

### **United Nations Development Programme**

## Country: TAJIKISTAN Project Document

| Project Title   | Support to development of the UNDP Programme on IWRM-<br>based water sector development and Transboundary Water<br>Cooperation   |
|---|--|
| UNDAF Outcome(s):   | Water, Sustainable Environment and Energy  |
| Expected CP Outcome(s):<br>(Those linked to the project and extracted from<br>the CPAP)         | Improved environmental protection, sustainable natural resource<br>management, and increased access to alternative renewable<br>energy.  |
| Expected Output(s):<br>(Those that will result from the project and<br>extracted from the CPAP) | Government is provided with capacity building support to<br>negotiate, ratify and implement major international conventions,<br>transnational policy and legal frameworks on sustainable natural<br>resource management (including climate change, water<br>management and biodiversity) |
| Implementing Partner:   | UNDP   |
| Responsible Parties:  | UNDP Energy and Environment Programme  |

#### **Brief Description**

The overall objective of the project is to strengthen water resources management at the basin, irrigation and on-farm level to improve livelihoods through supporting implementation of IWRM-based water sector reform and development in Tajikistan. Specifically, the project will provide technical assistance and capacity building (Secretariat) support to the Government of Tajikistan (*Ministry of Energy and Water Resources, Agency for Land Reclamation and Irrigation, etc*) on implementation of endorsed water sector reform plan. Simultaneously, the project will support UNDP in development of a mid to long-term programming on IWRM-based water sector development in Tajikistan and transboundary water cooperation in Central Asia. Such programming will provide basis for UNDP's further intervention support to the Government of Tajikistan and related water management institutions. The support will also be accompanied with some local demonstration support with regards to completion and hand-over of infrastructure projects implemented by the UNDP and further strengthening of the Federation of Water Users Association in Isfara river basin.

| Programme Period:                 | 2010-2015                                     | Total allocated resources f | or 2014:       |
|-----------------------------------|---|-----------------------------|----------------|
| Key Result Area (Strategic Plan): | Environment and<br>Sustainable<br>Development |                             | USD 200,000    |
| Atlas Award ID:<br>Project ID:    | 00070081<br>00089519                          | 2014 AWP budget:            | USD 200,000    |
| Start date:                       | 01/01/2014                                    | UNDP/TRAC                   | 34 USD 200,000 |
| End Date                          | 31/12/2014                                    | 1 Key                       |                |
| PAC Meeting Date                  |   | E                           | TELECON S      |
| Management Arrangements           | DIM   |                             | 「田田田三三         |

ed by Ministry of Energy and Water Resources of the Republic of Tajikistan

Mr. Ushional Usmonov, Minister of Energy and Water Resources of the Republic of Tajikistan

Monimata Shimomita, UNDP Country Director

Agreed by UNDP

### I. SITUATION ANALYSIS

In 2009, the Government of Tajikistan launched a reform of the water sector. Despite abundance of water resources, the little maintenance and investment made in the last twenty years resulted in serious problems particularly in irrigation and drainage and water supply and sanitation. In 2010, a dialogue started at the national level and a Water Sector Reform Strategy was produced. The radical changes that this entails call for a step-by-step approach. Piloting the reform in the Soughd province, which corresponds for the most part to the Syr-Darya basin, is a key step in this regard.

Considering the extreme complexity of the water sector, implementing reform is necessarily a complex exercise. Fortunately, most if not all major stakeholders concur that the current situation must change and are willing to contribute to the reform process. This is true at the national level, as well as in the Soughd Province. The main issues of concern are having a clear blueprint for reform, which is being developed at the national level with the technical assistance of the EU and which needs to be downscaled locally, and making sure that local and national stakeholders alike have adequate financial and human resources to implement the reform and withstand the inevitable transition costs that characterize all reform processes.

UNDP's leadership and support in the water sector since the past several years has been significant, and predominantly focused on interventions on policy and governance. UNDP has been fully and partly involved in most initiatives both at national and basin/sub-basin levels. Involvement at the national level was generally addressed towards enabling environment for coordination and unified approach to policy development and thereby harmonized reform process, and at the regional level towards improved water cooperation and conflict mitigation. UNDP was able to extend such support in the framework of several projects such as:

- "Promoting Integrated Water Resources Management and Fostering Transboundary Dialogue in Central Asia" (funded by EU during 2009-2013);
- "Strengthening conflict management capacities (including transparent resource allocation and sound water management principles) for dialogue in conflict-prone areas of Tajikistan" (funded by the UNDP/BCPR, 2012-2014);
- "Enabling activities to promote the national consultations on post-Rio agenda and demonstrate IWRM approaches in Tajikistan" (funded by the UNDP, 2013-2014);
- "Feasibility study to explore the possibilities of construction and operation of small hydropower plants on irrigation facilities in Tajikistan" (funded by the EADB, 2013);
- "Applying Human Rights Based Approach to Water Governance in Tajikistan" (GoAL WaSH Programme funded by SIDA, in two phases from 2009 to 2017);
- "*Tajikistan Water Supply and Sanitation*" (funded by SDC and implemented jointly with Oxfam GB, in two phases from 2010 to 2017).

The overall purpose of those projects had been to promote IWRM-based water sector reform through development and implementation of the national system of IWRM with concrete interventions to improve: (i) irrigated agriculture, (ii) rural water supply and sanitation (RWSS), (iii) small-scale hydropower service delivery, and (iv) IWRM governance and institutional reform. These are being achieved through implementation of the various activities both at national and local levels linking theory and practice.

At the national level, UNDP had been supporting various coordination platforms to promote an enabling environment for policy (legal and institutional) reform through – Water & Energy Council under the Government of Tajikistan, National Policy Dialogue on IWRM, Inter-Ministerial Coordination Council and the Network of Stakeholders on drinking water supply and sanitation. Some of the major outcomes from policy interventions include:

Contributed to elaboration of policy package on water sector reform, and specifically
provided formulations to principal resolution introducing IWRM principles into the Water
Code, adoption of the drinking water law and development of implementation mechanisms
(by-laws);

- Analytical review "Current conditions and perspectives on integrated water resources management in the Republic of Tajikistan", which provides a basis for further developing plan and mechanisms of transition to IWRM approach.
- Improved legal and institutional framework, developed by-laws and implementation mechanisms for Water Code and the Law on drinking water and water supply.
- Coordination Council on Water and Energy Issues under the GoRT was resumed to handle growing demand for policy reviews and endorsements at the highest national level.
- "Consolidated Kyrgyzstan-Tajikistan review of transboundary water management in Isfara river basin", which identified main issues concerning water distribution between border communities, recommendations for efficient water management, conflict management and proposals for further interventions to improve transboundary water cooperation between the two countries.
- A Framework Agreement on Transboundary Water Management between Kyrgyzstan and Tajikistan was developed with the support of UNDP and other partners and is in the process of being signed. Its institutional setup provides a platform for coordination at the national level and a framework for coordination at the basin and sub-basin level.
- Developed and agreed good governance and consumer rights protection mechanisms for drinking water supply and sanitation that is being locally field-tested;
- Conducted and published feasibility study (incl. methodic recommendations) to explore the possibilities of construction and operation of small hydropower plants on irrigation facilities in Tajikistan;

At the local level to link theory and practice a series of initiatives were launched to implement specific elements of IWRM approach as pilot demonstration projects mainly implemented in Isfara river basin. Those includes the following – rehabilitation of hydrological posts (Matpari, Tangi Vorukh, Rabot) to improve monitoring of hydrological events; inventory of irrigation and water supply facilities; rehabilitation of irrigation and water supply systems (canal Druzhba); establishment and support to Water Users Associations and organization of their Federation to promote sound water management principles; supporting inter-stream water cooperation by improving maintenance of inter-farm irrigation canals at upstream, midstream and downstream levels.

However, much still remains to be done to implement adopted water reform plan, and through the given project UNDP proposes to scale up its support in the mid- and long-term perspective. Such support will be based on the following two major areas:

First of all, in December 2013, the Government of Tajikistan had issued further decision concerning re-organization of institutions, particularly in the water sector partly in response to adopted reform plan. Such decisions include re-organization of the Ministry of Land Reclamation and Water Resources into two separate institutions – a merger organization Ministry of Energy and Water Resources (MoEWR) and Agency for Land Reclamation and Irrigation under the GoRT (ALRI). In connection with these changes, the GoRT and related ministries and agencies anticipate more substantive support of the international community in development of related improvements to the legal and institutional frameworks bringing the legislation in conformity with the reform principles. This also includes establishment of new institutions such as Basin Management Organizations (BMOs), management and reporting arrangements between the WUAs, BMOs, ALRI, MoEWR and the National Water Council.

Secondly, the issue of transboundary water cooperation in Central Asia, particularly between Tajikistan, Kyrgyzstan and Uzbekistan becomes increasingly more important for the regional stability. The cooperation framework which had been facilitated in partnership by the UNDP and other organizations between Tajikistan and Kyrgyzstan requires greater support in Isfara river basin purposed towards conflicting mitigation through sustainable transboundary water resources management. Given the increasing population growth and decreasing stock of water for irrigation (decrease in area of glaciers) such interventions must be accompanied with introduction of productive irrigation technologies aimed at reduction of demand for water per hectare of land and water losses.

## II. STRATEGY

The overall objective of the project is to strengthen water resources management at the basin, irrigation and on-farm level to improve livelihoods through supporting implementation of IWRM-based water sector reform and development in Tajikistan. Specifically, the project will provide technical assistance and capacity building (Secretariat) support to the Government of Tajikistan (*Ministry of Energy and Water Resources, Agency for Land Reclamation and Irrigation, etc*) on implementation of endorsed water sector reform plan.

Simultaneously, the project will support UNDP in development of a mid to long-term programming on IWRM-based water sector development in Tajikistan and transboundary water cooperation in Central Asia. Both programming initiatives will be carried out complimentarily to on-going projects of "National Water Resources Management" funded by the Swiss Agency for Development and Cooperation (SDC) in Tajikistan and Kyrgyzstan. In addition, the intervention strategies will also be developed in coherence with the current SDC initiative to launch a new support for Transboundary Water Cooperation project between Tajikistan and Kyrgyzstan. Such programming will provide basis for UNDP's further intervention support to the Government of Tajikistan and related water management institutions.

In providing support for policy reform implementation and further programming for cross-border water cooperation, UNDP will scale up the related pilot demonstration activities in Isfara river basin linked with translating reform principles in local action. In doing so, UNDP will initiate a research (impact analysis, case studies, etc) on its implemented projects that consolidate lessons learned, gaps and future support strategies; and therefore, provide more insight at grass-roots level towards effective implementation of reform plan. Through this project, the on-going infrastructure sub-projects will further be supported to ensure effective hand-over, as well as improved sustainability mechanisms adapted to anticipated changes in institutional set-up in water management at basin level. This project will also address main concerns over sustainability issues around active Water Users Associations established by the UNDP in Isfara river basin. Those concerns are preliminarily shared by the recent evaluation mission held in December 2013 regarding the EU funded project "*Promoting Integrated Water Resources Management and Fostering Transboundary Dialogue in Central Asia*".

The project's principal objectives are directly linked to the strategic priorities defined in the United Nations Development Assistance Framework (UNDAF) for 2010-2015<sup>1</sup>, and contribute to the UNDP Country Programme Action Plan (CPAP) for 2010-2015<sup>2</sup> and National Development Strategy of the Republic of Tajikistan up to 2015<sup>3</sup>. In this context, within its Country Programme Action Plan for 2010-2015, UNDP in Tajikistan aims to promote trans-boundary dialogue and sustainable water resources management in Central Asia through interventions at the national level and at the trans-boundary levels.

## **Outputs and Activities:**

**Output 1:** Support to development of the UNDP Programme on Integrated Water Resources Management and Transboundary Water Cooperation in Tajikistan

#### **Activities:**

1.1. Elaboration of UNDP support strategy and a plan of action agreed with main partners (GoT, Ministry of Energy and Water Resources, Agency for Land Reclamation and

<sup>&</sup>lt;sup>1</sup> UNDAF Outcome 2.3. There is a more sustainable management of the environment and energy and natural resources <sup>2</sup> CPAP Output 6.1. Government is provided with capacity building support to negotiate, ratify and implement major international conventions, transnational policy and legal frameworks on sustainable natural resources management (including climate change mitigation, combating desertification, sustainable water management and biodiversity conservation) and local communities are supported to participate in sustainable livelihoods. <sup>3</sup> National Development Strategy, p. 57

*Irrigation, donor community, and related INGOs*) on implementation of the endorsed water sector reform plan;

- 1.2. Development of intervention strategy and a proposal for transboundary water management and cooperation between Tajikistan and Kyrgyzstan in Syr-Darya river basin;
- 1.3. Technical assistance and capacity building (Secretariat) support to the Government of Tajikistan (*Ministry of Energy and Water Resources, Agency for Land Reclamation and Irrigation, etc*) on implementation of endorsed water sector reform plan;
- 1.4. Follow-up and hand-over of infrastructure projects implemented by the UNDP in Isfara river basin, namely hydrological posts Matpari, Tangi Vorukh, and Rabot; irrigation canal 'Druzhba'; and water supply system in Chorku Jamoat;
- 1.5. Support to Federation of Water Users Association in Isfara river basin i.e. procurement of equipment, tools and knowledge/training products;
- 1.6. Production and dissemination of related knowledge products.

# III. ANNUAL WORK PLAN

# Year: 2014

| EXPECTED OUTPUTS   |     | PLANNED ACTIVITIES  |    | TIMEFRAME |    |    | RESPONSIBLE                        | PLANNED BUDGET |   |             |
|--|-----|---|----|-----------|----|----|------------------------------------|----------------|---|-------------|
| And baseline, associated indicators<br>and annual targets  |     | List activity results and associated actions  | Q1 | Q2        | Q3 | Q4 | PARTY                              | Funding Source | Budget Description  | Amount      |
| Output 1. Support to development of the UNDP   | TAI | RGETS (2014)  |    |           |    |    | UNDP Energy &<br>Environment       | UNDP           | Sub-total:  | USD 170,000 |
| Programme on Integrated Water<br>Resources Management and<br>Transboundary Water                             | 1.1 | Elaboration of UNDP support strategy and a<br>plan of action agreed with main partners<br>(GoT/MoEWR, donor community and INGOs) on                     |    |           |    |    | Programme;<br>UNDP Area Office     |                | <ul> <li>72100:<br/>Contractual<br/>Services-Co.</li> </ul>     | USD 67,000  |
| Cooperation in Tajikistan  |     | implementation of the endorsed water sector reform plan;  |    |           |    |    | Staff                              |                | <ul> <li>71300: Local<br/>Consultants</li> </ul>                | USD 25,000  |
| Baseline: Water sector in  | 1.2 | Development of intervention strategy and a proposal for transboundary water management  |    |           |    |    | National Project<br>Manager        |                | <ul> <li>71600: Travel<br/>International</li> </ul>             | USD 50,000  |
| Tajikistan lacks conformity with<br>IWRM-based management  |     | and cooperation between Tajikistan and<br>Kyrgyzstan in Syr-Darya river basin;  |    |           |    |    | Ministry of Energy                 |                | <ul> <li>71600: Travel<br/>Local</li> </ul>                     | USD 10,000  |
| principles; Transboundary water<br>management between Tajikistan<br>and Kyrgyzstan lacks effective           | 1.3 | Technical assistance and capacity building<br>(Secretariat) support to the Government of<br>Tajikistan ( <i>Ministry of Energy and Water</i>            |    |           |    |    | and Water<br>Resources             |                | <ul> <li>74200:<br/>Publication and<br/>translations</li> </ul> | USD 8,000   |
| policy and operational frameworks.   |     | Resources, Agency for Land Reclamation and Irrigation, etc) on implementation of endorsed   |    |           |    |    | Agency for Land<br>Reclamation and |                | <ul> <li>72100:<br/>Stationary and</li> </ul>                   | USD 7,500   |
| Indicators:  | 1.4 | water sector reform plan;<br>Follow-up and hand-over of infrastructure<br>projects implemented by the UNDP in Isfara                                    |    |           |    |    | Irrigation<br>National Policy      |                | meetings<br>74500:<br>Miscellaneous                             | USD 2,500   |
| 1. Elaborated UNDP support strategy for (a) water sector   |     | river basin, namely - hydrological posts Matpari,<br>Tangi Vorukh, and Rabot; irrigation canal  |    |           |    |    | Dialogue on IWRM                   |                | Expenses  | . 3         |
| reform implementation, and (b) KG-TJ transboundary water   |     | 'Druzhba'; and water supply system in Chorku<br>Jamoat;   |    |           |    |    | TajWSS Network<br>Members          |                |   |             |
| cooperation;<br>2. Number of high and mid-level<br>GoT officials and specialists<br>benefited from technical | 1.5 | Support to Federation of Water Users<br>Association in Isfara river basin – i.e.<br>procurement of equipment, tools and<br>knowledge/training products; |    |           |    |    |                                    |                |   |             |
| assistance and capacity<br>building support;<br>3. Number of infrastructure                                  | 1.6 | Production and dissemination of related knowledge products.   |    |           |    |    |                                    |                |   |             |
| projects completed and   |     |   |    |           |    |    |                                    |                |   |             |

| TOTAL for 2014   |      |   | USD 200,000 |
|--|------|---|-------------|
|  |      | Contracts -<br>Individuals<br>74500:<br>Miscellaneous<br>Expenses | USD 500     |
| Management<br>(Human Resources)  | UNDP | Sub-total:<br>71400: Service                                      | USD 30,000  |
| handed-over to respective<br>water management<br>institutions;<br>4. Number of beneficiaries<br>affected by completed<br>infrastructure projects;<br>5. Number of equipment items<br>and tools provided to<br>Federation of WUAs;<br>6. Number of knowledge<br>products produced and<br>disseminated |      |   |             |

# **RESULTS AND RESOURCES FRAMEWORK**

## Intended Outcome as stated in the Country Programme Results and Resource Framework:

Outcome 6: Improved environmental protection, sustainable natural resources management, and increased access to alternative renewable energy.

## Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Number of pilot projects on sustainable land management, biodiversity conservation, community-based eco-tourism, and IWRM

Applicable Key Result Area (from 2012-15 Strategic Plan): Sustainable Environment and Energy

**Partnership Strategy:** The project will ensure partnerships between national level government agencies, oblast and district level Hukumats, Jamoats, Members of Parliament, community-based organizations (CBOs), non-governmental organizations (NGO's), vulnerable groups and private sector.

Project title and ID (ATLAS Award ID): Applying Human Rights Based Approach to Water Governance in Tajikistan

| INTENDED OUTPUTS   | OUTPUT TARGETS  | INDICATIVE ACTIVITIES  | RESPONSIBLE<br>PARTIES                  | INPUTS                                      |
|--|---|--|---|---|
| <b>Output 1.</b> Support to development of the UNDP Programme on Integrated Water Resources Management and | TARGETS (2014)         1.1. Elaborated UNDP support                       | 1.1. Elaboration of UNDP support<br>strategy and a plan of action<br>agreed with main partners | UNDP Energy &<br>Environment Programme; | Sub-total: USD 170,000                      |
| Transboundary Water Cooperation in Tajikistan  | strategy and action plans for (a) water sector reform                     | (GoT/MoEWR, donor community and INGOs) on implementation of                                    | UNDP Area Office Staff                  | Services-Co. (USD 67,000)                   |
|  | implementation, and (b) KG-TJ transboundary water cooperation             | the endorsed water sector reform<br>plan;  | National Project Manager                | 71300: Local Consultants<br>(USD 25,000)    |
| Baseline: Water sector in Tajikistan   | in Isfara river basin;  | 1.2. Development of intervention   | Ministry of Energy and                  |   |
| lacks conformity with IWRM-based<br>management principles;   | 1.2. More than 10 high and mid-level officials and specialists benefited  | strategy and a proposal for<br>transboundary water   | Water Resources                         | 71600: Travel International<br>(USD 50,000) |
| Transboundary water management   | from technical assistance and   | management and cooperation   | Agency for Land                         |   |
| between Tajikistan and Kyrgyzstan  | capacity building support;  | between Tajikistan and   | Reclamation and                         | 71600: Travel Local (USD                    |
| lacks effective policy and operational frameworks.   | 1.3. 5 infrastructure projects completed and operational in               | Kyrgyzstan in Syr-Darya river<br>basin;  | Irrigation                              | 10,000)                                     |
|  | Isfara river basin;   | 1.3. Technical assistance and capacity   | National Policy Dialogue                | 74200: Publication and                      |
| Indicators:  | 1.4. Federation of WUAs in Isfara river basin are equipped with necessary | building (Secretariat) support to the Government of Tajikistan                                 | on IWRM                                 | translations (USD 8,000)                    |
| 1. Elaborated UNDP support strategy  | irrigation canal maintenance  | (Ministry of Energy and Water  | TajWSS Network                          | 72100: Stationary and                       |
| for (a) water sector reform implementation, and (b) KG-TJ  | equipment and tools;<br>1.5. National institutions and water              | Resources, Agency for Land<br>Reclamation and Irrigation, etc) on                              | Members                                 | meetings (USD 7,500)                        |
| transboundary water cooperation;   | management organizations in   | implementation of endorsed   |   | 74500: Miscellaneous                        |
| 2. Number of high and mid-level GoT  | Isfara river basin provided with  | water sector reform plan;  |   | Expenses (USD 2,500)                        |

|  |   |   | OVERALL BUDGET | USD 200,000   |
|--|---|---|----------------|---|
| Management<br>(Human Resources)  |   |   |                | Sub-total: USD 30,000<br>71400: Service Contracts –<br>Individuals (USD 29,500)<br>74500: Miscellaneous<br>Expenses (USD 500) |
| officials and specialists benefited<br>from technical assistance and<br>capacity building support;<br>3. Number of infrastructure projects<br>completed and handed-over to<br>respective water management<br>institutions;<br>4. Number of beneficiaries affected by<br>completed infrastructure projects;<br>5. Number of equipment items and<br>tools provided to Federation of<br>WUAs;<br>6. Number of knowledge products<br>produced and disseminated | knowledge products related to<br>policy and practice on IWRM-<br>based sustainable water resources<br>management. | <ul> <li>1.4. Follow-up and hand-over of<br/>infrastructure projects<br/>implemented by the UNDP in<br/>Isfara river basin, namely -<br/>hydrological posts Matpari, Tangi<br/>Vorukh, and Rabot; irrigation<br/>canal 'Druzhba'; and water supply<br/>system in Chorku Jamoat;</li> <li>1.5. Support to Federation of Water<br/>Users Association in Isfara river<br/>basin – i.e. procurement of<br/>equipment, tools and<br/>knowledge/training products;</li> <li>1.6. Production and dissemination of<br/>related knowledge products.</li> </ul> |                |   |

## IV. MANAGEMENT ARRANGEMENTS

In recognition of the special development situation of Tajikistan and the limited capacity of local authorities to execute the project, it was agreed that the project will be <u>directly implemented</u> in accordance with DIM guidelines under the umbrella of UNDP Energy and Environment Programme, in close collaboration with the Government. UNDP's Energy & Environment Programme has a broad programmatic mandate that includes promotion of integrated water resource management, renewable energy, energy efficiency and environmental sustainability.

This arrangement will ensure effective project delivery, with the overall responsibility for the management of the project resting with the Energy and Environment Programme. For this purpose the Energy and Environment Programme will establish effective, efficient and transparent project administration procedures and operation systems. A project financial management system will be established to ensure transparency and accountability. Financial transactions, reporting and auditing will be carried out in compliance with established UNDP rules and procedures for direct implementation modality.

The UNDP Energy & Environment team will play a crucial role in integrating the different programme dimensions, coordinating with other programmes' interventions and building partnerships with national and local stakeholders, as well as international development community working in Tajikistan. The existing network of community-based organizations, civic organizations, national and local authorities will be the foundation for building sustainability into the programme intervention. UNDP's mandate, its relationship with government and its longstanding engagement in the area gives it a comparative advantage in facilitating government partnerships.

The Ministry of Energy and Water Resources under the Government of Republic of Tajikistan will appoint a National Project Focal Point that will serve as a major contact person with the project on behalf of the Government. This responsibility includes representing and supporting project objectives at high decision making levels within the Government of Tajikistan, as well as ensuring that the required government support to reach the milestones of the Project is available.



The Project Board (PB) of UNDP's Energy and Environment Programme will serve as a Project Board for this project, and will provide strategic directions and management guidance to project implementation. The PB consists of representatives of all key stakeholders and will ensure the inclusion of interests of all relevant stakeholders including the Ministry of Land Reclamation and Water Resources, UNDP Country Office (CO), as well as representatives of donor organizations. The PB will play a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It will ensure that required resources are committed and arbitrate on any conflicts or issues within the project.

In order to ensure UNDP's ultimate accountability for the project results, PB decisions will be made in accordance to standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition.

The Board contains three distinct roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned, which provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.
- 4) The Project Assurance role supports the Project Board Executive by carrying out objective and independent project oversight and monitoring functions. The Project Manager and Project Assurance roles should never be held by the same individual for the same project.

# V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

#### Annually

Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

**Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

# Quality Management for Project Activity Results

| Activity Results    |  | r Cooperation in Tajikistan<br>JNDP support strategy and a plan of  | Start Date: Jan 2014   |  |  |  |  |
|---------------------|--|---|--|--|--|--|--|
| (Atlas Activity ID) | action agreed w<br>community and   | d with main partners ( <i>GoT/MoEWR, donor</i><br>and <i>INGOs</i> ) on implementation of the<br>ater sector reform plan;   |  |  |  |  |  |
|                     | <ol> <li>Development of<br/>for transbounda<br/>cooperation bet<br/>Syr-Darya river</li> <li>Technical assist<br/>(Secretariat) sup<br/>(<i>Ministry of Ener</i><br/><i>Land Reclamatio</i><br/>implementation<br/>plan;</li> <li>Follow-up and h<br/>implemented by<br/>namely - hydrol<br/>and Rabot; irriga<br/>supply system in</li> <li>Support to Fede<br/>Isfara river basin</li> </ol> | f intervention strategy and a proposal<br>ary water management and<br>ween Tajikistan and Kyrgyzstan in   |  |  |  |  |  |
|                     | 6. Production and dissemination of related knowledge   |   |  |  |  |  |  |
| Purpose             | products.         The overall objective of the project is to strengthen water resources manage<br>the basin, irrigation and on-farm level to improve livelihoods through su<br>implementation of IWRM-based water sector reform and development in Taj   |   |  |  |  |  |  |
| Description         | (Secretariat) suppor<br>Resources, Agency<br>endorsed water se<br>Simultaneously, th<br>programming on IV<br>transboundary wat<br>basis for UNDP's fu<br>related water man<br>some local demons<br>infrastructure proje  | oject will provide technical assistance ar<br>ort to the Government of Tajikistan ( <i>Min<br/>for Land Reclamation and Irrigation, etc</i> )<br>ctor reform plan.<br>The project will support UNDP in develop<br>WRM-based water sector development in<br>ter cooperation in Central Asia. Such pro-<br>urther intervention support to the Gover<br>agement institutions. The support will a<br>stration support with regards to comple<br>ects implemented by the UNDP and furt | istry of Energy and Water<br>on implementation of<br>ment of a mid to long-tern<br>in Tajikistan and<br>ogramming will provide<br>mment of Tajikistan and<br>lso be accompanied with<br>tion and hand-over of<br>ther strengthening of the |  |  |  |  |
| Quality Criteria    |  | Quality Method  | Date of Assessment   |  |  |  |  |
| Quality Citeria     | P support strategy   | QPMM;   | Upon completion of   |  |  |  |  |

| <ul> <li>respective water management<br/>institutions;</li> <li>Number of beneficiaries affected<br/>by completed infrastructure<br/>projects;</li> <li>Number of equipment items and<br/>tools provided to Federation of<br/>WUAs;</li> <li>Number of knowledge products<br/>produced and disseminated</li> </ul> | IMCC minutes and resolutions<br>Baseline and end-line surveys<br>Research papers |
|--|--|
|--|--|

# VI. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <a href="http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm">http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm</a>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

## ANNEXES

- I. Risk Analysis:
- II. Budget.

## ANNEX I. RISK ANALYSIS

| # | Description   | Date Identified | Туре        | Impact &   | Countermeasures /  |
|---|---|-----------------|-------------|--|--|
|   | South States States Market States   |                 |             | Probability  | Management response  |
| 1 | Institutional capacity further<br>weakened due to failure of the water<br>supply sector to retain management<br>expertise and operational skills  | 05/01/2014      | Operational | The occurrence of the<br>risk will delay<br>implementation of the<br>project<br>P=3<br>I=3 | To mitigate this problem, to a large<br>extent, strong capacity building that<br>guides the process from initial stage<br>accompanied by outset cost recovery<br>tariff and advocacy on efficient water<br>supply service provision is required.   |
| 2 | The current political and institutional<br>framework doesn't correspond to the<br>sub sector developmental needs;<br>central and local government<br>resistance to reform may lead to<br>continuous political pressure on the<br>sub sector | 05/01/2014      | Political   | The occurrence of the<br>risk will delay<br>implementation of the<br>project<br>P=3<br>I=3 | To mitigate this problem, the project<br>will push for fundamental reforms to<br>create favourable environment<br>around the sector, priority areas for<br>reform are institutional framework,<br>ownership of the infrastructure,<br>tariff, technologies and management<br>of operation and maintenance. |

## ANNEX II: BUDGET

(attached separately in MS Excel document)