

TECHNICAL ASSISTANCE COMPLETION REPORT¹

Division: Transport and Communications Division

TA No., Country and Name			Amount Approved:	Revised Amount:
TA 4926-TAJ: Transport Sector Master Plan			\$600,000	\$600,000
Executing Agency: Ministry of Transport and Communications		Source of Funding: Japan Special Fund	Amount Undisbursed: \$28,868.86	Amount Utilized: \$571,131.14
TA Approval Date: 4 April 2007	TA Signing Date: 28 May 2007	Fielding of First Consultants: 17 September 2007	TA Completion Date Original: 31 January 2008	Actual: 16 July 2008
			Account Closing Date Original: 31 January 2008	Actual: 31 December 2008
Description				
<p>In support of ADB's Country Strategy and Program for Tajikistan, ADB assistance to the transport sector focused on strengthening the country's connectivity to neighboring countries and improving regional roads. ADB also supported institutional reforms and conducted dialogue with the Government of Tajikistan on sector policy reforms, road maintenance and financing, institutional strengthening, and capacity building. Other bilateral and multilateral institutions also assisted the road subsector. However, external assistance mostly followed an ad-hoc approach without a transport sector development strategy. This has prompted the Government to develop a long-term transport sector plan for 2008–2025.</p> <p>Based on the findings of the <i>Transport Sector Assessment and Future Directions</i> prepared in 2006, the Government requested technical assistance (TA) from ADB to develop a comprehensive transport sector master plan. The TA was approved on 4 April 2007 and the TA Letter of Agreement was signed on 28 May 2007.</p> <p>The TA was implemented in two phases. Under Phase I, the overall performance of the transport sector was assessed including (i) sector policies, regulations, and institutional structures; (ii) technical and operational effectiveness; and (iii) financial efficiency. Based on the assessment under Phase I, a long-term plan for 2008–2025 was prepared under Phase II. Key TA activities included desk studies, field surveys and analyses, dialogue with government officials, and consultations with stakeholders.</p>				
Expected Impact, Outcome and Outputs				
<p>The expected impact of the TA was the contribution to effective and efficient transport sector operations in Tajikistan, which will support sustainable economic growth, poverty reduction, and regional connectivity. The outcome of the TA was the formulation of the long-term strategic priorities, reforms, and investments needed for the transport sector. The impact and outcome of the TA were to be achieved by developing a transport sector master plan for 2008–2025, which would serve as a key government document guiding policies and investments in the transport sector.</p>				
Delivery of Inputs and Conduct of Activities				
<p>The TA, as conceived in 2006, was a result of the Ministry of Transport and Communication (MOTC)'s paper on transport sector (<i>Transport Sector Assessment and Future Directions</i>). The TA was designed appropriately and implemented within reasonable timeframe, and the TA resources were adequate.</p> <p>The consulting services contract was signed with Roughton and Partners International, United Kingdom on 30 August 2007. A total of 46.9 person-months of consultants' inputs (19.5 international and 27.4 national) was provided during September 2007–July 2008. The consultants performed satisfactorily and the TA reports were comprehensive, well thought, and documented. Two stakeholder consultation seminars were held, with the first at inception and the second after the submission of the draft Final Report by the consultants. There were no changes to the TA activities during implementation.</p>				

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The existing project implementation unit within MOTC worked closely with the consultants. While MOTC supported the consultants' work, it did not fully play the role of the executing agency because it failed to coordinate effectively with the Tajik Railways and Air Tojikiston, which operated autonomously and was reluctant to provide the information and data to the consultants. ADB monitored the TA progress closely through review missions.

Evaluation of Outputs and Achievement of Outcome

The performance indicators at the output level of the TA design and monitoring framework anticipated that the master plan will be submitted by December 2007, and endorsed by the Government by 2008. The consultants submitted the draft master plan to ADB and the Government in July 2008. The delay was due to the delayed recruitment of consultants. However, the master plan has yet to be endorsed by the Government.

While the TA outputs are achieved, the government's ownership of the TA was inadequate because of the resistance from Tajik Railways and Air Tojikiston to provide information and participate to the consultants. The consultants made a substantive analysis of the transport sector and suggested policy and institutional reforms and investments. The consultants' Final Report received on 16 July 2008 comprised (i) Executive Summary (Volume 1), (ii) Main Text (Volume 2), and (iii) Appendices (Volumes 3 and 4). ADB and the Government found the Final Report acceptable.

Overall Assessment and Rating

Despite that the TA delivered its intended outputs (i.e., the transport sector master plan) the TA's outcome may not be fully realized because of lack of Government's endorsement of the transport sector master plan. As such, the TA is rated partly successful.

Major Lessons

The hardship period caused by the civil war and the early stage of transition to a market economy in Tajikistan are over and the country's economy is recovering rapidly. The formulation of the transport sector master plan was necessary to help accelerate economic growth. It assumes 7% long-term real GDP growth and about \$0.8 billion public investments needed in the road subsector, \$0.5 billion in railways, and \$0.15 billion in civil aviation. The master plan will also contribute to implementing the Transport and Trade Facilitation Strategy of the Central Asia Regional Economic Cooperation (CAREC) program because Tajikistan's transport sector forms an integral part of the CAREC transport network.

MOTC should take leadership in implementing the transport sector master plan. Key areas for improvement include (i) planning and monitoring; (ii) road maintenance and financing; (iii) human resource development; (iv) developing construction industry by eliminating force account procedures and introducing open bidding for procurement of works, training in new bidding procedures and contract administration, and introducing new technologies; (v) establishing a strategic planning unit and strengthening the marketing unit in Tajik Railways; (vi) unbundling air services, air traffic control, and airport operating arms in Air Tojikiston; and (vii) improving the sector's financial management.

As some TA activities were outside MOTC's traditional area of control, the TA may have been implemented more effectively if the Prime Minister's Office had served as the executing agency.

Recommendations and Follow-Up Actions

It is recommended that the Government endorse the transport sector master plan for implementation. ADB needs continued assistance to the road subsector, particularly on high regional impact projects and road maintenance. It also needs to assist railways by helping rehabilitate infrastructure and supporting reforms.

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