, etc.), Mass Media, and the Presidential Administration.

Other donors and strategic allies: EU, DFID, GIZ, US Embassy, USAID, OSI, OSCE, UNICEF, UN Women, UN OHCHR and UNDP as the implementing partner.

³ Subject to change due to decisions in Parliament

<p>(6) Management/performance results, including indicators (Swiss Programme)</p> <ul style="list-style-type: none"> Partnerships: alliances with the existing donors such as EU, US Govt., Government of Finland and others enhance the impact of the Swiss interventions in the civil registry and legal aid systems reforms. The programmes funded by Switzerland are considered as good practices and replicated at national level. CSPM: the promotion of “Do no Harm” approach within the Swiss funded interventions mitigates the potential conflicts between the state providing the services and the population during the period of systemic reforms. Swiss supported programmes demonstrate the stable or growing satisfaction rate of the population with the reformed public services in the regions of interventions. Policy Dialogue/Influencing: Through providing capacity building support to the local stakeholders, Switzerland can stimulate active discussions on the acute legal reform issues between the civil society and the state at national and local levels. <p>Means of verification. Annual reports and evaluation; systematic review of documentation produced by partners (question: did the Swiss Contribution make a positive difference; if yes, how? if not: corrective measures to be identified.)</p>
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<p>Domain of intervention 3: Employment and Economic Development</p> <p>Domain Goal: The private sector – competitive MSMEs – creates decent jobs and inclusive economic growth in a conducive and efficient business environment.</p>		
<p>(1) Swiss portfolio outcomes</p> <p>Outcome 1 Effective state institutions deliver better business and trade related services to the population/MSMEs</p> <p>Indicators</p> <ul style="list-style-type: none"> Compliance Cost Savings for targeted MSMEs (US\$ million) by simplifying/eliminating procedures posing an obstacle (S/15) <p><i>Baseline 2011-2016: 22.59</i> <i>Target 2018: 17</i></p>	<p>(2) Contribution of Swiss Programme</p> <p>Activities under this outcome will target implementation of selected reforms in the most unfriendly areas of the business environment (e.g. inspections, permits, customs and tax) to ensure that:</p> <p>(1) new business/investment/trade regulations materialize into tangible savings/efficiencies from reduced administrative barriers at the macro and micro (sectors/companies) level and reduced corruption (e-service delivery);</p> <p>(2) public-private dialogue in business and trade regulation result in improvements in the state service delivery (TBD).</p> <p>Assumptions Strong state political will to continue its efforts in implementing/enforcement earlier adopted laws (e.g., inspections, permits, apostille, PPP). De-facto application of all improved business processes and tools in tax administration by the State Tax Committee.</p>	<p>(3) Country development or humanitarian outcomes</p> <p>Outcome 1 (based on the draft National Midterm Development Programme (MDP) of the Republic of Tajikistan 2016-2020):</p> <ul style="list-style-type: none"> Improved the public governance for sustainable development. Developed the new institutional support system for private sector and improvement of the business environment and investment climate. Reduced administrative barriers for small and medium businesses and optimized inspections of the economic entities. Simplified export-import operations. <p>Indicators</p> <ul style="list-style-type: none"> Improved the country attractiveness for investors and improving the country position in the WBG “Doing Business” ranking:

	<p>Selection sustainable and efficient business model for the National Trade Facilitation Coordination Committee and its sufficient political power to eliminated trade obstacles and create favourable framework conditions for sustainable trade.</p> <p>Risks Corruption, not merit/market based salaries for civil servants and informal payments may slow down de-facto implementation process of new laws/regulation/practices; Political and economic instability and overoptimistic budget forecast/fiscal pressure can “wash-out” materialized benefits for the MSMEs from conducted reforms. Weak bargaining/negotiation power of the TJ authorities during potential Eurasian Union accession process may affect competitiveness of the local producers and local economy.</p>	<p>Overall rating: <i>Baseline 2016:</i> 132 <i>Target value:</i> TBD once MDP approved</p> <p>Trade across borders rating: <i>Baseline 2016:</i> 132 <i>Target value:</i> TBD once MDP approved</p>
<p>Outcome 2 Competitive and resilient MSMEs develop into drivers of sustainable economic growth and employment</p> <p>Indicators</p> <ul style="list-style-type: none"> - Employment increased and retained in supported companies in #, and number of companies reported increased employment in % growth. (S/9) <p><i>Baseline 2016</i>⁴: 2784 jobs retained <i>Target 2021</i>⁵: TBD</p> <p>Created:</p>	<p>Activities under this outcome will foster innovations and good business/governance practices into the operations of the targeted sectors/companies to ensure (1) higher productivity and earnings in the supported job-intensive companies (2) higher value-adding operations; (3) more jobs. Various tools will be used, such as delivering professional business advisory services both by local and foreign experts to local manufacturing companies, strengthening capacities of the local consultants and trade service providers (exit partners), promoting local producers/brands on domestic and foreign markets (export).</p> <p>Assumptions</p>	<p>Outcome 2 <i>(based on the National Midterm Development Programme of the Republic of Tajikistan 2016-2020):</i></p> <ul style="list-style-type: none"> - Achieved balance of quantity and quality of the working population and jobs, reduced number of unemployed or inactive people; - Established the foundations for export-oriented development and the promotion of diversified non-commodity based exports; - Developed a national system of selective import substitution, especially in the agricultural sector. <p>- Jobs created on annual basis (100,000)</p>

⁴ ITC Textile and Clothing Project - 2784 jobs

⁵ SBI -1500 jobs (for TJ and KG); ITC Textile and Clothing-- no target

<p><i>Baseline 2016: [TBD] jobs created</i> <i>Target 2021: 150 companies and 40% increase</i></p> <p><i>Baseline 2016: 50%</i> <i>Target 2021: 50%</i></p> <ul style="list-style-type: none"> - Increased export volumes/value (as a % and in USD million) of sustainable goods and services (textiles, agribusiness) (SI18) <p><i>Baseline: TBD by new phase</i> <i>Target 2021: TBD by new phase</i></p>	<p>Sufficient will and financial commitment of the supported companies to raise working standards, to expand their client base, and to develop their capability to serve clients in more efficient, quality and sustainable manner. Stable general economic conditions in the country and region. Structural reforms for having friendly business environment for MSMEs growth and regional/global trade.</p> <p>Risks Significant vulnerability to economic shocks, political instability and security risks, long-lasting economic recession. Corruption, political economy and interference into MSMEs operations (vested interests), fiscal pressure, unfair competition with informal sector. Global price volatility of the exported goods.</p>	<p><i>Baseline 2015: 25%</i> <i>Target value 2020: 400,000</i></p> <ul style="list-style-type: none"> - Processed cotton-fibre (%) –TBD by new phase. <p><i>Baseline 2015: 6%</i> <i>Target value 2020: 32%</i></p>
<p>Outcome 3 MSMES and population have access and can effectively use capital/investments and appropriate financial services in a stable and inclusive financial sector</p> <p>Indicators</p> <ul style="list-style-type: none"> - Value of Investments/Capital (equity/debt/savings) mobilized/triggered to the economy (US\$ million). (SI16 and 13) <p><i>Baseline 2011⁶: 112</i> <i>Target 2021⁷: 289</i></p> <ul style="list-style-type: none"> - Non-Performing Loans level (“bad” loans) in the supported FIs. <p><i>Baseline 2016: 6%</i> <i>Target 2017: 15%</i></p>	<p>Outcome 3 Based on the following goals of the National Midterm Development Programme of the Republic of Tajikistan 2016-2020:</p> <ul style="list-style-type: none"> - Reduced the vulnerability of the financial (banking) sector; - Improved access to financial resources; - Collateral Registry is fully operational. - Financial Sector Assessment Program (FSAP) / Financial System Stability Assessment (FSSA) <p>Indicators</p> <ul style="list-style-type: none"> - Private investment as a share of GDP (%). <p><i>Baseline 2015: 9.3%</i> <i>Target value 2020: 10%</i></p>	

⁶ CG Project- \$1.95 million; ACAFI III - \$55.12 million; ACAMRF – 18.0 million; EBRD local currency lending – 0 (to be corrected, based on the EBRD aprox. 36.7 million since 2011)

⁷ CG Project- \$17 million; ACAFI III - \$126.50 million; EBRD SBI lending – 290 (aprox.50/50 for TJ and KG), ACAMRF -no target

<p>- Number of active users (at least 1 transaction in 30 days) of the M-money systems. <i>Baseline 2016: 0</i> <i>Target 2019: 40,000</i></p>	<p>financial literacy and counselling, consumer protection, introduction of the good corporate governance and consumer protection practices.</p> <p>Assumptions Strong political will in enhancing financial sector stability thanks to better transparency of the data from FIs, informed decisions, employed market tools in supervision and regulation by the Government and regulator (NBT). Real measures are taken to create investments-friendly environment, protecting investors' rights and respecting Rule of Law. Sufficient absorption capacity and willingness of the local financial institutions to improve their working standards and deliver wider range of financial services in responsible and sustainable way. Market players agreed and financially contributed to the most effective and sustainable concept of the mobile-money system (legal framework, business model).</p> <p>Risks Political economy, the government interference into banks' operations, fiscal pressure, long-lasting local and regional economic recession, deteriorating credit discipline due to the lower disposable income. FX risks in the absence of sustainable and affordable hedging tools in the highly dollarized financial market (>50%).</p>	<p>- Volume of credits/deposits to economy as share of GDP (%). <i>Baseline 2015: 23%/17.7%</i> <i>Target value 2020: 30%/TBD</i></p> <p>- Country NPL (bad loans): <i>Baseline 2015: 14%</i> <i>Target value 2020: 4.4%</i></p> <p>- Financial inclusion ratio (share of population with bank accounts). <i>Baseline 2015: 26.3%</i> <i>Target value 2020: growth by 3 times [</i></p>
<p>(4) Lines of intervention (Swiss Programme)</p>		
<p>Outcome 1:</p>		
<p>- Provide TA and small infrastructure support to pilot and further develop risk based inspection and tax audits, electronic permit application, internet banking for payment of taxes, VAT administration; e-Apostille database.</p> <p>- Deliver financing and technical assistance to the existing PPD platform for lobbying selected reforms needed for better business environment. WTO: TBD.</p>		
<p>Outcome 2:</p>		
<p>- Support SMEs with professional business advice; provide technical assistance for local trade and business consulting service providers as</p>		

<p>the programme exit partners for the specific area of expertise/service.</p> <ul style="list-style-type: none"> - Provide technical assistance in trade facilitation, export-import simplification on the national level, industry business association and trade facilitation institutions. - Support local companies in access to foreign markets by co-funding trade fairs participation and B2B initiatives. <p>Outcome 3:</p> <ul style="list-style-type: none"> - Provide CG advisory support to companies for attracting investments. - Provide technical assistance to NBT in finalizing various elements of the secured transactions and credit information sharing system, supporting the NBT to implement the PCB supervision mechanism. - Deliver technical assistance to regulator, microfinance sector and population/customers about responsible finance practices, consumer protection and savings mobilization. - Support financial literacy and counselling programmes/initiatives. - Deliver technical assistance and global expertise in introducing electronic and digital financial services on regulatory, sector, population and companies' levels. - Support PFIs with technical assistance, direct lending and with risk sharing mechanism & guarantees to enhance SME lending, facilitate instruments to finance SMEs in local currency.
<p>(5) Resources, partnerships (Swiss Programme)</p> <p>Financial resources: The financial resources⁸ allocated for the period of 2017-2020 for Domain 3 amount to CHF 12 million for SECO.</p> <p>Partners The Ministry of Economy, The Ministry of Industry and Innovations, State Tax Committee, State Committee on Investments and State Property Management, National Bank of Tajikistan, local financial institutions and industry associations. Programme will be implemented by WBG/IFC, ITC, EBRD, IMF and coordinated in the framework of functioning Development Coordination Council (DCC) and its technical subgroups (PSD and PFM/Governance). DFID is the main donor partner (various joint programs).</p> <p>Human resources: At SCO level, the NPO in charge of the portfolio will continue coordinating and facilitating this complex domain, working closely with the Deputy Director of Cooperation and SECO HQ Program Managers. The needs for backstopping and expertise will be assessed during implementation of Cooperation Strategy.</p>
<p>(6) Management/performance results, including indicators (Swiss Programme), see chapter 6 of CS</p> <ul style="list-style-type: none"> • Switzerland makes the best use of the potential synergies, comparative advantages and expertise of the implementing partners (across the seco divisions) to maximize the impact of the limited financial resources. • Switzerland influences coordination, consistency and effectiveness of the private sector aid through its multilateral partners (WBG/IFC, IMF, EBRD), which lead the donor coordination structures and deliver state budget support. • A close steering process of the Access to Finance portfolio ensures that “responsible finance” practices are implemented, thereby mitigating the potential for over indebtedness and financial fragility of the borrowers. Means of verification. Annual report stocktaking and self-evaluation; systematic review of documentation produced by partners.

⁸ Subject to change due to decisions in Parliament

Domain of intervention 4: Health Domain Goal: Sectoral reforms and systemic interventions at policy and population level respond to the high demand for quality, efficient, accessible and affordable health care services.		
(1) Swiss portfolio outcomes	(2) Contribution of Swiss Programme	(3) Country development or humanitarian outcomes
<p>Outcome 1 The health system is governed on the basis of an evidence based policy and provides quality primary health care services to the population.</p> <p>Indicators</p> <ul style="list-style-type: none"> - # of laws/procedures/policies, particularly related to medical education reform (incl. re-certification) updated in a participatory way and endorsed by MoHSP. <p><i>Baseline: 2016: 0</i> <i>Target 2020: at least 4 new laws/procedures/policies incl. 1 relating to re-certification</i></p> <ul style="list-style-type: none"> - % of RHC associating community group to business planning and monitoring (proxy for accountability and governance). <p><i>Baseline: 33%</i> <i>Target: 55%</i></p> <ul style="list-style-type: none"> - <i>Thematic Reference Indicator:</i> # of primary health care facility/outpatient department visits per person per year 	<p>SDC will continue to contribute to build an accountable and integrated primary health care system based on family medicine services. Particular focus will be given to interlink the medical education reform with the implementation of the health human resource policy to ensure availability of well-trained and motivated primary health workers in the remote geographical areas. Essential contribution will be made to improve planning, monitoring and management capacities of health managers at different levels, to enable them to make evidence based decisions/policies, get higher professional standards and ensure quality of healthcare delivery.</p> <p>Assumptions Commitment of the Government of Tajikistan to health sector reforms remains stable. State allocation to health care sector increases. Readiness of relevant state institutions to implement medical education reforms. Continuous and competent support of donors in the health sector with capacity building and funds.</p> <p>Risks Continued scarcity of financial resources reflected in local health budgets. Insufficient readiness from public health institutions towards accountability and principles of good governance.</p>	<p>Outcome 1 Based on the National Health Strategy 2010-2020: The quality and accessibility of health services is raised through the strengthening of primary health care based on family medicine practice.</p> <p>Indicators</p> <ul style="list-style-type: none"> - % population covered with functional family medicine (FM) services. <p><i>Baseline: 2015: 65%</i> <i>Target value: 2020: 70%</i></p> <ul style="list-style-type: none"> - % of primary health facilities performing business planning (proxy for accountability and governance). <p><i>Baseline: 20.8%</i> <i>Target value: 80%</i></p> <ul style="list-style-type: none"> - # of complications for patients with diabetes, arterial hypertension decreased <p><i>Baseline: 2017: data from Health Management Information System (HMIS).</i> <i>Target value: 2020: decreased by 25% in compare to data of 2017</i></p>

<p>Outcome 2 The rural population in the regions of intervention have access to quality family medicine services and adopts healthier behaviours.</p> <p>Indicators</p> <ul style="list-style-type: none"> - % of population satisfied with the health services provided at PHC level. <i>Baseline 2014: 95%</i> <i>Target 2020: 98%</i> - % of rural population with access and use of family medicine services. <i>Baseline 2015: 59.4%</i> <i>Target 2020: 72%</i> - # number of births attended by skilled health personnel (ARI/H2) 	<p>Community members, men and women will be empowered to take more control and responsibility for their own health through better awareness, understanding and knowledge on health topics via health promotion/diseases prevention activities. Participation of community members in monitoring of implementation of primary health centres' business plans will improve transparency and accountability of local health services.</p> <p>Assumptions</p> <p>Willingness of primary health care staff to implement health promotion strategies. Institutional capacities of health facilities to steer activities at community level. Informed community members demand for quality health care services.</p> <p>Risks</p> <p>Resistance of local authorities to be accountable to service users.</p>	<p>Outcome 2 Based on the Concept of Health Care Reform, endorsed by the Government in 2002 and National Health Strategy 2010-2020:</p> <p>Increased responsibility of the Tajik population to their own health and increased participation of communities to address health care needs.</p> <p>Indicators</p> <ul style="list-style-type: none"> - Ante-natal coverage rate. <i>Baseline 2012: 78%</i> <i>Target value 2020: 89%</i> - Trends in prevalence of diabetes and hypertension (see above-outcome 1). - Increased number of outpatient visits per person per year. <i>Baseline 2015: mean - 2.5 (HMIS)</i> <i>Target value 2020: at least 5 (mean from HMIS).</i>
<p>(4) Lines of intervention (Swiss Programme)</p>		
<p>Outcome statement 1:</p> <ul style="list-style-type: none"> - Use evidences and expertise gained from the program area (e.g. monitoring of implementation of basic benefit package, per capita financing, business plans) to influence health financing policy. - Along with other donors, reinforce the regulation, organisation, functioning, management and monitoring of health care system to increase its efficiency and effectiveness. - Contribute to having health human resource policy increasingly taking into account needs and realities of the health sector. - Promote institutional arrangements for the practical year 6 training course at the Tajik State Medical University. - Contribute to the continuous professional development of family doctors and nurses. - Contribute to capacity building of primary health care managers at rayon level to better resource, manage and monitor the primary health care system. - Contribute to establishing qualifications and licensing program of doctors and nurses already trained and working at primary health care level. - Promote quality assurance of health service delivery at primary health care level (clinical audits, mentoring of service delivery, clinical protocols). - Strengthen the referral system between primary health care centres and hospitals. - Rehabilitate and equip with basic equipment primary health care centres in selected area. 		

<p>Outcome statement 2:</p> <ul style="list-style-type: none"> - Rising awareness among the population about the expansion of the basic benefit package. - Build the institutional capacities of health facilities to work collaboratively on health prevention and promotion with their communities. - Build the capacities of community health promoters and women's groups on health promotion, disease prevention and advocacy for healthy life style. - Foster participation of community representatives in business planning exercises carried out by primary health care managers in their respective villages.
<p>(5) Resources, partnerships (Swiss Programme)</p> <p>Financial resources: The financial resources⁹ allocated for the period of 2017-2020 for Domain 4 amount to CHF 9.4 million for SDC.</p> <p>Partners <u>Main implementing partners</u> are the Swiss Tropical - Public Health Institute and the Aga Khan Foundation (Aga Khan Health Services). <u>Main National counterparts</u> are the Ministry of Health and Social Protection of the population of Republic of Tajikistan, the Tajik State Medical University and the Tajik Institute for Postgraduate Education. <u>Other donors and strategic allies:</u> EU, WHO, USAID, World Bank.</p> <p>Human resources: At SCO level, the NPO in charge of the portfolio will continue coordinating and facilitating the domain, working closely with the Deputy Director of Cooperation. The needs for backstopping and expertise will be assessed during implementation of Cooperation Strategy.</p>
<p>(6) Management/performance results, including indicators (Swiss Programme), see chapter 6 of CS</p> <ul style="list-style-type: none"> • Initiatives and approaches developed and tested by the Swiss funded health program are embedded in the working practices and functions of the health system. • A balanced geographical orientation of the program mitigates social tensions and facilitates national scale up of program's introduced forms of service delivery. • Switzerland uses the alliances with other agencies active in the health sector to enhance the impact of the Swiss program and to contribute to reach the country's health targets. • Switzerland has a clear vision on how to continue addressing health issues under the Governance portfolio. <p>Means of verification. Annual report stocktaking and self-evaluation; systematic review of documentation produced by partners.</p>

⁹ Subject to change due to decisions in Parliament

Annex 2: Overview Results Framework

Regional & Uzbekistan

Important notice: Whenever people are concerned, indicators will always be sex-disaggregated.

<p>Domain of intervention 1: Water, Infrastructure and Climate Change - Regional Domain Goal: Central Asian States provide the necessary framework allowing a joint and equitable management of regional river basins. At national level, households, agriculture and other economic sectors have equitable access to and use well-managed water resources, quality infrastructure and public services. Consequences of climate change are considered at all levels.</p>		
<p>(1) Swiss portfolio outcomes</p> <p>Outcome statement 1</p> <p>Stakeholders agree on basic aspects of mechanism of IWRM .</p> <p>Indicators</p> <p>Level of achievement of IWRM : national political and policy changes serving regional interests.</p> <ul style="list-style-type: none"> - Baseline 2016: Tajikistan has passed relevant IWRM policies (e.g. creation of river basins organisations) and is in the wake of implementing them. - Target 2020: 2 countries have passed and implement relevant IWRM policies; 2 additional countries are in the process of modifying their national legislation accordingly. <p>Number of implemented initiatives based on basin development plans.</p> <ul style="list-style-type: none"> - Baseline: 2 [2016] - Target value: 8 [2020] 	<p>(2) Contribution of Swiss Programme Describe how (1) contributes to (3), add what could help and what might hinder</p> <p>The Swiss Cooperation will contribute to the establishment of</p> <p>Discussion platforms (formal and informal) serving basis for regional dialogue.</p> <p>Switzerland will support hydro-diplomatic activities in the region instrumentalising any emerging windows of opportunities in the areas of regional organizations development, regional and cross-regional experience exchange, joint practical activities.</p> <p>A high-level dialogue platform on IWRM in Central Asia, supported by the Geneva water hub, is built on a demand driven basis. It contributes to resolving regional water issues and strengthening Regional Water Organizations.</p> <p>Switzerland supports the strengthening of the enabling environment to promote energy and water security at regional level and in the beneficiary countries.</p> <p>Assumptions</p> <p>The operational context is very challenging as described below under the “risks” section. Therefore, it is ambitious to plan any results in a given</p>	<p>(3) Regional outcomes</p> <p>Outcome statement 1.1</p> <p>Development of mutually acceptable mechanisms for integrated water resources management and environmental protection in Central Asia taking into account interests of all states in the Region (Aral Sea Basin Plan-4 [ASBP-4]).</p> <p>Indicator</p> <ul style="list-style-type: none"> - Baseline [2017] - Target value [2020] <p>Outcome statement 1.2</p> <p>Continued cooperation aiming to improve the ecological and socio-economic situation in the Aral Sea Basin (ASBP-4).</p> <p>Indicator</p> <ul style="list-style-type: none"> - Baseline [2017] - Target value [2020] <p>Outcome statement 1.3</p> <p>Strengthening institutional and legal frameworks (ASBP-4)</p>

short-term period as has been proved by lessons learnt from the past strategies. Considering above, the focus shall be placed on supporting any process and progress on the regional cooperation.

Risks

The willingness of some countries of the region to include their priorities (energy security/food security) into a regional, informal dialogue is increasing, whereas the firmness of other countries not to modify the current status of regional cooperation is also impacting the Swiss contribution.

Unequal institutional capacities make it difficult to promote a sound regional cooperation among countries, though several of them have introduced water reforms in order to increase their national capacities to handle the new challenges. But trust is still lacking most.

Security concerns become the highest national priority, absorbing the national capacities and sweeping away positive efforts for regional cooperation.

Financial resources

The financial resources¹ allocated for the period of 2017-2020 for Domain 1 regional level (Kyrgyzstan, Tajikistan and Uzbekistan) amount to CHF 23.1 million for SDC.

Domain of intervention 1: Water, Infrastructure and Climate Change - Uzbekistan

Domain Goal: Central Asian States provide the necessary framework allowing a joint and equitable management of regional river basins. At national level, households, agriculture and other economic sectors have equitable access to and use well-managed water resources, quality infrastructure and public services. Consequences of climate change are considered at all levels.

<p>Outcome statement 2</p> <p>People and entities in targeted areas have access and make use of affordable and sustainable public services and are more resilient to water stresses and natural shocks.</p> <p>Indicators</p> <p># and % of population in targeted areas have access and use improved services (safe drinking water and sanitation, and other communal services). (ARI: W3, W4)/(S16)</p> <ul style="list-style-type: none"> - Baseline: 100'000 [2016] - Target value: 300'000 [2020] (values to disaggregate: urban/rural) <p>Consumers' satisfaction – for RWSS (improved supply of drinking water to communities with DWOs) and for NWRM (WUAs satisfied with irrigation water supply)</p> <ul style="list-style-type: none"> - Baseline: [2016] – 20% - Target value: [2020] – 80% <p># and % of population in targeted areas under reduced risks to natural hazards (ARI/HA5)</p> <p>Baseline 2016: to be provided by implementing partner</p> <p>Target value 2020: to be provided by implementing partner</p> <p>% of Stakeholders able to assess and map water related disaster risks.</p> <ul style="list-style-type: none"> - Baseline: [2016] – 0% - Target value: [2020] – 50% 	<p>Switzerland's up-scaling efforts to the water supply and sanitation systems both in rural and urban areas are reaching a critical mass, and will serve as demonstration systems to be taken into consideration by the National water supply and sanitation plans. Both rural community-based and urban water supply systems are striving to improve the quality of the services in targeted areas.</p> <p>Timely and sufficient water supply to the farmers.</p> <p>Assumptions</p> <p>The collaboration with the IFIs in the sector can favorise the access to financial mechanisms for municipalities and communities. A trend towards an increased centralisation of the management by the government and an unclear mandate of the responsible agency have the tendency of not taking the projects results seriously into consideration..</p> <p>Risks</p> <p>Continuous weakening state institutions in the sector. Security concerns of the country reduces the budgets allocated to the sector. The one-solution-fits-all attitude (one only operator, the VodaKanal) will on the mid-term exclude other models to be implemented</p>	<p>Outcome statement 2</p> <p>Improved management structures in water supply and sanitation and increased level of qualitative drinking water and sanitation services (decree n° 306).</p> <p>Indicator (tbd)</p> <ul style="list-style-type: none"> - Baseline [2016] - Target value [2019] <p>"The State program on development of the Aral Sea basin for 2017-2021", with the aim to improve living conditions of the population, develop the water supply system, create new jobs, increase the investment attractiveness of the region and develop the transport, engineering and communication infrastructure of settlements</p> <p>Indicator (tbd)</p> <ul style="list-style-type: none"> - Baseline [2016] - Target value [2021] <p>Uzbekistan's Development Strategy 2017 – 2021, among which priorities:</p> <ul style="list-style-type: none"> • Improvement of living conditions of the population through improved public service provision., <p>Indicator (tbd)</p> <ul style="list-style-type: none"> - Baseline [2016] - Target value [2020]
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<p>Outcome 3:</p> <p>The respective institutions and other service providers operate subsectors or systems in an effective and efficient mode.</p> <p>Number of Administration for Irrigation Systems Units providing WCA support and promoting water saving technologies</p> <ul style="list-style-type: none"> - Baseline: 0 [2016] - Target value: 49 AIS Units [2020] <p>Number of irrigation systems administrations (Basin Administration for Irrigation Systems BAIS and Administration for Irrigations Systems AIS) with improved water information systems.</p> <ul style="list-style-type: none"> - Baseline: 0 [2016] - Target value: 1 BAIS + 3 AIS [2020] <p>Number of provincial water provision services have set up public service contracts and/or are applying tariff system that includes a cost recovery approach (O&M)</p> <ul style="list-style-type: none"> - Baseline: 0 [2016] - Target value: -13 [2020] <p>Number of community-based water management systems successfully and sustainably implemented with a full-cost recovery approach:</p> <ul style="list-style-type: none"> - Baseline [2016] : 24 - Target value [2020] : 50 <p>Number of trained people hired in the water sector / number of staff working for the water service providers trained:</p> <ul style="list-style-type: none"> - Baseline [2016]: <ul style="list-style-type: none"> o students which have been hired afterwards by the water sector in 2016: 275 out of 357 graduates of SDP Colleges. (77 %) 	<p>Switzerland will support a unified national water information system, allowing the Ministry of Agriculture and Water Resources a more efficient decision making, based on real data and simplified data exchange procedures. Indeed, by first structuring the data production, flow and use, harmonizing the different data types and prioritising the measuring sites (i.e. the main infrastructure), the irrigation systems administrations become also more effective, reducing the current water losses.</p> <p>Secondly, Switzerland is supporting the State Agency Uzkommunkhizmat and the Ministry of Education with targeted regulatory assistance and through vocational and educational training in the drinking water sector. This will help the Uzbek stakeholders improve their capacity, coherence and functionality, in particular by implementing the corporate development programme including public service contracts and cost recovery approach.</p> <p>Thirdly, Switzerland supports water utilities in improving their business practices (Corporate Development) to become effective institutions and service providers.</p> <p>Assumptions</p> <p>With the support of other donors, an increased awareness to improve cooperation among donors and ministries, around a specified topic, such as data management will facilitate the establishment of an unified water information system. A data management system cannot be built if other water data producers are not cooperating and if the concerned ministry has little capacity in taking the lead position. The question of tariffication is being discussed and included into the strategic management planning of the water regulators.</p> <p>The current remodelling of the water management</p>	<p>Outcome statement 3</p> <p>Uzbekistan's Development Strategy 2017 – 2021, among which priorities:</p> <ul style="list-style-type: none"> • improved public service provision. • strengthening water management and intensifying agricultural sectors, • improving respective legislation and legal services system, <p>Improved management structures in water supply and sanitation and increased level of qualitative drinking water and sanitation services (decree n° 306).</p> <p>Indicator (tbd)</p> <ul style="list-style-type: none"> - Baseline [2016] - Target value [2019] <p>Uzbekistan's Development Strategy 2017 – 2021, among which priorities: Reform of public administration and Improvement of public administration management</p> <p>Indicator (tbd)</p> <ul style="list-style-type: none"> - Baseline [2016] - Target value [2020]
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<ul style="list-style-type: none"> o adults trained in 2016 by project which are already working and continued to work in the water sector: 4'572 adults trained based on SDP training approach at 11 Regional Competence Centers +6 colleges in the whole country - Target value [2019] <ul style="list-style-type: none"> o students trained and graduated following SDP training programme: 3'000, out of which 70% will be hired in the water sector (according to labour market survey done in 2'106) o adults trained by 2018 by the project working in the water sector: 7'000 in the 16 SDP-supported Regional Competence Centers +6 colleges in the whole country 	<p>in Uzbekistan will allow to improve the quality, transparency and financial sustainability of the drinking water service providers, including through the common and concerted support of multiple IFIs.</p> <p>Risks</p> <ul style="list-style-type: none"> Absence of cooperation agreement between the involved stakeholders. Total restriction of access to water related data. Political interference into the economic approach of the water management. 	
<p>(4) Lines of intervention (Swiss Programme)</p> <p>Through the hydrodiplomacy approach, the capacities of national institutions in the management of water related data, forecasting modelling for climate and water issues are increased and trust among riparian states is built by making the access to reliable and accurate data possible. An informal high-level dialogue platform, supported by the Geneva water hub, around water, peace and security is built on a demand driven basis, where only the interested countries are participating (not necessary all five). Topics are concrete and approaches are pragmatic e.g. water quality and pollution, informal dialogue platform, etc. Nationally implemented projects (e.g. NWRM and others) strive in a focussed and harmonized manner to contribute to the regional outcome. During high level meetings, workshops and concrete regional and transboundary cooperation projects, the countries' motivation to cooperate should be measured. Joint forecasting exercises and preparedness measures on two transboundary watersheds should be set-up by the concerned authorities.</p> <p>The programme finances infrastructure construction and rehabilitation, supports water operators in improving their business practices (Corporate Development) and provides targeted regulatory support to define better their roles and responsibilities. Specifically, a rehabilitated pumping station and new distribution networks will supply Gulistan City and several rural water systems. The latter draws on the experiences gained in the former projects undertaken in the Fergana Valley..</p> <p>The link between Water and Health will increasingly be promoted at the national level to promote the population's behavioural change in hygiene (hand washing) and contribute to the decrease of water borne diseases. The projects are in their last phase and to be concluded by end 2018, resp. 2019, with the aim to integrate the lessons learnt and processes into the national framework.</p> <p>In close collaboration with the Ministry of Agriculture and Water Resources and its Data Dispatch Center and with the cofinancing of KOICA, a unified national water information system will be structured, allowing to reduce considerably the information gap enable timely decision making processes for the water allocation within the country. Flow charts, data exchange protocol, database structure will systematize the data management among the different data producers (AIS, BAIS, BWO, Hydromets) and will clarify the new responsibilities in the data processing.</p> <p>Additional monitoring indicators (informed by specific projects):</p>		

<ul style="list-style-type: none"> - ARI GO1 - ARI EV3 - TRI CHR2.2 Provision of high quality services 	<p>(5) Resources, partnerships (Swiss Programme)</p> <p>Financial resources: The financial resources² allocated for the period of 2017-2020 for Domain 1 (Uzbekistan) amount to CHF 12.4 million in Uzbekistan (SECO: CHF 10 million and SDC: CHF 2.4 million).</p> <p>At the political level, the regional programme is steered by the head of the Eurasia Division in close cooperation with a Swiss Special Envoy for Water and the Regional Advisor for Water & Climate Change and the Global Programme's divisions (Water Initiatives, Climate Change, Food Security) and SECO. The permanent exchange and close cooperation with all three Swiss embassies (Kyrgyzstan, Kazakhstan, Uzbekistan) and the cooperation office (Tajikistan) will be essential for the accomplishment of the expected results, since all projects of the domain strive to contribute to regional stability and improve the cooperation environment.</p> <p>Main implementing partners: International Secretariat for Water ISW, GEF Agency, GOPA Consultants, Holinger AG, and the Uzbek Ministry of Agriculture and Water Resources, Ministry of Education, and Communal Services Agency Uzkomunkhizmat, in cooperation with the World Bank, and the Asian Development Bank.</p> <p>Potential partners and allies are the IFI's, including the newly founded AIB, the Central Asian governments and ministries, academia, local authorities, civil society as well as other Swiss institutions (FOEN, MeteoSuisse, etc.).</p> <p>A cooperation and parallel funding with the Korean agency KOICA is in discussion, as they have already committed to finance a share of the hardware component of the water information system. All projects are being implemented by mandated contractors, both national and international and governmental institutions. The National partners are the Ministry of Agriculture and Water Resources, the Uzbek agency for communal services Uzkomunkhizmat and VodaKanal in the project areas. Additional stakeholders will be the communities and their respective Drinking Water Organisations, as well as the Ministry of Health, through the medical institutions of the country, where Water & Health related activities will take place.</p> <p>(6) Management/performance results, including indicators (Swiss Programme), see chapter 6 of CS</p> <ul style="list-style-type: none"> - Pragmatic and effective cooperation between the Special Envoy for Water, the Regional Advisor for Water and the three embassies/cooperation office to clearly determine responsibilities and tasks. - Team work of Special Envoy for Water and Regional Water Advisor is established and accepted into the regional donors' coordination network and by the national authorities - Influencing of multilateral organisations - Intense exchange at steering and programming level of all implicated Swiss contributors, i.e. SDC-GP, OZA, HH and SECO <p>Means of verification: number of internal meetings for planning, networking and information exchange, number of regional meetings with Swiss participation, visibility of the Swiss interventions in the region.</p>
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² Subject to change due to decisions in Parliament

Annex 3: Monitoring System

Objectives and principles

The implementation, monitoring and steering of this cooperation strategy is the responsibility of the Swiss representations in Central Asia. The monitoring and steering of the strategy have the following objectives:

- To analyse contextual trends and take appropriate adaption measures to maintain the relevance, effectiveness and efficiency of the Swiss Cooperation Strategy;
- To assess the progress towards achieving expected outcomes of Swiss projects and their contribution to country development, to be accountable for the set of objectives and to report on achievements;
- To capitalise on experiences, scale-up best practice and promote learning at all levels, and value them in the political dialogue (mutual learning among the involved actors).

Dimension	Monitoring area	Instrument	Periodicity
Country context	Overall country context for the Swiss cooperation strategy	MERV Specific thematic analysis	Annually: Sept-Nov Ad hoc base
	Swiss portfolio results	Swiss portfolio outcomes Country development outcomes Transversal themes: good governance, gender equality	Monitoring matrix cooperation strategy Annually: Sept-Oct Annual programme (detailed work-plan) and its mid-year review Annually: developed Jan-Feb. Reviewed Jun-July Annual review meeting with project implementing partners Annually: Sept-Oct Annual report Annually: Oct-Nov
Operational & Policy	Steering/advisory body providing assistance on project level and assess policy needs and/or development	Project steering committees	At least once a year
	Platform where government and SDC representatives meet to discuss/share strategic water management issues.	Coordination platforms hydro-diplomacy	At least once a year
	External project reviews on achievements and sustainability of objectives	Evaluation of projects for reporting steering and definition of subsequent phase	As required/needed
Management	Swiss Cooperation Office efficiency and compliance	Internal Control System compliance report	Annually: August
		Office Management Report	Annually: August
		External audit report	Annually: March-May

Annex 4: Scenarios

Worst case Dictatorship, violent extremism, low intensity wars, strong ethnic tensions, disrupted economies	Status quo – base scenario Non-representative governments, tensions among countries, ethnic tensions, vulnerable economies	Best case Legitimate government, participative and inclusive dialogue with citizens, accountable and effective institutions, functioning social market economy
Geopolitical Situation	Geopolitical Situation	Geopolitical Situation
<ul style="list-style-type: none"> • The region becomes target of accentuated geopolitical interest that negatively affects its development. • Violent extremism is imported from Syria, Afghanistan and Pakistan. • Smugglers operate with impunity. • The EEU integration does not balance terms of trade and leaves Central Asian countries without access. • Rise of nationalism and ethnic violence. 	<ul style="list-style-type: none"> • EEU and Silk Belt do not respond to expectations in terms of investments. • Afghanistan is a predominant factor in national security policy formulation. • "Wait and see" regarding EEU and the "Silk Road". • Nationalism is under control but remains an "argument" for politicians. • Situation of migrant labourers deteriorates with worsening economic crisis. 	<ul style="list-style-type: none"> • Countries are able to truly negotiate within EEU and the Silk Road initiative. • Interstate trade is developing. • Afghanistan is sufficiently stable and does not negatively influence regional stability. • Violent extremism is sporadic and under control. • Ethnic tensions are eased through a genuine inter-cultural and political dialogue.
Political Situation	Political Situation	Political Situation
<ul style="list-style-type: none"> • Tense regional environment favours "strong" governments with severe restrictions on personal freedom. • Democratic rules are abandoned. • Governance principles are not applied anymore. • Constitutions are meaningless reference documents. • Due to some ageing political leaders, their succession might create difficulties (temporary power vacuum, clans' war). 	<ul style="list-style-type: none"> • Governments are not representative. • Accountability of public institutions is weak and transparency is insufficient. • Inclusiveness and civic participation in decision making processes needs to be improved. • Constitutional changes serve the ruling elites. Freedom space for civil society in general and individuals in particular is shrinking. • Succession of some political leaders, though undemocratic, is more or less smooth. 	<ul style="list-style-type: none"> • Governments are legitimate and respond to people's needs. • Democratic principles apply at national and local levels. • Citizens participate actively in the development of their country (vibrant civil society).
Economic Situation	Economic Situation	Economic Situation
<ul style="list-style-type: none"> • Economies continue to slow down. Inability to provide jobs hence growing unemployment rate and leading to social unrests. • Due to limited fiscal resources, serious aggravation of levels of indebtedness. • Lack of investment and maintenance negatively impact on electricity production and distribution. • Governments unable to maintain basic infrastructure. • International investors pull out. • Corruption worsens. • Continuous decrease of remittances. 	<ul style="list-style-type: none"> • Remittances remain an important economic stabilisation factor though the decrease in transfers has dramatically been reduced. • Economies continue to slow down. Inability to provide jobs hence growing unemployment rate, but social stability is maintained. • Economic diversification is foreseen though the environment is not favourable. • Governments are partially unable to maintain basic infrastructure. • Frequent natural hazards negatively impact the economy. • Difficulty to attract foreign investors. • EEU could be an opportunity if seen as a push towards increased quality and improvement productivity, an opportunity for further labour migration and freedom of movement. 	<ul style="list-style-type: none"> • Government policies lead to increasing and sustainable growth. • Economies become diversified and more resilient to external shocks. • Water is used efficiently on a regional and national level. • More employment opportunities and limited brain drain. • Frequent natural hazards have a limited impact on the economy.
Social Situation	Social Situation	Social Situation
<ul style="list-style-type: none"> • Inequalities are testing the social cohesion. • Demographic pressure further increases. Very high rate of youth unemployment, external migration. • Gender questions are systematically disregarded resulting in a continuously degrading situation for girls and women. • Public basic services provision is erratic, access is not equitable. • Systematic persecution of civil society (activists, journalists, lawyers, etc.). 	<ul style="list-style-type: none"> • Migration remains high (in country and external) even if hampered by situation in Russia. • Urban pressure rises significantly due to internal migration and lack of integration of "returnees". • Population's growth rate remains as it is. • Poverty rate remains more or less the same. • Increased religious radicalisation of society. • Opportunities for women are higher in urban areas than in rural areas. • Growing divide along ethnic identities. 	<ul style="list-style-type: none"> • Participatory approaches allow governments and society to address social tensions. • Women have more opportunities in urban but also rural areas. Their rights are respected. • Increase in access of social, legal and economic opportunities leading to prevention of radicalisation of the population. • The benefits of economic expansion are shared among the population. Poverty rate decreases.
Environment Situation	Environment Situation	Environment Situation
<ul style="list-style-type: none"> • Authorities are unable to respond to natural disasters (floods, earthquakes, droughts, etc.). • People and infrastructure are more and more at risk due to the rapid population growth, booming "disaster-blind" development and absence of environment monitoring. 	<ul style="list-style-type: none"> • Natural disaster risks are partially considered but governments are willing to improve the situation. • DRR measures are implemented in some areas (but not yet nationally). • National resources (like land, water and forestry) continue to degrade due to ineffective environmental management (overexploitation). 	<ul style="list-style-type: none"> • Relevant national plans are developed and implemented. • People and investments are secured. • Prevention mechanisms are continuously adapted to the evolution of the situation (e.g. consequences of climate change).
Likelihood – medium	Likelihood – high	Likelihood - low

Reaction of the Swiss Programme to the scenario:

Swiss reaction	Swiss reaction	Swiss reaction
<ul style="list-style-type: none"> • Revision of Swiss cooperation strategy (e.g. pulling out of some sectors). • Adaptation of the Swiss programme where required, including the termination of single projects and of cooperation with partner countries. • Remote controlled implementation with trustworthy partners identified at an earlier stage. • New definition (or confirmation) of geographic intervention areas. • Application of subsidiarity principle (as replacing failing policy dialogue). • Adaptation of implementation dispositive (including closing of offices). 	<ul style="list-style-type: none"> • Continuation of the planned programme, including close monitoring of the evolution of contexts. • Identification of partners for potential remote controlled operations, capacity building and active competence development. • Enhanced policy and political dialogues with national authorities. • Strong involvement in donors' coordination platforms. • Cooperation with IFIs in view of closer coordination for policy dialogue, scaling-up of projects, etc. • Implementation of third party funds (e.g. delegated cooperation). • Regular stakeholder and risk assessment. 	<ul style="list-style-type: none"> • Definition of a detailed exit cooperation strategy and implementation of the latter. • Definition of a new bilateral partnership with Central Asian States.

Annex 5: Indicative Financial Planning of Swiss Contributions

Total planned disbursements per year and country (including disbursements committed before 2017)

The activities under this strategy will be financed through the present Swiss framework credit 2017–2020 for transition cooperation in Eastern Europe. The fifth year being financed by the next framework credit 2021–2024 cannot be defined now and is therefore marked as “to be defined” (tbd) in the table below.

The final allocation of funds will depend on the identification of suitable interventions, the absorption capacity as well as the efficiency and effectiveness of the cooperation with the relevant partners in each partner country. Accordingly, the following information on planned disbursements for the five-year period of this strategy is indicative. It cannot be considered a firm commitment or claimed as such by the partner country. This information serves merely as a basis for the forward spending plans that are reviewed each year by the Swiss Parliament. Actual disbursements will depend on various factors, such as the changes in the project portfolio and the framework conditions of the partner country as well as available disbursement credits authorised by the Swiss Parliament. Portfolio and planned disbursements are regularly discussed with the partner authorities.

TOTAL CENTRAL ASIA REGION

Domain of Intervention	Planned Disbursements 2017-2021 in CHF million						
	2017	2018	2019	2020	Total 2017-2020	in % of total	2021
Water Infrastructure and Climate Change SDC/SECO	28.87	29.13	29.90	29.23	117.13	55%	tbd
Governance Institutions and Decentralisation SDC/SECO	6.70	6.95	8.25	8.45	30.35	14%	tbd
Employment and Economic Development SDC/SECO	8.50	8.40	8.60	8.60	34.10	16%	tbd
Health SDC	8.45	7.30	6.25	6.10	28.10	13%	tbd
Other interventions SDC	1.40	1.10	1.05	0.50	4.05	2%	tbd
Total Budget Allocation	53.92	52.88	54.05	52.88	213.73	100%	tbd
<i>Management**:</i>	3.50	3.50	3.50	3.50	14.00	7%	tbd

REGIONAL PROGRAMME CENTRAL ASIA

Domain of Intervention	Planned Disbursements 2017-2021 in CHF million						
	2017	2018	2019	2020	Total 2017-2020	in % of total	2021
Water Infrastructure and Climate Change SDC**	5.18	5.45	6.00	6.47	23.10	94%	tbd
Other interventions SDC	0.50	0.50	0.50		1.50	6%	tbd
Total Budget Allocation	5.68	5.95	6.50	6.47	24.60	100%	tbd
<i>Management**</i>	0.20	0.20	0.20	0.20	0.80	3%	tbd

** Including CHF 18.5 million CEE budget and CHF 4.6 million Global Programme Water Initiative and Climate Change budget.

KYRGYZSTAN

Domain of Intervention	Planned Disbursements 2017-2021 in CHF million						
	2017	2018	2019	2020	Total 2017-2020	in % of total	2021
Water Infrastructure and Climate Change SECO	7.25	7.25	7.25	7.25	29.00	33%	tbd
Governance Institutions and Decentralisation SDC/SECO	4.45	4.25	4.45	4.45	17.60	20%	tbd
SDC	3.20	3.00	3.20	3.20	12.60		tbd
SECO	1.25	1.25	1.25	1.25	5.00		tbd
Employment and Economic Development SDC/SECO	5.50	5.40	5.60	5.60	22.10	25%	tbd
SDC	1.50	1.40	1.60	1.60	6.10		tbd
SECO	4.00	4.00	4.00	4.00	16.00		tbd
Health SDC	4.65	4.45	4.70	4.90	18.70	21%	tbd
Other interventions SDC	0.25	0.25	0.25	0.25	1.00	1%	tbd
Total Budget Allocation	22.10	21.60	22.25	22.45	88.40	100%	tbd
<i>Management*</i>	1.35	1.35	1.35	1.35	5.40	6%	tbd

TAJKISTAN

Domain of Intervention	Planned Disbursements 2017-2021 in CHF million						
	2017	2018	2019	2020	Total 2017-2020	in % of total	2021
Water Infrastructure and Climate Change SDC/SECO	12.03	13.41	14.15	13.01	52.60	60%	tbd
SDC***	5.03	6.41	7.15	6.01	24.60		tbd
SECO	7.00	7.00	7.00	7.00	28.00		tbd
Governance Institutions and Decentralisation SDC	2.25	2.70	3.80	4.00	12.75	14%	tbd
Employment and Economic Development SECO	3.00	3.00	3.00	3.00	12.00	14%	tbd
Health SDC	3.80	2.85	1.55	1.20	9.40	11%	tbd
Other interventions SDC	0.55	0.25	0.25	0.25	1.30	1%	tbd
Total Budget Allocation	21.63	22.21	22.75	21.46	88.05	100%	tbd
<i>Management*</i>	1.50	1.50	1.50	1.50	6.00	7%	tbd

*** Including CHF 15.55 million CEE budget and CHF 9.05 million HA budget.

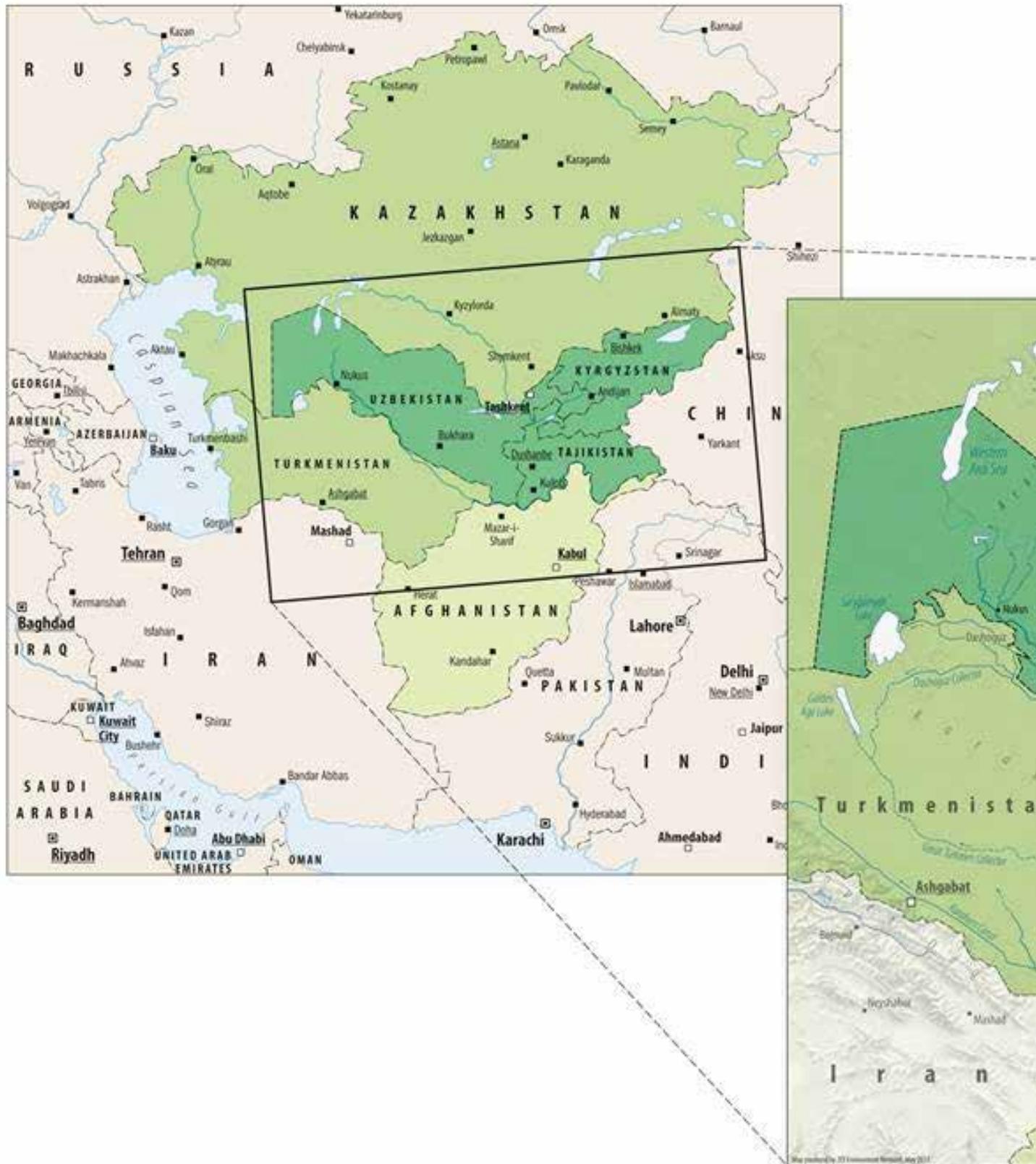
UZBEKISTAN

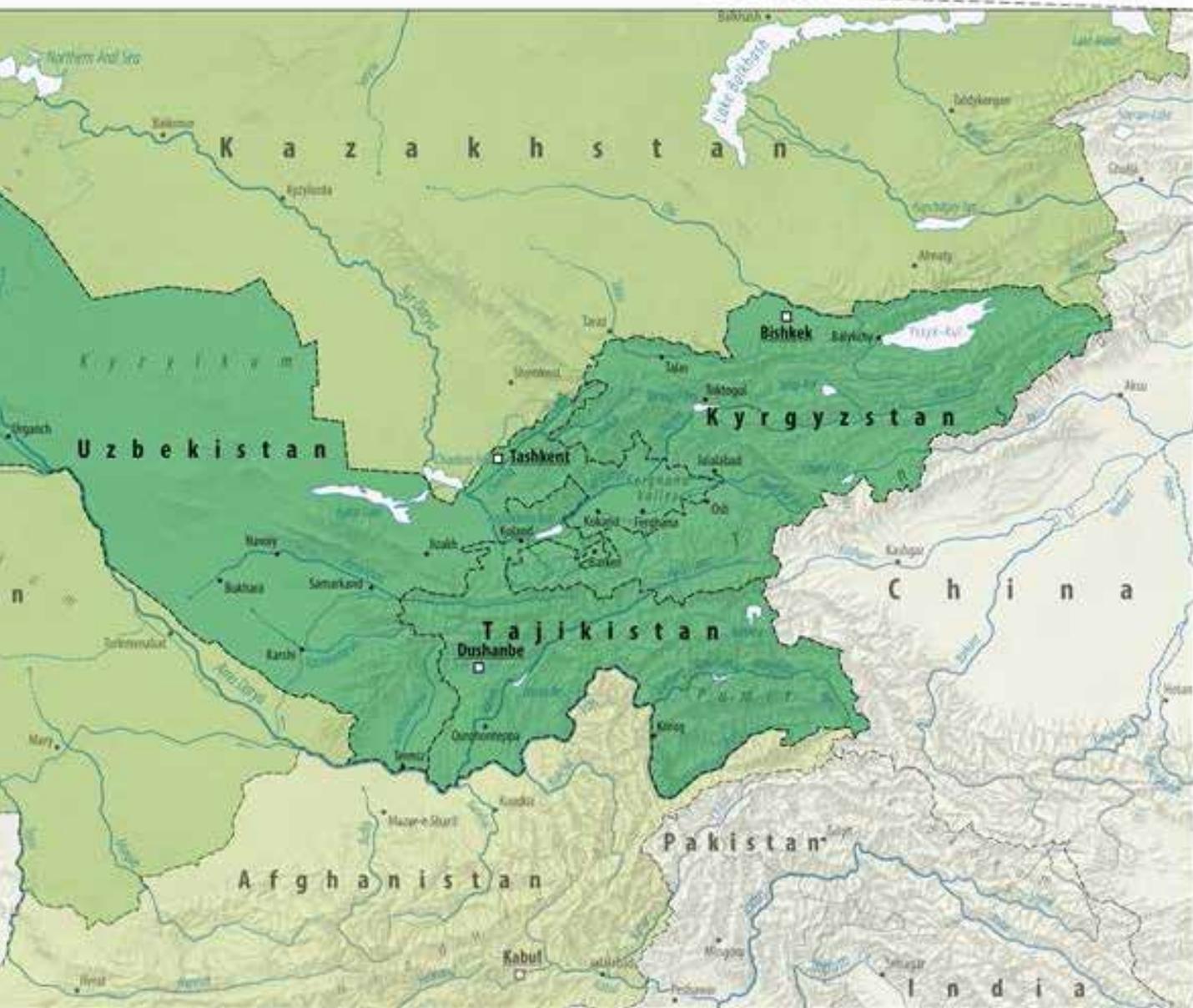
Domain of Intervention	Planned Disbursements 2017-2021 in CHF million						
	2017	2018	2019	2020	Total 2017-2020	in % of total	2021
Water Infrastructure and Climate Change SDC/SECO	4.41	3.02	2.50	2.50	12.43	98%	tbd
SDC	1.91	0.52			2.43		tbd
SECO	2.50	2.50	2.50	2.50	10.00		tbd
Other interventions SDC	0.10	0.10	0.05		0.25	2%	tbd
Total Budget Allocation	4.51	3.12	2.55	2.50	12.68	100%	tbd
<i>Management*</i>	0.45	0.45	0.45	0.45	1.80	14%	tbd

* According to the FDFA-SDC Budget Process, the Programme management costs are not anymore part of the Frame Credit VI: they are now included as "Own Operational Expenses" into the FDFA Global Budget. However the development cooperation management costs are illustrated in the budget of the Cooperation Strategy.

Note: Development cooperation management costs according to percentage development cooperation catalogue of tasks (Aufgabenkatalog) of the representations: 2/3 SDC, 1/3 SECO.

Annex 6: Detailed map of Central Asia





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