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Project Title: Technical Taskforce for Tajikistan Water Sector Reform
Project Number: AID: 00138713 (PID: 00128727)
Implementing Partner: Ministry of Energy and Water Resources of the Republic of Tajikistan

Start Date: 24 August 2022

End Date: 24 August 2022

PAC Meeting date: September 7, 2022



Brief Description

The Government of Tajikistan is implementing a Water Sector Reform Program to achieve a significant change in water access and use across multiple stakeholders. The process is led by the Ministry of Energy and Water Resources (MEWR). Through this project, UNDP will support MEWR to *achieve an efficiently planned, developed and managed water sector* with the specific objectives of (1) Improving water sector coordination, (2) Strengthening the enabling environment for water sector reform and (3) accelerating Water Sector Reform. These objectives will be achieved through three project components focusing on: (1) **Coordination**, focusing on improving coordination and water-sector knowledge management across all water sector stakeholders, broadening awareness of the reform process in Tajikistan, ensuring MEWR staff have access to global developments in water sector reform and communicating globally on Tajikistan's engagement with water issues, (2) **Enabling Environment**, focusing on creating an enabling environment by improving and developing the legal basis for the reform, providing guidance to implement the reform, strengthening use of the integrated water resource management approach, and addressing issues of planning, water sector risk management, finance and gender, and (3) **Accelerating the Water Sector Reform**, to integrate water, climate, energy, food and biodiversity related policy through a water-food-energy-ecosystems approach (WEFE Nexus). In implementing these components, the project will build MEWR capacities and transfer tasks over time to the MEWR, a significant part of the support provided to MEWR for the activities identified above will use a collaborative, guidance-focused or mentoring work with MEWR staff. The overall impacts of the project will be (1) a MEWR better able to coordinate, monitor and lead the water sector reform process and (2) an acceleration of the reform process. The project is being funded through the GIZ Integrated Rural Development Project with support from the European Union. The project will consist of two phases: Phase I – Years 1 and 2 (24 months) and Phase II (6 months) -upon successful achievement of Phase I results.

Contributing Outcome (UNDAF/CPD, RPD or GPD): Outcome 6. People in Tajikistan are more resilient to natural and man-made disasters and benefit from improved policy and operational frameworks for environmental protection and sustainable management of natural resources.
Indicative Output(s) with gender marker: GEN 2

Total resources required:	\$1,368,576	
Total resources allocated:	UNDP TRAC:	-0-
	Supplier: GIZ	\$1,368,468
	Government:	In kind office space
	In-Kind:	-
Unfunded:	-0-	

Agreed by (signatures)

Government	UNDP
 Mr. Daler Juma Shofakir, Minister of Energy and Water Resources, Date:	 Mr. Christophoros Politis, Deputy Resident Representative Date:

March 2022

I. DEVELOPMENT CHALLENGE

A. Country Context

Tajikistan is a mountainous country in Central Asia with a population of 9.5 million and an annual growth rate of 2.5%. The country is the source of 55% of the upstream water available in the Aral Sea basin. As one of the two primary sources of water for the basin, Tajikistan plays a significant role in a water sector encompassing Kyrgyzstan, Uzbekistan, Turkmenistan, Afghanistan and Kazakhstan.

Tajikistan faces challenges in assuring water is available in a fair, equitable and sustainable manner for all stakeholders in the country. Among these challenges are a need to change inherited water management systems to reflect current social, economic and governance systems, insufficient investment in recurrent system maintenance and expansion to meet growing needs, an increase in risks from climate-related hazards and a high level of dependency on irrigation to improve crop production and grow wealth.

Recent changes in water-sector policies in Tajikistan should allow the country to move towards a more sustainable and effective use of water in the decades ahead. The Government and development partners are working on a number of projects in the irrigation, water and sanitation and energy areas to advance fair, equitable and sustainable use of water.

Looking forward, the Ministry of Energy and Water Resources (MEWR) has identified a need for technical support to turn policy reform into results. As described below, this technical support is not to do the work of MEWR staff, but to build staff capacity in critical areas, including gender, by providing specific training and guidance on critical issues facing the water sector.

As a country which is 97% mountainous, settlements in Tajikistan are primarily located on sloping plains to the north, adjoining the Syr Daria river, in tributaries and in valley bottoms along the Zarafshan river, in broad valleys in the south and centre of the country, along the Yak Su, Vakhsh and Kafurnighan drainages, which feed into the Amu Daria, and in valleys in the mountainous Gorno Badakhshan, which feeds into the Panj and the Amu Daria. Given the mountainous topography, a significant volume of water is stored in glaciers covering 6% of the country.

Year-to-year weather conditions can vary considerably. A rapid onset of warmer weather (and rain-on-snow) can lead to rapid snow melt and run-off and, at times, flooding and mud flows. Low precipitation from November to May together with a rapid onset of warmer weather can result reduced water supplies during growing seasons, affecting pasture, rainfed crops and irrigation and drinking water supplies.

Even in normal years, rainfall and the melting of snow during the Spring can lead to debris flows and flooding. Apart from damaging buildings and agricultural lands, these events can lead to high levels of siltation in and outright destruction of irrigation and other water infrastructure to debris flows. As a result, water management systems in Tajikistan need to be robust to adequately manage these inter-seasonal variations in water availability, extreme weather and mud flows and floods.

Overall, water-related disasters are the most significant historical cause of damage in Tajikistan since independence. The county faces threats from avalanches, flash floods, mud flows, debris flows and flooding. Total disaster damage since independence has been not less than USD 0.5 billion.

Tajikistan is prone to droughts. The country's reliance on irrigation has mitigated drought impacts in the past. However, periodic drought together the normal dry June to October period will put additional pressure on irrigation and potable water systems. This is particularly the case where maintenance is deferred, and system development is underfunded.

According to the [FAO](#), over 50% of employment (69.5% for women) in Tajikistan's is in the agriculture sector. This sector produces close to a quarter of GDP.

Irrigated lands make up a large part of the agriculture production system in the country. [An estimated 90%](#) of arable lands are currently under irrigation with an estimated 700,000 Ha in current use. Cotton, potatoes and grains are common crops and a major user of irrigation water. Kitchen gardens, often cultivated by women, are an important source of family food and often use irrigation.

An increasing shift in land use to housing, even in small communities, is encroaching on agricultural lands. There is a resulting shift in demand to water for household use (which can include kitchen gardens), and a consequent concern about water quality due to pesticides or salts from field run-off and biological contamination. (Many rural domestic water sources are unprotected and may also be used for irrigation.

Land across the river basins in Tajikistan is heavily exploited. In upper and middle watersheds, deforestation and overgrazed range lands are major concerns. Impacts include reduced ground water infiltration, increased slope instability and erosion, the latter contributing to siltation and other damage to water supply systems.

B. Policy Context

The Government of Tajikistan's National Development Strategy 2030 sets the objective that Tajikistan will be a steadily growing, competitive country that provides decent living standards for population, equal opportunities for each person to realize his or her potential based on equality, justice and respect for human dignity. The Strategy places particular emphasis on Integrated Water Resource Management (IWRM), a [process which promotes the coordinated development and management of water, land and related resources, in order to maximize the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems.](#)

In 2016, the Republic of Tajikistan adopted a National Development Strategy to 2030. It defines the main directions, goals and objectives for achieving the Sustainable Development Goals in Tajikistan and sets 4 main strategic objectives:

- Ensuring energy independence and efficient use of electricity;
- Breaking the communication deadlock and turning the country into a transit country;
- Ensuring food security and access of the population to quality nutrition;
- Expansion of productive employment and transition of the country's economy from agrarian-industrial to industrial-agrarian.

Water plays an important role in achieving three of the four goals set out above. The National Development Strategy 2030 also pays special attention to water. Integrated Water Resources Management is one of the main priorities of the country's development. This is a key component of the comprehensive development of the country's natural resource potential.

The Water Sector Reform Programme for 2016-2025 was adopted by the Government of the Republic of Tajikistan in 2015. It defines the main goals, objectives, methods and principles of water sector reform and aims to achieve economic efficiency and environmentally sound management of water resources to meet the needs of the population and the country's economy

Some objectives and priorities of the Water Sector Reform Program and the National Water Strategy include:

- Improvement of water legislation and harmonization of legal acts in order to improve human rights to clean drinking water, water resources management with the requirements of integrated water resources management and other international standards;
- Development and adoption of normative legal acts on the creation of mechanisms for the implementation of laws in the water sector.
- Establishment of an effective institutional structure for water resources management at the national level and at the level of basin zones;
- Strengthening institutional coordination at the national level;
- Increasing public and private investment in water infrastructure, as

- well as in the development of human resources of the water sector;
 - Increasing financing of various sectors of the water sector with annual growth of at least 15% due to various sources of financing;
 - Improving the regulatory framework to cover the operating costs of maintenance, taking into account mutually related sectors, including water, agriculture, energy, health and the environment;
 - Creating an attractive investment climate to attract the private sector to the water sector, including through a public-private mechanism.
 - Ensuring the application of the interrelated method ("Nexus") in the use of water reservoirs for complex purposes to meet the needs of various sectors of the economy:
- Exploring the possibility of obtaining carbon credits for hydropower generation under the United Nations Framework Convention on Climate Change, Paris Climate Agreement, Glasgow Climate Pact, and Access to Carbon Finance and the Green Climate Fund;
 - Taking into account the significant role of water resources in ensuring sustainable development, as well as the increasing burden on them in connection with climate change, growing needs and other challenges, their rational and effective management and use, protection, protection from pollution and depletion will remain one of the priorities of the Government of the Republic of Tajikistan.

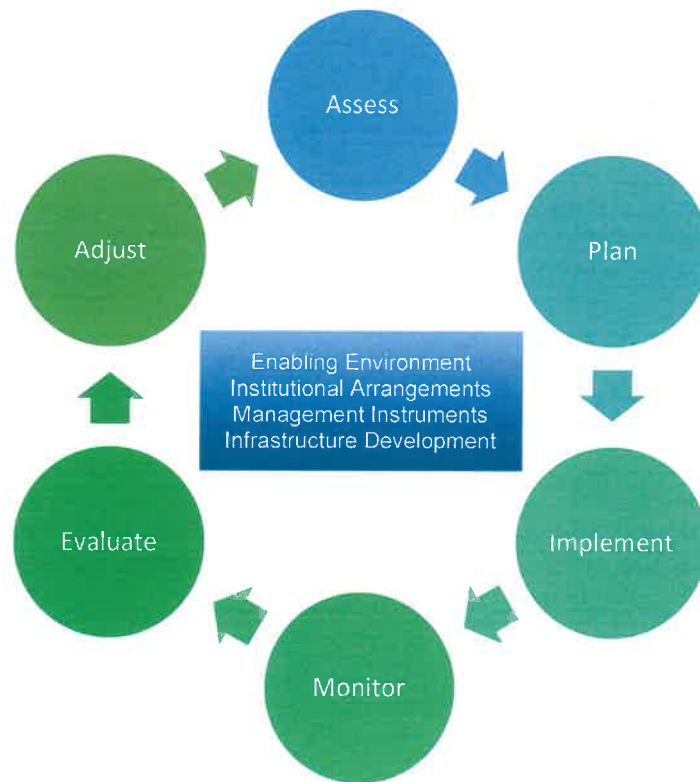
IWRM is particularly emphasized in the National Water Strategy. Unfortunately, the overexploitation and degradation of land and water resources in Tajikistan creates a challenge to IWRM and threatens achieving the results of the Water Sector Reform.

Improving watershed conditions using an IWRM approach require broad policy engagement in line with the water sector reform, establishment of the River Basin Organizations (RBOs) and River Basin Councils (RBC) to improve the participatory management of water resources. As the sectoral leader on water policy and oversight, MEWR needs to engage with and coordinate efforts by the Ministries of Agriculture and Health, the Committee of Environmental Protection (in charge of hydrometeorological services and climate policy), and specific Government services dealing with geology, hydrology, environment, forestry, livestock, tourism, local government, land use and emergency management, to ensure a comprehensive IWRM within and across all river basins in Tajikistan.

While it is clear that the IWRM approach should inform the implementation of the Water Sector Reform Program, this approach is not widely known by all water-related stakeholders necessary to implement the reform in an efficient and effective manner. And it is clear how, from a practical perspective, the IWRM process should be implemented and unfold on the ground.

IWRM requires an iterative cycle of involving all relevant stakeholders with adopting "whole of govt" and "whole of society" approach in assessing the water system, planning water resources use and development, implementing planned interventions, and monitoring and evaluating impacts and results to inform adjustments. This process must be accompanied by different IWR dimensions, such as an adequate policy and legal framework, as well as proper institutional arrangements and tools and management instruments to make it happen. In addition, substantial financial resources must be allocated to effectively implement the IWRM process and finance water infrastructure and other watershed protection and conservation strategies.

The collaboration of different sectors and administration levels is of utmost importance to implement the IWRM cycle and build solid foundational elements across all the IWRM steps and dimensions mentioned.



The IWRM loop representing the sequence of steps to implement IWRM at national and basin levels. Source: Roadmapping for Advancing Integrated Water Resources Management (IWRM) Processes. UN-Water, GWP, 2007.

C. Water and Climate

In Tajikistan the existing water resources challenges are likely to be aggravated due to climate variability and uncertainty that results in a shifting and erratic water supply. It is worth noting that between 80 and 90% of natural-hazard-related disasters occur as a result of alterations of the water cycle, and these are becoming increasingly frequent and intense. Ensuring access to water supply is equally critical for all sectors, and for this reason sectors must also be involved in the mitigation and adaptation efforts in relation to climate change.

However, the knowledge and understanding of many institutions and individuals in the water sector about water management, being a crucial cross-sectoral aspect of climate change adaptation and mitigation work, is quite limited. As a result, water sector goals are not fully linked to the National Determined Contribution (NDC) or the National Adaptation Plan. Nevertheless, national climate policies and plans are enhanced when climate action resides on resilient water resources management.

Resilient water resources management is understood here as water resources management strategies that allocate water in a robust, flexible manner to address increasing uncertainties and trade-offs between different water users and sectors. In this manner, the MEWR will achieve what is called the “adaptation dividend”, this is, ensuring sustainable economic development even considering climate change. To this purpose, the MEWR and other relevant agencies, such as the Committee of Environmental Protection (CEP), must work and cooperate to integrate water into the formal process of Tajik climate policy making in order to enable sustainable economic development.

In this regard, Tajikistan submitted an updated National Determined Contribution in October 2021 as part of its engagement in COP26, in Glasgow. It was a result of a participatory process in which the MEWR played only a discreet role. As a consequence, not enough discussion happened to help identify which areas related to improved water resources management and water governance may contribute to make climate adaptation and mitigation efforts more effective and successful.

After the participation of MEWR in COP26, it became obvious to Tajikistan water sector public officials that there is an urgent need to consider and address water-related issues and challenges

further within climate plans, policies and strategies, namely the Nationally Determined Contribution, the National Adaptation Strategy and the National Strategy for Disaster Risk Reduction 2019-2030.

There is a need to initiate a process within Tajikistan where professionals and decision-makers from the Committee of Environmental Protection and the MEWR come together to explore water and climate interactions in which water can play a role in climate mitigation and adaptation and together inform a process of continuous enhancement of the National Determined Contribution with a view on COP27 and other water and climate relevant fora.

Further, achieving climate mitigation and adaptation goals is only possible through resilient and cross-sectoral water management across different sectoral and institutional goals. However, interconnectivity between climate change, water resources (including drinking water and sanitation, industrial water use), agriculture, energy and freshwater ecosystems are not well developed in practice in Tajikistan.

D. Water-Sector-Specific Challenges

The Integrated Water Resources Management process ensures that decision-making related to water, land and related resources, whether short or long-term, takes into account all relevant water users, including vulnerable and marginalized groups, during the assessment, planning, implementation and monitoring and evaluation phases of such process. It does not, however, inform on how to transition from sector-specific governance and “silo” thinking to a more integrated way of water resources management that highlights the existing interdependencies between the production of water and its use for food and energy production while safeguarding the sustainability of freshwater ecosystems, with the overall aim of addressing different water-related risks, such as, water scarcity, quality and human wellbeing in a more sustainable manner.

While there exists substantial scientific knowledge about the interactions across water-energy-food-ecosystems nexus, Tajikistan lacks the knowledge and capacity to identify such interactions and prepare them in a way that can be used effectively in decision-making processes. Good intersectoral water governance is, therefore, a key enabling factor to achieve more coherent policies between water, land and natural resources that will assist IWRM implementation on the ground.

The MEWR requires finding a common methodology that identifies intersectoral water resources management issues and proposes collaborative ways that improve water stewardship within and across sectors and reconcile the different sectoral interests and administrative scales of management. This technical support to the MEWR results in more coherent policy making and practical measures to rationalize resource use, improve sustainability and reduce intersectoral trade-offs between water and land management, energy sector, climate policy and environment protection.

Awareness about opportunities for inter-sectoral cooperation is a start. Going forward, political will and commitment from MEWR and other relevant Ministries, Committees and Agencies are required for further progress to concrete response actions that take into consideration the interlinkages across the different Sustainable Development Goals and Paris Agreement mitigation and adaptation goals while at the same time ensuring effective IWRM implementation and basin level impact.

In relational to funding and financing of the water sector in Tajikistan, the implementation of the Water Sector Reform Program and National Water Strategy requires vast financial resources for infrastructure investments and funding water sector coordination. However, a significant financing gap exists, and it should be fixed with priority. [Hutton and Varughese](#) estimate that the global present value of the additional investments needed until 2030 to achieve SDG 6.1 is estimated at approximately US\$1.7 trillion, which according to the [OECD](#) is roughly three times the current investment levels. Further, estimates of the investments needed for climate resilience are quite significant. The [UNFCC](#) estimates that the additional investments needed to adapt new infrastructure vulnerable to climate change is estimated at 5 to 20 percent of its cost, while the [World Bank](#) estimates that the cost of adapting to an approximately 2°C warmer world by 2050 is in the range of US\$75 billion to US\$100 billion a year.

Particularly, in Tajikistan, the cost of infrastructure development and maintenance costs of water and sewage services can be relatively high due to geophysical conditions and natural hazards such as mudflows. While investments in water and sewage systems are taking place, they are not matching increasing rural and urban demand for potable water and safe sewage systems.

Recurrent maintenance is a significant challenge for irrigation systems. The geology of Central Asia means that run-off generally has a high silt content, of potential damage to pumps and filling in pipes and canals. Gravity irrigation water intakes are in flood-prone streams and rivers and are often rebuilt each year as permanent structures are likely to be destroyed. Headgates and diversions need regular maintenance, particularly if operated automatically. Even local mud and debris flows can require costly repairs. If recurrent maintenance does not keep pace with these factors, irrigation systems progressively lose capacity and affect yields, incomes and wealth.

A shift to user financing has highlighted the challenges created where income from irrigated farming is not sufficient to cover the costs of operating the systems. Insufficient financing increases the already significant backlog in recurrent system maintenance and limits opportunities for making irrigation systems more efficient from, for instance, lining canals to reduce water losses.

Tajikistan's water infrastructure investments and water sector coordination rely mostly on external development assistance as they receive insufficient funding from the public state budget. Most notably, the MEWR and River Basin Organizations are charged with a coordinating role to improve water resource management at national and basin levels. This includes a set of resource intensive tasks and cost elements, which are clearly underfunded, including:

- National and river basin organization staff salary;
 - Office building construction, maintenance and equipment;
 - Preparation and execution of stakeholder meetings at national level and River Basin Council coordination meetings at basin level;
 - Formulation of policies, strategies, plans at national level and River Basin Management Plans at basin level;
 - Management and maintenance of National Water Information System
- and river basin monitoring networks to inform river basin management plan implementation progress and environmental monitoring (water quantity and quality);
 - Hydrological modelling;
 - Communication and information;
 - Capacity building initiatives for MEWR staff and water sector relevant stakeholders;
 - Project design and implementation;
 - Infrastructure construction, operation and maintenance;

In this context, there is an urgent need to explore alternative financial mechanisms to close the finance gap and scale up financing for investments on climate adaptation water infrastructure and improved watershed management, protection and conservation, but also to finance water sector coordination and the necessary water governance mechanisms to ensure adequate IWRM implementation.

The MEWR requires further knowledge on national and international experiences that can accelerate IWRM implementation through domestic sources of funding and financing at national and basin levels. This requires turning River Basin Management Plans into actionable plans that are attractive to potential investors. Water and climate investments contained in national strategies and action plans and river basin management plans will be increasingly attractive the more they are developed and conceived as part of one resilient interconnected water system, are informed by solid water resilience assessments, and appropriate matching between the investments required and the potential sources of funding is clearly identified to achieve a balance of public and private sources of funding, whatever these may be.

Alternative financing models have to be explored in light of the existing water, food, energy, environment and climate policy and legal frameworks to accelerate water sector reform. It is essential to test the first pilots showcasing how different forms of funding and finance can come together to deliver the necessary water and climate adaptation investments projects successfully, with benefits accruing to different stakeholders and sectors, and generating impact and results for

the different international agendas, namely, the Agenda 2030, the Paris Agreement and the Sendai Framework.

The MEWR has the lead on water and sanitation policy and coordination. A reform process is underway linked to the overall water sector reform process. However, the World Bank's Glass Half Full report notes the "sector is challenged by the need to coordinate a diverse range of internal and external partners and stakeholders, which creates distortions in policies and policy implementation, and leads to an agenda neither firmly led by the government nor consistent across the various reform actions. In the worst case, the reform program runs the risk of establishing duplicative structures to the existing formal institutional arrangements, which would elevate rather than alleviate the sector's structural shortcomings."

River Basin Organizations (RBOs) have been established in the Syr Darya, Zarafshan, Kofarnihon, Vakhsh and Pyanj basins. Working under the policy guidance of the MEWR, the RBOs have direct responsibility for the management of water and related resources at the basin level.

RBOs are generally in an early stage of development. Strong policy and practical guidance from MEWR is needed to successfully develop and implement basin-wide IRWM plans. These plans themselves need to address a sustainable and equitable allocation of water, effective natural resource management across the basin, managing water supply systems, reducing the risk of damage to water supply systems and assuring adequate funding for all these efforts.

In line with global practice, water-sector management should be incorporated into the development process and led by MEWR. At the national level, water-related issues are already incorporate into the National Development Strategy 2030 and National Strategy for Disaster Risk Reduction 2019-2030.

District Development Plans (DDPs) pay a significant role in directing funding to water-sector-related activities on the ground. As a result, RBO basin-level plans need to be integrated into DDPs, including cross-District planning to accurately reflect basin-level requirements. While MEWR has a role in monitoring RBO efforts, it also needs to ensure that guidance is available to RBOs and Districts to ensure watershed based IWRM is a reality for DDPs at design and implementation.

Implementation of the Water Sector Reform Program requires a strong policy and legal framework. The recently enacted Water Code requires corresponding by-laws to assist its implementation. These new legal developments should focus on those water challenges and risks whose resolution merits a legal response. Moreover, legal developments must also encompass governance aspects to address the uncertainties, difficulties and opportunities in managing water, land, energy, protecting freshwater ecosystems and eventually facilitate the implementation of specific solutions to improve water resources management in Tajikistan.

A governance perspective in developing new legal instruments would enable to acknowledge the complexity of river basin strategic planning and administrative practice and understand how rules and actors determine the use of water and management of water and other related resources at different geographical and political scales, as well as different time frames for planning and decision-making. This would facilitate effective and impactful solutions at the basin level. The role of River Basin Organizations and River Basin Councils is key to inform a bottom-up process that enhances a successful implementation of the new legal instruments developed and for this reason should play

Water and Gender

At least half of all those involved in using water are female. They are, unfortunately, significantly underrepresented in the management of the water sector. Managing the water sector, from defining policy to opening and closing canal gates, has been largely a male-dominated undertaking even as females have been major users of this water, for kitchen gardens, household hygiene and as workers in irrigated fields. Addressing this significant gender imbalance requires:

- Increasing the scale of female participation in human capacity development efforts and consequent hiring of women by water sector actors.
- Establishing a capacity within MEWR focused on ensuring that efforts in the water sector incorporate a gender perspective.

an important role in such process, and particularly, in defining the highest priority of by-laws that require development.

MEWR needs to lead at the policy level on Tajikistan achieving the water-sector-linked **Sustainable Development Goals**. SDG 6 - Clean Water and Sanitation, calls for the eight results listed in the box at right. Information on Tajikistan's progress on the SDG 6 results is available at <https://www.sdg6data.org/country-or-area/Tajikistan>.

MEWR is also engaged in achieving SDGs

- **(1) No Poverty,**
- **(2) Zero Hunger,**
- **(3) Good Health and Wellbeing,**
- **(5) Gender Equality,**
- **(11) Sustainable Cities and Communities,**
- **(13) Climate Action,**
- **(14) Life Below Water,**
- **(15) Life on Land, and**
- **(17) Partnerships for the SDG Goals**

The last, SDG 17, is directly link to MEWR's responsibilities in terms of coordination and securing funding for water sector activities in Tajikistan.

Tajikistan is a major source of water for Uzbekistan, Turkmenistan and Kazakhstan, shares watersheds with Kyrgyzstan and is a co-source for the water which irrigates a large part of the Afghan border along the lower reaches of the Panj river. As a result, Tajikistan is tied to water sector policies in each of these countries. What happens in Tajikistan in terms of water policy and practice is of importance to these downstream countries.

Through structures such as the International Fund for Saving the Aral Sea, Tajikistan has been deeply engaged in regional water issues. This engagement needs to continue to be reflected in reform policy implementation guided by MEWR. The Ministry needs to advise the Government on how water-sector policies in neighbouring countries can affect, and be affected by, policies in Tajikistan.

Given the demonstrated importance of water in Tajikistan, the country has been engaged internationally for more than a decade and a half in discussions on water policy and water for life. This has included high level engagement in the International Decade for Action Water for Life (2005-2015) and the International Decade for Action Water for Sustainable Development 2018-2028, including organizing or co-sponsoring related conferences and meetings.

Tajikistan is expected to play a prominent role in the Decade's mid-term review in 2023 and lead on organizing a high-level international conference on the Decade in 2022. Tajikistan can also be

Linking Water Reform to the Sustainable Development Goals

Sustainable Development Goal (SDG) 6, *Clean Water and Sanitation*, is directly linked to water sector reform in Tajikistan. Specific targets to be achieved by Tajikistan include, by 2020,

- Protecting and restoring water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes, and, by 2030,

- Universal and equitable access to safe and affordable drinking water for all,
- Access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations,
- Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally,
- Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity,
- Implement integrated water resources management at all levels, including through transboundary cooperation as appropriate,
- Expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies, and
- Support and strengthen the participation of local communities in improving water and sanitation management.

expected to participate in the World Water Week and regional or international meetings on water on an annual basis.

The Presidency and Ministry of Foreign Relations provide the lead on many issues related to Tajikistan's international engagement on water while MEWR provides the "back office" support for these efforts, engaged in developing background materials, guidance on the direction of initiatives and related support functions. Currently, given the transition of MEWR and need to develop capacities, targeted support in these areas is required for the near future.

E. Donor Engagement in the Water Sector

Tajikistan has a long history of donor engagement in the water sector. External investments in irrigation and rural water supply for 2016-2020 were estimate at 64.4 million USD, with investments in water and sewage 133.3 million USD for the same period. Although not detailed numbers are available, Government and private sector (including Water User Association) investments are likely of the same to greater magnitude.

Current donor commitments include RBO-focused projects in all the major river basins of Tajikistan, as well as intra-basin projects dealing with climate, agriculture and natural resource management. A significant parallel effort is underway for potable water and sanitation sub-sector, where MEWR has a policy development and coordination role.

The European Union's Rural Development Programme II (see below) is providing broad-based support to the Government of Tajikistan in Water Sector Reform-related effort The Technical Taskforce for Tajikistan Water Sector Reform Project described in this document contributes to EU support to the Government of Tajikistan in this area.

European Union Rural Development Programme Approach to Supporting Tajikistan in the Water Sector¹

The European Union (EU) recognizes the strategic importance of Central Asia. In 2019, the EU updated its Central Asia strategy to focus on resilience, covering areas, such as rural development, human rights, border security and the environment. In this regard, the EU has partnered with Central Asian countries to anticipate and address the challenges affecting their socio-economic goals and security, enhance their abilities to embrace reform and modernization and intensify cooperation to implement the Paris climate commitments and tackle environmental challenges to turn them into opportunities, among other relevant sectors.

Rural development in Tajikistan is one the priorities of the EU and Member States. The EU has identified policy harmonization, natural and water resources management and agriculture as areas for further support in Tajikistan.

In the policy harmonization space, improved integration of sectoral policy making and enhanced feedback from the field are needed to improve reform implementation. A core technical and administrative structure is

necessary to develop synergies between sector policies, to reinforce institutional coordination, and to improve budget allocation mechanisms. Further, the protection of natural resources, the implementation of Integrated Water Resources Management (IWRM) and institution building must be combined with physical investments to ensure the success of the support provided and the achievement of increased productivity of farmers and relevant stakeholders of agricultural value chains.

The 2014-2020 Multi-Annual Indicative Programme governs EU actions in Tajikistan and has allocated EUR 100 million (following a Mid-term Review) in support to rural development. The first phase of the Rural Development Programme (RDP I) is currently being implemented. The second phase of the programme (RDP II) builds on and extends the activities of the first phase to improved rural livelihood by supporting the climate-resilient development of rural communities and by promoting sustainable agriculture and management of natural resources.

The Rural Development Programme II has three components consistently articulated to

¹ Incorporating text from Annual Action Program 2019.

contribute to the overall objective of improving rural livelihood, as indicated in the box below.

Component 1 - to boost added value of agricultural production - will develop a performant (productivity gains) and sustainable (environment-friendly) agriculture through increased investment and innovation in the value chains.

Component 2 - to improve management of natural resources - will support rural livelihood by contributing to the reduction of food and nutrition insecurity of rural populations relying on fragile ecosystems. Both components 2 and 3 will promote climate-resilient production models

Component 3 – to promote sustainable and efficient use of water - will contribute to mitigate rarefaction of water resources whose regular supply is essential for agriculture and sanitation. This will be done by improving management of water (better techniques and governance) and reducing losses (rehabilitated infrastructure).

RDP II aims to assist the Government of Tajikistan in implementing the Water Sector Reform Program adopted in 2015, by reorganizing the water sector in line with Integrated Water Resources Management (IWRM) principles, based on hydrological boundaries. Tajikistan's Nationally

Note that the Technical Taskforce for Tajikistan Water Sector Reform Project is funded through the BMZ/EU funded, GIZ implemented Integrated Rural Development Project (IRDP) , specifically RDP II Component 1 on booting the added value of agricultural production.

Determined Contributions (NDC) also highlights the importance of water resources management as key to adapt to climate change.

Moreover, often policymaking is not followed by actual policy implementation. In particular, the implementation of harmonized sector policies relevant for rural development are planned to be supported through technical assistance, at central and local levels, to elaborate and implementation of river basin management plans within a country-integrated river basins management system. Additionally, RDP II plans to assist in the implementation of the reform of the water sector through institutional and legislative reinforcement at national and regional level based on the principles of Integrated Water Resources Management adopted in 2015 by the national authorities in the Water Sector Reform Programme.

RDP II is coherent as it targets both institutional and technical levels. The institutional part of the assistance will enhance capacity for targeted policy development and stimulate horizontal coordination between relevant institutions. RDP II reinforces the transmission to policy makers of information acquired at farm/community level for a better understanding of the specific problems faced by poor rural communities. This will lead to policy making and implementation more conducive to agrarian reform.



EU RDP II Water Sector Technical Engagement

In terms of technical engagement, RDP II works at farm/community level to promote sustainable agriculture towards better income for Dehkan farmers, smallholders and rural operators' part of the value chains. It will also improve the management of natural resources including water to sustain production means and improve resilience to climate change and natural hazards. Both levels of intervention and their components are linked and interdependent: a sound policy environment will make reform more efficient whereas improved performance of agriculture will contribute to rural development and poverty alleviation.

Within the overall objective (expected impact) of the Rural Development Programme II indicated above, envisaged outputs include:

- Capacity improvement for agriculture, water and climate policymaking and implementation in cooperation with MoA and other local partners.
- Sector policies for rural development are implemented under a harmonized integrated framework addressing water, land and including national policies and targets on gender equality and women's empowerment.
- River basin management plans are prepared and implemented under an Integrated Water Resources Management approach.
- Integrated Water Resources Management relevant institutions are established in selected river basin zones.
- The Ministry of Energy and Water Resources (MEWR) is assisted in the development of implementing regulations to assist the implementation of the Water Sector Reform Programme.
- Capacity building in Integrated Water Resources Management planning, implementation, and regulation.

RDP II foresees the mainstreaming of climate change adaptation and environmental sustainability by improving the resilience of rural population, maintaining the quality of their environment and resources, and improving their livelihoods. Further, disaster risk reduction activities will be used to prevent land degradation, promote reforestation, and adapt water management in select river basins. mainstreaming a gender approach by specifically targeting women in its activities is also envisaged.

F. Sectoral Cooperation

With the range of water-sector projects underway and planned for Tajikistan as well as the ongoing reform process, the MEWR and international community have used a range of coordinating mechanisms to plan and oversee water sector efforts. The Development Coordination Council Working Group on Water and Climate Change has focused on inter-donor coordination. The Tajikistan Water Supply and Sanitation project supported a networking of potable water and sanitation projects. An earlier Water Sector Reform Support Unit within MEWR engaged in intra-sector coordination in support of the water sector reform process, working with the Water Sector Reform Program working group and RBOs. (Also see **Section II B**, below.)

G. Moving Forward on Water Sector Reform

Going forward, MEWR's water sector governance coordination function needs to be formalized as an explicit capacity area. The Ministry needs to be enabled to effectively oversee, plan and manage water sector activities in line with the ministry's water sector policy mandates. This formalization is linked to human capacity development and to MEWR taking a recognized position at the head of the coordination table.

All the responsibilities and tasks elaborated above represent a significant undertaking, particularly for a ministry which is relatively young and needs to operate in a manner significantly different than

pre-reform. MEWR needs deep and dedicated capacities to ensure coordination is effective, changes are efficient, and the river basin and sub-sector-focused reforms yield clear and useful improvements in the delivery of water and sanitation services.

MEWR will grow into these roles as it gains experience. Yet, expectations of near-term improvements in water sector services are very high and MEWR needs to quickly master its new roles and responsibilities.

The MEWR has recognized the challenges created by the reform process and has requested technical support in the areas of policy implementation, guidance development, technical advice and coordination. In defining its needs, the Ministry specifically requested external support to work directly with MEWR staff to build their own capacities to implement the Water Sector Reform rather than focused on providing reports to the Ministry or directly doing the work of Ministry. The requested support provides a new direction for the Ministry, moving towards a central position in defining, guiding implementation and assuring coordination across the water sector.

II. STRATEGY

A. Theory of Change

The **Theory of Change** focuses on the administrative process required to achieve the outcomes set out in country's Water Sector Reform Programme. The root causes of the need for changes to be supported by the project are linked to (1) water sector management systems carried over from the Soviet period, (2) changes in land and water resource management, (3) a change in economic systems and (4) a reduced ability of the government to underwrite the costs of managing water resources.

This group of root causes is not specific to the water sector. Both the health and agriculture sectors have faced these root causes of a need for change. Both have gone through policy and institutional changes similar to those currently encountered by MEWR. From this perspective, the changes taking place within the MEWR and supported by this project, can be seen as an ongoing process to adjust to fundamental changes in the nature of the country rather than specific causes factors rooted in MEWR itself.

Recognizing the progress that Tajikistan has made in water sector reform, and developments in the irrigation and water and sanitation sub-sectors, the project will focus on supporting MEWR to develop internal capacities to manage the reform process. This support will come from a combination of technical support and in-country capacity development assistance. The strategy is expected to yield a Ministry which is better able to guide a water sector reform process which results in a fair, equitable and sustainable use of water for the development of Tajikistan.

The Water Sector Reforms Programme of the Republic of Tajikistan 2016-2025 anticipates that water resources will be managed to achieve *an efficiently planned, developed and managed water sector based on sound policies, joint analysis and management of ground and surface water quantity and quality, balances the different sectors that use water, using the basin as the management area, aiming to obtain the best economic benefit for the Republic of Tajikistan, in a fair and equitable manner without compromising the ecological integrity.*

The **Theory of Change** (see **Table 1**, below) summarizes nine developmental challenges which need to be addressed to achieve change. The table also provides the (1) Current status of each challenge, (2) Requirement to Achieve Change, (3) Actions Required to Achieve Change, and (4) Assumptions related to the required change.

Table 1 - Theory of Change
Challenges, Status, Requirements, Action Required and Assumptions

Development Challenge	Status	Requirement to Achieve Change	Actions Required to Achieve Change	Assumptions
Water sector reform coordination is challenging due to the range of water, natural resource, agriculture, drinking water, sanitation, industrial water and user stakeholders involved. Coordination gaps are constraining the reform process. (Discussed further in the following section.)	A coordination system exists but MEWR's own assessment is that further development is required.	Efficient water sector reform coordination system at MEWR.	<ol style="list-style-type: none"> Support to strengthen the water sector reform coordination system. Improvements in the knowledge base used in the coordination process. 	<ol style="list-style-type: none"> MEWR can take on management and knowledge base before the end of the project. Improved coordination of improves implementation of water sector reform.
The IWRM concept needs to be more deeply ingrained in stakeholder understanding and practice.	Communications to stakeholders on the water sector reform/IWRM limited. Tajikistan facing constraints in global engagement on SDG 6.	Communications to Tajik water sector stakeholders on the reform and IWRM. Global engagement by Tajikistan in achieving SDG 6.	<ol style="list-style-type: none"> Improvements in awareness, communication, and capacity development on IWRM for stakeholders in Tajikistan. Proactive engagement of Tajikistan in global efforts to achieve SDG 6. 	<ol style="list-style-type: none"> MEWR can manage communication system before end of project. Attitudes and practices towards IWRM can be changed. Tajik interest in the water sector and international engagement continues.
Water sector reform rules, regulations and procedures needed for effective implementation of the reform.	Process underway but technical support needed.	Rules, regulations and procedures updates or revised.	<ol style="list-style-type: none"> Develop by-laws to assist Water Code implementation. Develop a method to mainstream river basin plans into national, regional and district development plans 	Time needed to validate and approve legal documents can be very lengthy and extend beyond the length of the project.
Water-related natural hazard risks not integrated into water sector planning at the operational level.	Risk reduction and reduction strategies are not currently used in river basin planning.	A risk management approach to water and climate related hazards integrated into river basin and district development plans.	Development and application of water-sector DRR policy and instruments.	MEWR willing to take on water-related disaster risk reduction role and incorporate systematically DRR into river basin planning.
Personnel managing the water sector are male for the most part and water resources are primarily used for	No plan exists but policy statements support gender and access equity.	Plan to integrate gender and access equity into water sector operations.	Development of plan to achieve gender and equity access to water for	Inertia in water sector to changes to address gender and equity issues can be overcome.

<p>commercial production irrigation despite significant other needs.</p> <p>Funding for IWRM insufficient when compared to strategic and recurrent requirements.</p>	<p>Water sector stakeholders (e.g., ALRI, RBOs, Committee of Environment, Committee of Emergency and Defence Service, government, water users assoc.) do not have adequate funding to formulate, implement, monitor and evaluate water sector reform.</p>	<p>Sufficient and reliable funding at all levels of the reform.</p>	<p>implementation as part of the water sector reform.</p> <p>Develop a strategic and operational approach to improve financial mechanisms for IWRM institutions, down to the Water User Association level.</p>	<p>1. Government financial matters are controlled by the Ministry of Finance, which may have other priorities.</p> <p>2. Government financial management procedures may limit the generation of funding directly by RBOs or other government-related entities.</p>
<p>RBO-level planning needs to be integrated into District and regional plans.</p>	<p>Some integration has taken place (e.g., Sughd) but not systematically or in a uniform manner.</p>	<p>Guidance on integration.</p>	<p>Develop guidance.</p>	<p>Willingness of Districts and regions to modify plans and integrate RBO input.</p> <p>Ability of two or more districts to plan across a whole watershed.</p>
<p>Interconnectivity between climate change, water natural resource, agriculture, drinking water, sanitation, industrial water use and user stakeholders Water-Food-Energy-Ecosystems Nexus (WEFE Nexus) are not well developed in practice. Water sector goals are not fully linked to National Determined Contribution and National Adaptation Plan.</p>	<p>Limited use of the WEFE Nexus approach or alignment of water sector goals to climate change adaptation and mitigation needs.</p>	<p>Apply and use existing WEFE Nexus methods and tools to improve intersectoral cooperation and develop a method to mainstream water into climate policy.</p>	<p>Identification and use of WEFE Nexus tools suited for intersectoral cooperation needs and development and application of methods to mainstream water sector goals and objectives into climate policy.</p>	<p>The project may have to invest substantial efforts at the beginning of the process to ensure interagency collaboration needed to carry the process forward.</p>

B. Changing the Water Sector Coordination System

The analysis detailed in the **Development Challenge** section above highlights a need for effective and efficient coordination across all water sector elements and undertakings. The Theory of Change set out in **Table 1** places an emphasis on establishing an *efficient water sector reform coordination system at MEWR*.

To this end, MEWR needs to lead in establishing a robust and broad mechanism to understand and document, from the policy to local level, what is happening in the water sector. This requires coordination mechanism has four core elements:

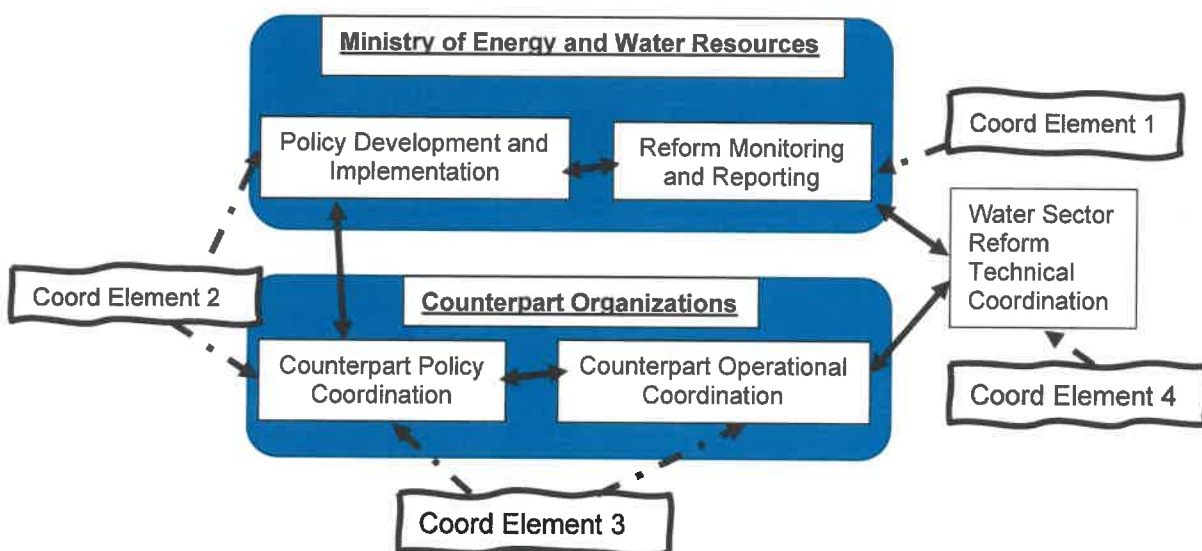
1. Robust monitoring and reporting on water sector reform activities by the MEWR. This work is constant, with reporting based on MEWR government reporting requirements.
2. Regular policy and high-level exchanges between the MEWR and external support partners on reform progress and modifications to achieve reform results.
3. Regular exchanges between the external water sector reform support partners to ensure the assistance provided is complementary and collaborative (otherwise referred to as “donor coordination”).
4. Regular technical-level exchanges between the MEWR staff and partner counterparts to ensure MEWR staff are fully aware of what is happening in near real time in the water sector reform process. These exchanges would focus on specific topics, e.g., irrigation or water and sanitation supply, and could take place at the RBO level to ensure a coherence of effort under MEWR’s leadership.

Together, these four elements provide the MEWR and counterparts a coordinating structure which ensures that success in the reform process are recognized and challenges to the process are identified and addressed.

To build on existing structures to the desired outcomes, the Project will provide:

- Advice and technical support to improve MEWR’s structures for reporting on water reform activities.
- Support for the MEWR-partner coordination meetings.
- Support to MEWR on regular meetings with technical implementation partners.

This support will be designed to (1) build in existing structures (to avoid new wheels replacing existing wheels) and (2) focus on phasing over full responsibility to MEWR staff over the life of the project. Over the time, the MEWR-Partner exchanges and Inter-Partner exchanges are expected to merge to the degree possible to more directly integrated overall reform efforts under the MEWR as external assistance phases out or shifts to other financing mechanisms (e.g., private sector government bonds). The cooperation structure is presented in the graphic below.



C. Implementation Strategy

The project's implementation strategy is based on integrating all project support directly into routine MEWR operations. MEWR is expected to assign responsibility for individual activities to specific MEWR departments, with each activity having a designated MEWR staff focal point.

Project-funded experts will work one-on-one with MEWR staff to address issues identified in the **Theory of Change** using collaborative, guidance-focused or mentoring approaches. As a matter of strategy, the project does not intend for project-financed experts do the work of MEWR staff. Rather, the experts will work to develop the capacities of MEWR staff to do work related to the water sector reform to a point where external support is no longer required.

The strategy includes an approach where, when feasible, national experts will be the primary source of support of the MEWR. The use of international experts is limited to cases where national expertise is limited or not available.

When international experts are used, national experts and MEWR staff will partner with international experts during the course of the work. In addition, for expert reports provided to the MEWR (e.g., on water sector financing), the project will support MEWR staff in transforming the report recommendations into implementation plans, with the eventual integration of these plans into the work stream of the Ministry.

The project's strategic approach also uses a Taskforce/Task Team modality (see **Section IV. C. Project Management**) to ensure activities within the Coordination, Enabling Environment and Cross-sectoral Cooperation components are coordinated to provide effective overall capacity development and results. The implementation strategy will be supported by frequent reviews of on-going project work (e.g., review of Sharepoint documents, weekly and bimonthly review meetings) to ensure implementation is proceeding as quickly as smoothly as possible.

The project will consist of two phases: Phase I – Years 1 and 2 (24 months) and Phase II (6 months) to be implemented upon successful achievement of Phase I results.

III. RESULTS AND PARTNERSHIPS

A. Project Goal and Objectives

The strategic goal of the Technical Taskforce for Tajikistan Water Sector Reform Project (TTWSRP) is to enable the MEWR to fully implement the Tajikistan Water Sector Reform Programme of the Republic of Tajikistan for 2016-2025, therein *to achieve an efficiently planned, developed and managed water sector based on sound policies, joint analysis and management of ground and surface water quantity and quality, that balances the different sectors that use water, using the basin as the management area, aiming to obtain the best economic benefit for the Republic of Tajikistan, in a fair and equitable manner without compromising the ecological integrity.*

Specific project objectives are to:

- **Improve water sector coordination**, with activities focused on improving the ability, skills and knowledge of MEWR staff to coordinate the water sector reform and the assistance provided to support the reform process and communicate the reform goal and process to all stakeholders.
- **Strengthen the enabling environment for water sector reform**, through activities to enhance the legal, institutional, and financial aspects of the reform.
- **Accelerating the Water Sector Reform** by improving policy coherence and integration of climate adaptation and the WEF Nexus into the water sector reform process.

Each of these objectives support the goal of the Tajikistan Water Sector Reform Program, 2016-2025.

B. Components and Activities leading to Results

Activities to achieve the expected project objectives and results (outputs) are divided into three components, corresponding to the three project objectives

- I. **Coordination** – Improve water sector coordination,
- II. **Enabling Environment** – Strengthen the enabling environment for water sector reform, and
- III. **Accelerating the Water Sector Reform** – water and climate policy integration and developing WEFE Nexus management tools.

Component One: Coordination

Output 1: MEWR coordinating and up-to-date on activities of ministries, central agencies, local authorities and development partners related to the Water Sector Reform Program for 2016-2025 through a comprehensive coordination system.

Activity 1.1: Support MEWR staff in assessing existing coordination gaps and providing and supporting recommendations to improve coordination through establishment of a bespoke Water Sector Reform Coordination System.

Output 2: MEWR has a knowledge base of water sector reform-related projects, including achievements and lessons, and disseminates information to stakeholders.

Activity 2.1: Support MEWR to improve knowledge management of interventions related to the water sector reform process to meet MEWR information needs for effective coordination.

Activity 2.2: Develop a knowledge management system or tool of interventions related to the water sector reform process

Output 3: MEWR providing awareness, communication and capacity development products, including meetings, printed publications, online visibility and other products, on the Water Sector Reform Programme and National Water Strategy implementation.

Activity 3.1: Technical advice, publications and event support, based on a communication plan developed with support of the project.

Output 4: MEWR showcasing the national contribution to SDG 6 through the global-level Dushanbe Water Process, the 2022 and 2024 High-Level International Conferences on the Water Action Decade 2018-2028, and other global-level water-related fora; and keeping abreast of global learning in the water sector.

Activity 4.1: Support MEWR in organizing and participating in meetings, including event and travel costs, position and briefing papers and other documents.

Component Two: Enabling Environment

Output 5: MEWR improves its ability to guide water policy through improvements to the legal basis for and guidance on the use and protection of water resources and to mitigate water-related risks.

Activity 5.1: Technical support to MEWR staff on the participatory development of such legal instruments and guidance.

Output 6: MEWR can assess its institutional capacity to coordinate and implement a water sector reform process, and overall, perform its mandate.

Activity 6.1: Develop a tool that allows the MEWR to assess its institutional capacity to coordinate a water sector reform process and perform its mandate.

Activity 6.2: Support to MEWR to implement the tool.

Output 7: MEWR assisted in improving financial mechanisms for IWRM implementation.

Activity 7.1: Technical support to MEWR to review and develop financial management options or models to increase budget and other sources to finance IWRM.

Output 8: MEWR is able to apply a tool to mainstream river basin management plans into district and regional development plans.

Activity 8.1: Develop a methodology to mainstream river basin management plans into district and regional development plans.

Activity 8.2: Support to MEWR to implement the tool.

Output 9: Plan to strengthen MEWR's engagement on gender and water access equity developed.

Activity 9.1: Develop a plan to strengthen engagement on gender and water access equity.

Component Three: Accelerating the Water Sector Reform

Output 10: Tools, instruments and methodologies developed and in use which enable MEWR and other water sector stakeholders to work on the interface between climate and water policy, address the WEF E Nexus and formulate and implement integrated river basin management plans to accelerate implementation of the Water Sector Reform,

Activity 10.1: Guide the mainstreaming of water sector goals and objectives into the National Determined Contribution for submission in COP 27.

Activity 10.2: Guide the participatory integration of existing WEF E Nexus tools and methods into the water sector reform process.

In line with a strategic approach to build MEWR capacities and transfer tasks over time to the MEWR, a significant part of the support provided to MEWR for the activities identified above will be through collaborative, guidance-focused or mentoring work with MEWR staff. To support this process, MEWR is expected to assign responsibility for individual activities to specific MEWR departments, with each activity having a designated MEWR staff focal point, to work together with the different experts commissioned under the Project. The commissioning of international experts will be limited to cases where the required expertise is not available in the country.

Where reports are commissioned under the project, a complementary implementation plan will be developed by MEWR staff with the assistance of the project. The approach is intended to assure that report results are explicitly incorporated into MEWR work plans. As appropriate, these plans will be developed based on consultations with other national and international water sector stakeholders.

C. Resources Required to Achieve Expected Results

The primary resources required to achieve the results are human resources on the part of MEWR and technical experts on the part of the project. In line with the project strategy to build MEWR capacities, project-financed experts are expected to work one-on-one with designated MEWR counterparts and as part of coordinated Task Teams. The MEWR should also provide office space to facilitate project implementation.

Additional resources to be funded by the project include workshops associated with all the technical support provided by the project. These workshops are critical in developing consensus on the

evolution of the water sector reform as well as explaining reform-related advice and guidance provided through the projects.

The project will also provide resources to improve the communication about water sector reform with stakeholders, including water users, and support Tajikistan's engagement in national and international water sector fora. The engagement in fora provides a mechanism by which Tajikistan can stay abreast of global learning on water sector reform and share sectoral advances taking place in Tajikistan (e.g., progress on SDG 6.)

Local suppliers will be hired on the competitive basis to provide professional services (e.g., web site training, document design, etc.). The contractors will also carry out support functions including logistical arrangements (identification of venue, rent of venue, drawing agreements), catering, printing and publications, etc.).

Details on financial resource allocations for the project are available on **Section VIII. Multi-Year Work Plan**. These allocations include project administration costs and limited improvements to MEWR conferencing facilities. Project administration costs have been minimized given the technical support focus of the project.

D. Partnerships

The project strategy is to work directly, on a one-on-one basis, with the MEWR and its staff as a major stakeholder in the water sector reform process. In addition, under Component 1 – Coordination, the project will support improved stakeholder engagement across the water sector. Among other, these efforts will include improving communications outreach on water sector reform, including to direct water resource users (e.g., water users associations, drinking water consumers). These efforts will be linked to activities by other projects, including other components of the GIZ Integrated Rural Development Project.

UNDP will also partner with involved development partner organizations who support implementation of the Water Sector Reform Programme in different River Basins across Tajikistan among which are the European Union (EU), World Bank (WB), Asian Development Bank (ADB), Swiss Development Agency and Cooperation (SDC/SECO), Japan International Cooperation Agency (JICA).

Subsequently, other organizations and international NGOs joined with specific concrete support projects through consultations with the Ministry and the Donor Development Council.

GIZ's Integrated Rural Development Project (2021-2025)

The GIZ is implementing a German Ministry for Economic Cooperation and Development (BMZ) and EU co-funded Integrated Rural Development Project for 2021-2024 with an approved project cost of 25,500,000 USD. The main goal of this project is to boost added value of agricultural production in Tajikistan. The project has five outputs, to 1) improve the business enabling environment and policy dialogue in the agriculture sector; 2) increase productivity of agricultural value chains; 3) promote the access to export markets; 4) support business start-ups and promote entrepreneurship and 5) strengthen the enabling environment in the water sector by improving the capacities to implement IWRM.

The proposed project directly contributes to Output 5 of the Integrated Rural Development Project, whose intended outcome is to strengthen the enabling environment in the water sector and improve the capacity of national, regional, district and local stakeholders to elaborate development plans with a focus on IWRM.

Table 2 provides a distribution of interventions per river basin among key donor agencies

Table 2 - Distribution of Funding Support – International Development Partners			
#	River basins	Key Donor Agencies	Status
1	Syr-Darya river basin	World Bank, Swiss Agency for Development and Cooperation, HELVETAS Swiss Inter-cooperation	On-going since 2016

2	Zerafshan sub-river basin	World Bank, European Union, German Cooperation Agency (GIZ)	On-going since 2016
3	Vakhsh River Basin	World Bank, German Cooperation Agency (GIZ)	On-going since 2016
4	Pyanj River basin	World Bank, Asian Development Bank, Japan International Cooperation Agency	On-going since 2016
5	Kofarnihon river basin	World Bank	On-going since 2018

In each river basin, development support organizations provided technical assistance to the MEWR to:

- Establish River Basin Organizations (RBOs) and Sub- River Basin Organizations;
- Establish River Basin Councils;
- Develop long-term basin plans for use, protection and development of water resources, as well as annual and seasonal plans for basin water resources distribution and management;
- Assess water distribution control system in the river basins for water resources management at the basin level and preparation of its renewal plan; and
- Build capacity of RBOs.

These partnerships are expected to include (1) Collaboration on the studies to be funded by the project, (2) Hosting and developing common work plans with experts working with other projects, (3) Supporting integration of project results into activities of other projects, and (4) Collaboration on communication and support to national and international water sector fora. Developing these partnerships are expected to be part of project support to MEWR on improving coordination, knowledge management and public communications under Component 1/Team 1 activities.

Locally, UNDP is launching the water resources management initiative with the funding from Islamic Development Bank for Khatlon region. The overall goal of the project is to improve livelihoods of rural communities in project area vulnerable to climate changes. The project will contribute to improvement of agriculture production/productivity, increase farm income, job creation, and further improving welfare of rural people.

The project will achieve this through delivering a capacity building support programme with the following outputs: (1) Capacity of water operators strengthened, (2) smallholders/farmers trained on improved farming and water resources management, and (3) public awareness campaign carried out. Based on its well-tested strategies, UNDP's capacity building support for the water management institutions or entities are organized in three thematic areas – (1) Financial Management Capacity, (2) Technical and Operational Capacity, and (3) Organizational and Management Capacity. UNDP will ensure synergies between these sectoral initiatives and strengthen them with experience exchange and lessons learnt.

The proposed project is also expected to develop functional partnerships with River Basin Organizations, particularly those in Zarafshan and Vakhsh river basins, which are assisted by the GIZ Integrated Rural Development Project.

E. Risks and Assumptions

A Risk Log is provided in **Section XII. C. Assumptions** related to the project are identified in **Table 1 - Theory of Change - Challenges, Status, Requirements, Action Required and Assumptions**.

As indicated in **Table 3**, six significant risks have been identified at the project design stage. The highest possible risk level score is 25.

The risk from the COVID-19 pandemic needs to be addressed in the first-year annual work plan based on consultations with UNDP. The risk of stakeholder conflict can be considered as a normal part of a sector reform project and should be manageable through the projects coordination component. The remainder of the risks can be expected as normal to the type of project planned can be monitored and managed in the normal course of project activities.

Description	Impact & Probability Score	Management Approach
COVID-19 pandemic limiting on-site project activities.	20 (first year of the project).	Develop and expand on remote work options and modify annual work plans to address any changes required.
Stakeholder conflict on focus or means to be used to accomplish water sector reform results.	15	Through the project's coordination component, identify possible conflicts and work with MEWR to avoid conflicts affecting the sector reform or mitigate impacts.
Reorganization of MEWR	9	Close monitoring of discussions on organization of MEWR. (May be a positive development.)
Reduction in funding for water sector activities reducing MEWR scope of action.	9	Identification of reform opportunities if funding is reduced (contingency planning)
MEWR staff unwilling or unable to adopt collaborative approach of working with project-financed consultants.	6	Remedial actions will be taken if this is identified as an issue.
Change in Government policy approach to water sector.	4	Close monitoring of Government approaches to water sector.

The assumptions identified in the table above are considered largely within the normal scope for this type of project. The Project Board and International Chief Technical Advisor/Project Manager will need to routinely monitor these assumptions and take action when there is a prospect that one or more could compromise achieving project results.

F. Stakeholder Engagement

During the project design, an in-depth stakeholder analysis has been conducted to better define the project strategy and activities, as well as the role of each stakeholder in project implementation. The following stakeholders have been identified:

- **Ministry of Energy and Water Resources of the Republic of Tajikistan**, on water policy and governance, as a key project beneficiary
- **Ministry of Finance of the Republic of Tajikistan**, on financing the reform process and defining sustainable models for funding from policy to local levels.
- **Ministry of Agriculture of the Republic of Tajikistan**, on ensuring that the crop production and livestock sectors have sufficient access to water to meet production requirements. This partnership will be multi-faceted, ranging from considerations about the operation of irrigation systems, to expanding the effectiveness of irrigation (and assuring adequate water) and water sector policies which support food supplies and livelihoods (including engagement on the WEFE Nexus).
- **Ministry of Health and Social Protection of the Population of the Republic of Tajikistan**, on assuring that water supplies are potable and sufficient of good health, while sanitation systems meet rural and urban requirements in an environmentally sound manner.
- **Committee of Environmental Protection under the Government of the Republic of Tajikistan** on climate and water policy integration, especially regarding the National Determined Contribution and National Adaptation Strategy, natural resource management, meteorological and hydrological data sharing, climate change monitoring and management and environmental impacts of water sector projects and support on implementing IWRM.
- **Agency of Forestry under the Government of the Republic of Tajikistan**, particularly on policies and interventions to improve management of upper and middle watershed and implement IWRM.
- **Committee of Emergency Situation and Civil Defense of the Government of the Republic of Tajikistan**, on reducing damage from water-related hazards and integration of RBO and water sector policy into disaster risk management programming, particularly in District Development Plans

- **District Authorities** (Hukumats at district level), particularly on the integration of RBO plans into District and regional plans and funding requests.
- **River Basin Councils** – as spaces for dialogue on implementation of Integrated Water Resources Management at the river basin level.

G. Knowledge

The project is expected to produce a range of knowledge products through three channels:

Through a Water Sector Knowledge Management System, designed to capture information about past, current and planned water sector activities and make this information available to the MEWR and other stakeholders. While the Knowledge Base will not include analysis (e.g., project effectiveness), it will provide details which can be used to understand overall and specific efforts to implement the water sector reform.²

Via a water sector web site, including items explaining the water sector reform, providing briefings on specific topics of interest (e.g., changes in water rates), summaries of research conducted under this and other projects, results of water sector fora, including speeches and background documents developed by the project and information on other water sector reform project activities.³

Participation in water-related fora, including sharing policy and practice documents about sector reform in Tajikistan, project-generated expert reports documenting good practices and developing hard and soft copy information products⁴ which communicate progress and key results of the reform process.

H. Sustainability and Scaling Up

The project focus and modalities are based on the success of, and lessons from, the earlier MEWR Water Sector Reform Support Unit.

Sustainability is an inherent element of the project strategy of working one-on-one with MEWR staff and building overall MEWR capacities to lead in the water sector reform. By the end of the project, MEWR will have the following new, strengthened or scaled-up capacities:

- Water Sector Coordination System
- Water Sector Knowledge Management System
- Process to assess water sector reform progress
- Water Sector Web Site
- Plan for integrating gender into water sector activities
- Development program mainstreaming tool for RBO plans
- Improved intersectoral decision-making thanks to mainstreaming water sector goals and objectives into climate policy and supporting water-energy-food-ecosystem policy integration.
- Improved legal basis to accelerate the implementation of the water sector reform process

IV. PROJECT MANAGEMENT

A. UNDP Tajikistan Experience

The project benefits from UNDP's decades of experience in the water sector. Since 2010, UNDP Tajikistan has implemented 15 water sector-related projects totaling \$US 8.3 million and has been an active participant in Tajikistan's global engagement in the water sector (e.g., International Decade for Action "Water for Sustainable Development", 2018-2028).

UNDP's leadership and technical support in the water sector has been significant, and predominantly focused on evidence-based policy making 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

² The Knowledge Data Base may be accessible through the water sector web site but developed as a separate effort.

³ Work on the website will build on efforts conducted under earlier funding and be intended to achieve MEWR self-management of the site before the end of the project.

⁴ These can include printed documents and videos or other media which may be available through the website or other portals.

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 three phases from 2009 to 2020)
- Tajikistan Water Supply and Sanitation” (funded by SDC and implemented jointly with Oxfam GB, in three phases from 2010 to 2021).

The overall purpose of these projects was to promote and implement 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 supported various coordination platforms to promote an enabling environment for policy (legal and institutional) reform through (i) the Water & Energy Council under the Government of Tajikistan, (ii) National Policy Dialogue on IWRM, (iii) Inter-Ministerial Coordination Council and (iv) 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).
- The 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 supply and sanitation.
- The 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 had already been successfully 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 include (i) rehabilitation of hydrological posts (Matpari, Tangi Vorukh, Rabot) to improve monitoring of hydrological events; (ii) inventory of irrigation and water supply facilities; rehabilitation of irrigation and water supply systems; (iii) establishment and support to Water Users Associations and (organization of their Federation to promote sound water management principles

and (iv) supporting inter-stream water cooperation by improving maintenance of inter-farm irrigation canals at upstream, midstream and downstream levels.

However, much remains to be done to ensure effective implementation of the adopted water reform plan, and through the given project UNDP aims to scale-up its support in the mid- and long-term perspectives.

Further details on UNDP support of water sector activities can be found in **Section XII**.

B. Cost Efficiency and Effectiveness

The project is based on a strategy which matches project support directly to MEWR staff and water reform requirements, as set out in the **Section I. Development Challenges** and **Section II. A. Theory of Change**. The project is limiting interventions to staff support and reform requirements to concentrate funding where it is most effective in building MEWR capacities, as identified in the Theory of Change.

The project preference to utilize national expertise will yield a greater level of an overall expert support to MEWR when compared to the use of international expertise for the same tasks. When international experts are used, each will be paired with a national expert (and a MEWR staff) to ensure knowledge transfer and expand the benefits from the funding used.

No significant construction activities are planned under the project. These types of interventions (e.g., irrigation system repairs and expansion), are not direct responsibilities of MEWR under the reform process and are more effectively undertaken by projects with greater resources.

The project will fund public communications (outreach) and participation in water-related fora. These efforts have been chosen as the most efficient and effective ways to (1) Expand specific and overall awareness and engagement in water sector reform, and (2) Support learning by MEWR staff on water sector developments taking place outside Tajikistan.

The project expects to achieve cost effective and efficient value added to project-supported efforts through:

- Support to improved coordination and water sector knowledge base leading to improvements in the overall effectiveness of funding for the water sector.
- Collaboration with other projects (e.g., hosting and joint work plans with experts funded by other projects), leading to expanded and improved efficiency of support to the MEWR.
- Providing tools which will allow MEWR to track engagement on water sector reform, improving management of the WEF Nexus.

C. Project Management

The project will be implemented by UNDP through the Direct Implementation Modality (DIM) and the standard Project Board structure, as detailed in **Section VIII. Governance and Management Arrangements**, below. UNDP's standard risk management, evaluation and audit procedures will apply, as described elsewhere in this document.

The project will be managed by an International Chief Technical Advisor who will act as a Project Manager (ICTA/PM) (see **Section VIII** and **Annex E**) supported by local staff funded by the project, including a:

- National Project Officer, responsible for routine day-to-day project implementation and reports to the ICTA/PM.
- Project Administration and Finance Assistant responsible for financial management, logistics, human resources, procurement and reporting to the ICTA/PM.

A light administrative staffing is justified by the technical support focus of the project, with no significant construction or development of institutions outside MEWR (e.g., a training institute, demonstration sites, large scale provision of equipment, or field training "poligons"). Where necessary, other UNDP staff may support the project based on UNDP procedures and paid for from project funds (see **Section VII. Multi-Year Work Plan** for more details).

The project team will be located in the premises of the MEWR in Dushanbe. Most project activities are expected to take place in Dushanbe. Some travel outside Dushanbe to consult with river basin stakeholders is anticipated.

A Technical Taskforce approach to project implementation will provide a mechanism by which MEWR can:

- Secure advice and support on priority water sector issues facing the Ministry, including on policies and legal frameworks, institutional arrangements, management tools and instruments incl. economic and financial mechanisms, and infrastructure for sustainable and resilient water resources management, and
- Develop and implement targeted capacity building, through both hands-on support and trainings across the reform process and IWRM, with particular attention to junior and mid-career staff development and female water sector participants.

Project work will be divided into three Task Teams, corresponding to the three components of activities defined for the project:

Team 1 will focus on strengthening coordination through contracted experts providing mentoring/guidance as required.

Team 2 will focus on Enabling Environment through a combination of international and national expert advice, commissioned studies and associated support.

Team 3 will focus on “watering” the National Determined Contribution and applying the WEFE Nexus approach through a combination of international and national expert advice, commissioned studies and associated support.

The ICTA/PM will oversee the work of each Team being involved, in some cases significantly, in specific project-funded tasks (see **Section VII. Multi-Year Work Plan** and **Annex E**).

The Task Team approach, in combination with the one-on-one engagement with MEWR staff on specific tasks, will serve to create a work collaborative within each component to build shared experience and capacities. An expected result is that, going forward, MEWR staff will have greater versatility and be less constrained by technical silos in implementing the water sector reform.

Recognizing the broad nature of the water sector reform, the project will actively integrate project activities with the work of other water-sector related assistance. This will particularly be a focus of Task Team 1, dealing with coordination, but take place with other task teams to create an integrated approach to reform of the water sector (see **Section III. E. Partnerships**, above).

The UNDP Country Office 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.

V. RESULTS FRAMEWORK

Table 4– Results Framework

<p>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: Outcome 6. People in Tajikistan are more resilient to natural and man-made disasters and benefit from improved policy and operational frameworks for environmental protection and sustainable management of natural resources</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>Outcome Indicator 6.6. Number of sector-specific training programmes/toolkits on natural resource management, including climate change adaptation, biodiversity conservation, chemicals management and renewables, disaster risk management and emergency preparedness that are sustained into the national and local institutions.</p>							
<p>Applicable Output(s) from the UNDP Strategic Plan:</p> <p>SP 2022-2025 Output 3.1 Institutional systems to manage multi-dimensional risks and shocks strengthened at regional, national and sub-national levels</p> <p>Project title and Atlas Project Number: PID: 00138713, Output ID: 00128727, "Technical Taskforce for Tajikistan Water Sector Reform"</p>							
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE VALUE	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
				Phase I Year 1 (12 months)	Year 2 (12 months)	Phase II ⁵ Year 3 (6 months)	
<p>Output 1: MEWR coordinating and up-to-date on activities of ministries, central agencies, local authorities and development partners related to the Water Sector Reform Program for 2016-2025 through a comprehensive coordination system.</p> <p>Output 2: MEWR has a knowledge management system of water sector reform-related projects, including achievements and lessons, and disseminates information to stakeholders.</p>	<p>1.1 Bespoke Water Sector Coordination System established.</p> <p>1.2 Water Sector Coordination System full operational.</p>	<p>Project</p> <p>Project</p>	<p>No designed-for-purpose Coordination System.</p> <p>Limited coordination occurring</p>	<p>System designed.</p> <p>-</p>	<p>-</p> <p>System in operation.</p>	<p>-</p> <p>-</p>	<p>Coordination System design report.</p> <p>Project reports on Coordination System and System meetings reports.</p>
	<p>2.1 Requirements for knowledge management system to meet MEWR information needs for effective coordination of water sector reform established.</p> <p>2.2 A tool to facilitate knowledge management of interventions related to the water sector reform process developed.</p>	<p>Project</p> <p>Project</p>	<p>Limited knowledge management</p> <p>No formal knowledge management system</p>	<p>Knowledge management needs identified.</p> <p>Knowledge management system designed.</p>	<p>-</p> <p>Knowledge management system in operation.</p>	<p>-</p> <p>-</p>	<p>Assessment report</p> <p>Design Report, Project Status Report</p>

⁵ Approval of Phase II (Year 3) of the project by GIZ is subject to successful project implementation in Years 1&2.

<p>Output 3: MEWR providing awareness, communication and capacity development products, including meetings, printed publications, online visibility and other products, on the Water Sector Reform Programme and National Water Strategy implementation.</p>	<p>3.1 Technical advice, publications and event support provided.</p>	<p>Project</p>	<p>No reporting; limited web presence.</p>	<p>Water Sector Reform web site updated and operating. One publication published.</p>	<p>MEWR updating web site. Five reports/updates posted to web site. One publication published. Two meetings supported.</p>	<p>One meeting supported. One publication published. Five reports/updates posted to web site.</p>	<p>Web site status reports. Published/Posted reports (13). National meeting reports (3).</p>
<p>Output 4: MEWR showcasing the national contribution to SDG 6 through the global-level Dushanbe Water Process, the 2022 and 2024 High-Level International Conferences on the Water Action Decade 2018-2028, and other global-level water-related fora.</p>	<p>4.1 Meetings in Tajikistan organized. 4.2. International meetings attended.</p>	<p>Project</p>	<p>No meetings currently supported by the project.</p>	<p>One international meeting in Tajikistan and one or two outside Tajikistan</p>	<p>One international meeting in Tajikistan; one or two international meetings outside Tajikistan.</p>	<p>-</p>	<p>Meeting reports including lessons learned.</p>
<p>Output 5: MEWR improves its ability to guide water policy through improvements to the legal basis for and guidance on the use and protection of water resources and to mitigate water-related risks.</p>	<p>5.1 Legal documents and guidance on protection of water resources and risk mitigation reviewed and revisions proposed. 5.2. Plan to implement recommendations developed by MEWR.</p>	<p>Project</p>	<p>No current review of existing legal documents and guidance.</p>	<p>One review of water sector reform legal documents.</p>	<p>One review of legal basis and existing guidance on mitigating water-related risks.</p>	<p>-</p>	<p>Two review reports.</p>
<p>Output 6: MEWR able to assess its institutional capacity to coordinate and implement a water sector reform process, and overall, perform its mandate.</p>	<p>6.1 Tool allowing MEWR to assess its institutional capacity to coordinate a water sector reform process and perform its mandate developed. 6.2 MEWR using tool.</p>	<p>Project</p>	<p>No tool.</p>	<p>Tool developed</p>	<p>-</p>	<p>MEWR plan to address issues raised legal basis and guidance review on water-risk mitigation.</p>	<p>Two plans to address each report recommendations. Report on Tool design.</p>
		<p>Project</p>	<p>No tool.</p>	<p>Report on MEWR</p>	<p>Report on MEWR capacity</p>	<p>Report on MEWR</p>	<p>Three reports.</p>

				capacity to implement water sector reform.	to implement water sector reform.	capacity to implement water sector reform.	capacity to implement water sector reform.	
Output 7: MEWR assisted in improving financial mechanisms IWRM.	7.1 Financial management options or models to finance IWRM reviewed, and best fit identified.	Project	No review.	-	Report on IWRM financial management models and options.	-	Review report.	
	7.2 Recommendations implemented by MEWR.	Project	No implementation plan.	-		MEWR plan to implement IWRM financial management models and options report.	Report providing plan.	
Output 8: MEWR has a tool to mainstream river basin management plans into district and regional development plans.	8.1 Tool guiding MEWR on the mainstreaming of basin plans into district and regional development plans developed.	Project	No tool.	Report providing guidance tool and procedures to integrate river basin management plans into district and regional development plans.	-	-	Report providing guidance.	
	8.2 MEWR using tool	Project	No tool.	-	Report with results of using tool to mainstream basin plans into district and regional development plans.	-	Report on mainstreaming process implementation.	
Output 9: Plan to strengthen MEWS engagement on gender and water access equity developed.	9.1 Plan to integrate gender and water access equity into water sector reform developed.	Project	No plan	Report on plan development based on sector-wide consultations.	-	-	Report detailing plan.	

Output 10: Tools, instruments and methodologies in use (and developed when required) to enable MEWR and other water sector stakeholders to work on the water and climate policy interface and address the WEFE Nexus to accelerate implementation of the Water Sector Reform	10.1 Updated NDC considering water sector goals and objectives	Project	Water sector goals and objectives not considered in NDC submitted for COP26.	Water sector goals and objectives are mainstreamed in NDC and updated NDC is submitted for COP27	-	NDC updated with water sector goals and objectives.
	10.2 Report detailing the participatory process of applying an adapted method or tool to assess at national and local levels the WEFE Nexus governance across water-related relevant sector stakeholders (water, energy, agriculture and ecosystems) and a plan to implement WEFE Nexus recommendations developed by MEWR, to facilitate the formulation and implementation of integrated river basin management plans.	Project	A methodology to assess Nexus Governance and recommendations to improve the WEFE Nexus to facilitate the formulation and implementation of integrated river basin management plans do not exist.	Report detailing the participatory process of applying an adapted method or tool to assess at national and local levels the WEFE Nexus governance.	Report detailing MEWR plan to implement WEFE Nexus recommendations to facilitate the formulation and implementation of integrated river basin management plans.	-

VI. MONITORING AND EVALUATION

The project will be monitored through the following monitoring and evaluation plans based on UNDP's programming policies and procedures.

A. Monitoring Plan

Table 5 – Monitoring Plan					
Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed	Monthly	Slower than expected progress will be addressed by project management.	MEWR, GIZ	None

	to assess the progress of the project in achieving the agreed outputs.					
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MEWR, GIZ	None	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	MEWR, GIZ	Nominal (production a success case study each year.)	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MEWR, GIZ	None.	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MEWR, GIZ	None.	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		GIZ	None.	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project	Bi-annually	Any quality concerns or slower than expected progress should	MEWR, GIZ, UNDP	None.	

	<p>reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. The PSC board will meet biannually (twice a year) and if required, an ad-hoc PSC board can be organized during the year to review project progress/issues/challenges and adjust the course of work accordingly.</p> <p>In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>		<p>be discussed by the project board and management actions agreed to address the issues identified.</p>	
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B. Evaluation Plan

Table 6 - Evaluation Plan						
Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation (15 months) – to assess Phase I implementation progress	MEWR, GIZ			June, 2023	MEWR, GIZ	\$10,000, project funding
End of Project Evaluation (including Phase I and Phase II)	MEWR, GIZ			May, 2025	MEWR, GIZ	\$5,000, project funding

VII. MULTI-YEAR WORK PLAN⁶

Table 7, below, provides all anticipated programmatic and operational costs to support the project.

The project will have an expected duration of 30 months, divided into a Phase I of 24 months and a Phase II of 6 months. Work in Phase II will be approved based on a review of work in Phase I, however, the full 2.5 year work and funding plan is set out in Table 6.

Table 7 - Multi-Year Work Plan

Output	Planned Activities	Responsible Party	Description	Budget Code	Total Cost (USD)	Year 1	Year 2	Year 3 (6 months)
Improve water sector coordination	1.1 MEWR Coordination Support	UNDP	Contract Services - Individual (ICTA/PM)	71400	88,440	35,376	35,376	17,688
			Consultant, National Workshops, conferences and meetings	71300	21,000	8,400	8,400	4,200
			DSA, national	75700	4,000	1,600	1,600	800
	1.2 MEWR Knowledge Base Development	UNDP	Contract Services - Individual (ICTA/PM)	71600	3,000	1,200	1,200	600
			Consultant, National	71400	44,220	17,688	17,688	8,844
			MEWR Funding - Letter of Agreement	71300	27,000	10,800	10,800	5,400
			Workshops, conferences and meetings	74500	15,000	6,000	6,000	3,000
	1.3 Regular communication on water reform	UNDP	Contract Services - Individual (ICTA/PM)	75700	4,000	1,600	1,600	800
			Consultant, National	71400	36,850	14,740	14,740	7,370
			Training in web site operation and design.	71300	24,000	9,600	9,600	4,800
			Printing, publications and communications costs	72100	2,400	0	2,400	0
			MEWR Meeting Facility Upgrade	74200	7,500	3,000	3,000	1,500
				72100	2,000	2,000	0	0

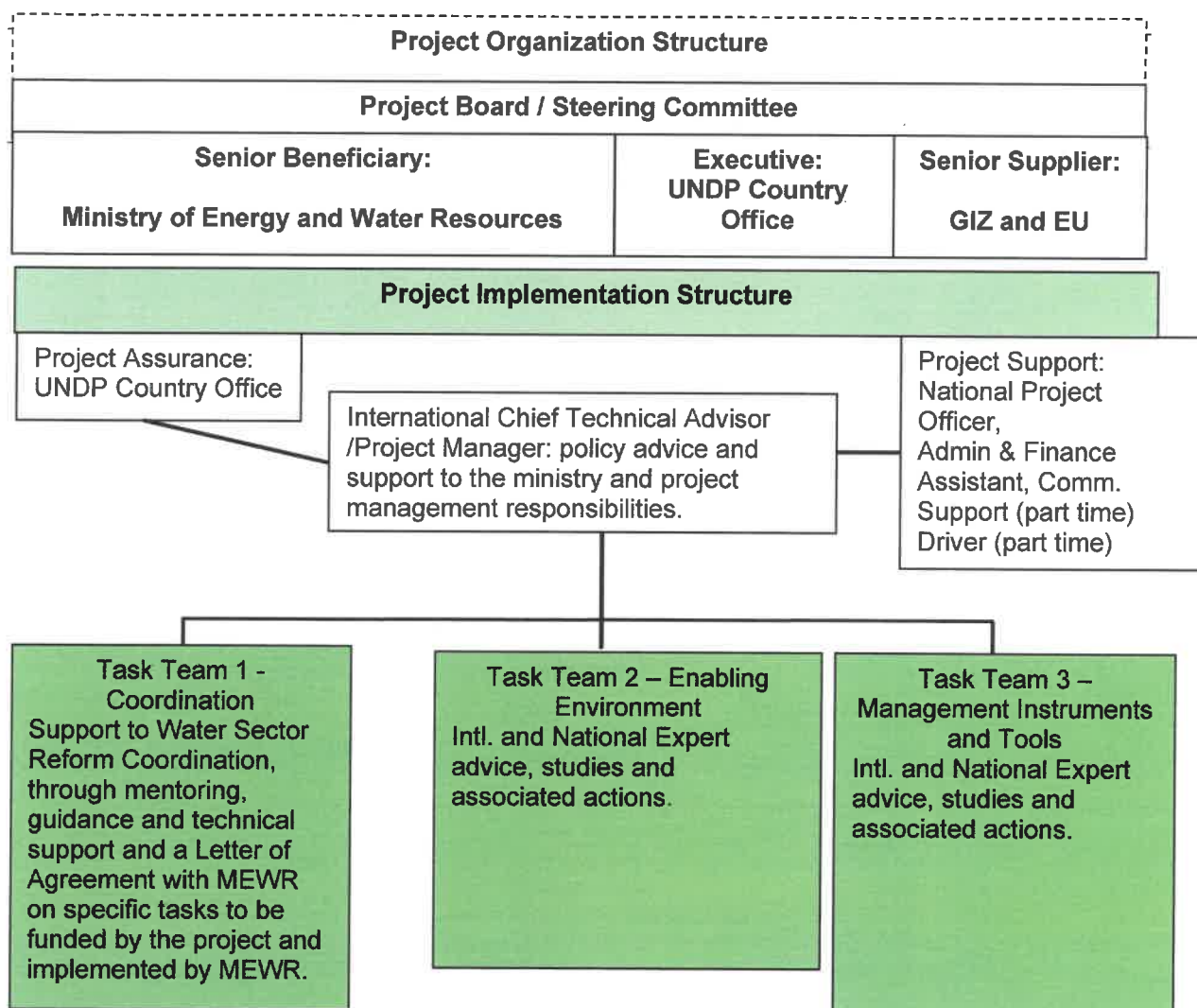
⁶ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP Programme Manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

. Enabled environment	1.4 Tajikistan Water Sector activities showcasing and participation in Fora supported	UNDP	Contract Services - Individual (ICTA/PM)	71400	81,070	32,428	32,428	32,428	16,214
			Consultant, National	71300	9,000	3,600	3,600	3,600	1,800
			Workshops, conferences and meetings	75700	108,000	54,000	54,000	54,000	0
			Travel - DSA, Intl. (incl. ICTA)	71600	16,000	8,000	8,000	8,000	0
	2.1 Improve MEWR ability to guide water policy through improvements to the legal basis for and guidance on the use and protection of water resources and to mitigate water-related risks.	UNDP	Travel - Flights (incl. ICTA)	71500	16,800	8,400	8,400	8,400	0
			Contract Services - Individual (ICTA/PM)	71400	22,110	8,844	8,844	8,844	4,422
			Consultancy Firm - legal review and propose improvements	72100	50,000	50,000	0	0	0
			Consultant, national - mitigate water-related risks	71300	9,000	9,000	0	0	0
	2.2 Support MEWR to assess its institutional capacity to coordinate and implement a water sector reform process, and overall, perform its mandate.	UNDP	Consultant, national	71300	15,000	3,000	3,000	9,000	3,000
			Workshops, conferences and meetings	75700	4,000	800	2,400	2,400	800
			Contract Services - Individual (ICTA/PM)	71400	29,480	11,792	11,792	11,792	5,896
			Consultant, National	71300	12,000	4,800	4,800	4,800	2,400
	2.3 Improved financial mechanisms for Water Sector Management	UNDP	Workshops, conferences and meetings	75700	400	400	0	0	0
			Contract Services - Individual (ICTA/PM)	71400	22,110	8,844	8,844	8,844	4,422
Consultancy Firm - financial models for water sector			72100	70,000	0	70,000	70,000	0	
Consultant, National			71300	15,000	0	12,000	12,000	3,000	
2.4 Support MEWR in developing a process to mainstream river basin management plans into district and regional development plans and support to implement the tool.	UNDP	Workshops, conferences and meetings	75700	2,800	0	2,240	2,240	560	
		Contract Services - Individual (ICTA/PM)	71400	14,740	5,896	5,896	5,896	2,948	
		Consultant, National	71300	24,000	9,600	9,600	9,600	4,800	
		Workshops, conferences and meetings	75700	6,000	2,400	2,400	2,400	1,200	

	2.5 Plan to strengthen MEWS engagement on gender and water access equity developed.	UNDP	71300	7,500	7,500	7,500	0	0
	3.1 Guide the mainstreaming of water sector goals and objectives into the National Determined Contribution for submission in COP27.	UNDP	71400	11,055	11,055	0	0	0
Accelerating the Water sector reform	3.2 Guide the participatory integration of existing WEFE Nexus tools and methods into the water sector reform process.	UNDP	71300	9,000	9,000	0	0	0
		UNDP	75700	4,000	4,000	0	0	0
		UNDP	71400	25,795	10,318	10,318	5,159	
		UNDP	72100	140,000	140,000	0	0	0
Project Administration	4.1 Administrative Staff and Services	UNDP	71300	15,000	3,000	9,000	3,000	3,000
		UNDP	75700	4,000	1,600	1,600	800	800
		UNDP	71400	66,330	26,532	26,532	13,266	13,266
		UNDP	60000	10,500	4,200	4,200	2,100	2,100
		UNDP	60000	54,000	21,600	21,600	10,800	10,800
		UNDP	60000	48,000	19,200	19,200	9,600	9,600
		UNDP	60000	4,500	1,800	1,800	900	900
		UNDP	74500	3,000	1,200	1,200	600	600
		UNDP	73100	24,000	9,600	9,600	4,800	4,800
		UNDP	74100	15,000	6,000	6,000	3,000	3,000
	GMS		101,368	40,547	40,547	20,274	20,274	
	Total USD		1,368,468	657,460	527,245	183,763		

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project organization and implementation structures are summarized in the organization charts below. Details of the project management process and responsibilities are described in the following paragraphs.



The project will use the standard Project Board/Steering Committee structure. The Senior Beneficiary is the Ministry of Energy and Water Resources of the Republic of Tajikistan. The Executive for the project is the UNDP Country Office and the Senior Supplier is the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). In addition, the European Union Delegation in Tajikistan, the Ministries of Agriculture, Finance and Health and the Committee of Environmental Protection and other stakeholders will be invited to be members of the Project Board.

Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- Agree on project manager's tolerances as required;
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;

- Appraise the annual project implementation report, including the quality assessment rating report; make recommendations for the work plan;
- Provide ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded; and
- Assess and decide to proceed on project changes through appropriate revisions.

The Project Board/Steering Committee is expected to meet at least semi-annually but given the intense level of effort under the project, can, and is encouraged to, meet more frequently to review progress and make necessary adjustments to work plans and activities.

The Project Board include the following:

Executive: The Executive, the UNDP Country Office, represents the project party who will chair the Project Board.

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities: (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organization structure and logical set of plans;
- Set tolerances in the Annual Work Plan and other plans as required for the Project Manager;
- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Brief relevant stakeholders about project progress;
- Organize and chair Project Board meetings.

Senior Supplier: The Senior Supplier, Deutsche Gesellschaft für Internationale Zusammenarbeit, presents the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. The European Union Delegation in Tajikistan may also, at their discretion, engage at the level of a Senior Supplier.

Specific Responsibilities: (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective;
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management;
- Ensure that the supplier resources required for the project are made available;
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.

Senior Beneficiary: The Senior Beneficiary, Ministry of Energy and Water Resources, represents 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.

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities: (as part of the above responsibilities for the Project Board)

- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes.
- Specification of the Beneficiary's needs is accurate, complete and unambiguous.
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target.
- Impact of potential changes is evaluated from the beneficiary point of view.
- Risks to the beneficiaries are frequently monitored.

International Chief Technical Advisor/Project Manager: The ICTA/PM has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The ICTA/PM is responsible for day-to-day management and decision-making for the project. The ICTA/PM's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner (UNDP) appoints the ICTA/PM, who should be different from the Implementing Partner's representative in the Project Board.

Specific responsibilities include:

- Provide direction and guidance to project team(s)/ responsible party(ies).
- Liaise with the Project Board to assure the overall direction and integrity of the project.
- Identify and obtain any support and advice required for the management, planning and control of the project.
- Responsible for project administration.
- Plan the activities of the project and monitor progress against the project results framework and the approved annual workplan.
- Mobilize personnel, goods and services, training, including drafting terms of reference and work specifications, and overseeing all contractors' work.
- Monitor events as determined in the project monitoring schedule plan/timetable, and update the plan as required.
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments or reimbursement using the fund authorization and certificate of expenditures.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports.
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis.
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log.
- Capture lessons learned during project implementation.
- Prepare the annual workplan for the following year; and update the Atlas Project Management module if external access is made available.
- Prepare and submit the final report to the Project Board.
- Based on the Project Board review, prepare the Annual Work Plan for the following year.
- Identify follow-on actions and submit them for consideration to the Project Board.

The International Chief Technical Advisor/Project Manager (ICTA/PM) will provide direct and regular support to MEWR in addition to project management and administration tasks. The support to MEWR will involve provide advice and counsel directly to MEWR and guiding the overall water sector stakeholder coordination effort in support of the MEWR. Terms of reference for the ICTA/PM, including expected allocation of work days across components, activities and project administration, can be found in **Section XII. E. 1**.

At the project start, the PM/ICTA and GIZ will establish a technical assurance group (TAG). The function of the TAG is to provide guidance and secure consultation on the technical work of the consultants building capacity at the MEWR across the three Task Teams. The function of this

technical assurance group will be governed by specific Terms of Reference developed by the ICTA and approved by GIZ and UNDP. Over the course of the Project, other development partners which fund national or international consultants to build capacity of MEWR may take part in the TAG on invitational basis to ensure synergies and coherence of capacity development approaches among development partners. The TAG will meet every two months.

Project Assurance: UNDP provides the supervision, oversight and quality assurance role involving UNDP Country Office staff. Project assurance must be totally independent of the Project Management function. The quality assurance role supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. The costs of project oversight and quality assurance are covered by the Project.

Project Management: The Project is fully embedded within the governance systems of Tajikistan and, as such, directly supports its structures, functions and strategic commitments. In this context, the Project will implement its activities using the existing structures in Tajikistan and ensure participation of relevant government stakeholders through the Project Board. Project activities related to cooperation, training and information sharing will aim to use already established, legitimate participatory bodies, as well as existing training and cooperation platforms.

A Technical Taskforce will be based at the Ministry of Energy and Water Resources. Project activities will be overseen by designated UNDP staff residing in the Country Office, including the sectoral Team Lead, a Programme Associate and other staff as may be required. The UNDP staff in the Country Office will ensure synergy with all relevant projects within the UNDP portfolio to ensure effective impact.

Project oversight and assurance will be provided by the UNDP Country Office. In line with UNDP's **Accountability Framework and Oversight Policy**, UNDP Tajikistan has put in place an Internal Control Framework for DIM projects to ensure their effective and independent oversight and quality assurance. In particular, the Head of Energy & Environment Programme will take primary responsibility for overseeing project implementation and regularly communicating the results of oversight work to relevant parties, including the Government, GIZ and other project partners. Where applicable, the UN Resident Representative, the Country Director, and the Deputy Country Director will ensure standard oversight and guidance.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Tajikistan and UNDP, signed on 03 December 1993. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP Tajikistan ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

UNDP as the Implementing Partner will comply with the policies, procedures and practices of the **United Nations Security Management System (UNSMS)**.

UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds 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 http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

- 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;
- assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’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 the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.

In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation

Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. KNOWLEDGE MANAGEMENT AND COMMUNICATION AND VISIBILITY

A. Knowledge Management

Adequate knowledge management during the life of the Project will increase the efficiency of the coordination efforts under the Project. To ensure adequate knowledge management throughout the Project, GIZ, UNDP and MEWR will share an on-line Platform (MS Teams) where they will store and save all the technical working files (including drafts) developed by project staff, consultants and MEWR, related to the results to be achieved under the Project. The consultants hired under the Project will be provided access to work directly on this Platform. Moreover, specific filing guidelines will be agreed and followed.

B. Communication and Visibility

Specific communication and visibility guidelines should be observed during the Project to ensure proper visibility of Government of Tajikistan, the Ministry of Energy and Water Resources, UNDP, the EU and GIZ. The guidelines regarding the design and disclaimers for the EU and GIZ are provided below. Additional communications and visibility details for UNDP will be included in the final project document. The Project Manager will coordinate with the MERW on including Government and MEWR communications and visibility components into the project.

1. UNDP

UNDP communications and visibility efforts will be based on the [UNDP Brand Manual](#).

2. EU and GIS

Design

All materials will take into account the visibility interests of the European Union and the Federal Ministry for Economic Cooperation and Development, BMZ. The EU emblem and the German Cooperation logo will be given equal prominence. The EU emblem shall be placed at the upper left corner and the German Cooperation logo at the upper right. Immediately below the EU and the German Cooperation logos, the donors' financial contribution will be acknowledged by the disclaimer: "This project is co-funded by the European Union and the German Federal Ministry for Economic Cooperation and Development."

Logos will generally be displayed in the following order:



This project is co-funded by the European Union and the German Federal Ministry for Economic Cooperation and Development

IRDP/TRIGGER II logo will be displayed next to the donor logos.

The logo of GIZ will be displayed next to or below the donor logos accompanied by the words "Implemented by".

Major supplies, printed materials and/or equipment delivered under the IRDP/TRIGGER II will bear the EU emblem and the German Cooperation logo and the IRDP/TRIGGER II logo as well as the words "Provided with the financial support of the European Union and the German Federal Ministry for Economic Cooperation and Development, BMZ" or, if required by the context, their Tajik equivalent.

In line with the Communication and Visibility Requirements, where the title of the IRDP/TRIGGER II is mentioned, it will be accompanied by the words “Provided with the financial support of the European Union and the German Federal Ministry for Economic Cooperation and Development, BMZ”.

Following communication collateral are to be developed:

1. Branded Power Point Presentations – logo placement, branded slides, the first and the last template of the slide.
2. Brochures, leaflets, flyers and etc. – branded design of brochures, leaflets and flyers have to be in accordance with the rules of using logos and emblems, indicated in Brand book.
3. Branded Stationeries (notepads, pens, folders, bags, calendars) – the position of logos as well as use of colors on emblemed stationaries should be fixed.
4. Branded digital tools – how should Facebook\Instagram\Twitter cover page look like, how posts should be framed, contact details.

Disclaimers

GIZ will be responsible for the contents of communication materials prepared under the IRDP/TRIGGER II. All communication materials will include a standard disclaimer.

Publications in print or electronic format

EN: for publications in print or electronic format:

This publication was produced with the financial support of the European Union and the German Federal Ministry for Economic Cooperation and Development, BMZ. Its contents are the sole responsibility of GIZ and [name of partner organisation] and do not necessarily reflect the views of the EU or the German Federal Ministry for Economic Cooperation and Development, BMZ.

RU: для публикаций в печатной или электронной форме:

Данная публикация была подготовлена при финансовой поддержке Европейского Союза и Федерального министерства экономического сотрудничества и развития Германии (BMZ). Ее содержание является исключительной ответственностью GIZ и [название партнерской организации] и не обязательно отражает точку зрения Европейского Союза или Федерального министерства экономического сотрудничества и развития Германии (BMZ).

TJ: барои нашрияҳо дар шакли чопӣ ё электронӣ:

Нашри мазкур бо дастгирии кӯмаки молиявӣ Иттиҳоди Аврупо ва Вазорати федералии ҳамкориҳои иқтисодӣ ва рушди Олмон, BMZ эҷод шудааст. Мазмуни он танҳо масъулияти GIZ ва [номи созмони шарик] буда, метавонад бо нуқтаи назари Иттиҳоди Аврупо ё Вазорати федералии ҳамкориҳои иқтисодӣ ва рушди Олмон, BMZ-ро мувофиқат накунад.

Websites and social media accounts

EN: for dedicated websites and social media accounts of the IRDP:

This website was created and maintained with the financial support of the European Union and the German Federal Ministry for Economic Cooperation and Development, BMZ. Its contents are the sole responsibility of GIZ and [name of partner organisation] and do not necessarily reflect the views of the EU or the German Federal Ministry for Economic Cooperation and Development, BMZ.

RU: для веб-сайтов и учетных записей социальных сетей:

Этот веб-сайт был создан и поддерживается при финансовой поддержке Европейского Союза и Федерального министерства экономического сотрудничества и развития Германии (BMZ). Его содержание является исключительной ответственностью GIZ и [название партнерской организации] и не обязательно отражает точку зрения Европейского Союза или Федерального министерства экономического сотрудничества и развития Германии (BMZ).

TJ: барои вебсайтҳои махсус ва саҳифаҳои воситаҳои ахбори оммаи иҷтимоӣ:

Ин вебсайт бо кӯмаки молиявӣ Иттиҳоди Аврупо ва Вазорати федералии ҳамкорӣ ва рушди иқтисодии Олмон, BMZ сохта ва нигоҳдорӣ карда шуда, мазмуни он танҳо масъулияти GIZ ва

[номи созмони шарик] буда, метавонад бо нуқтаи назари Иттиҳоди Аврупо ё Вазорати федералии ҳамкориҳои иқтисодӣ ва рушди Олмон, BMZ-ро мувофиқат накунад.

Videos and other audio-visual materials

EN: for videos and other audio-visual materials:

This <video/film/programme/recording> was produced with the financial support of the European Union and the German Federal Ministry for Economic Cooperation and Development, BMZ. Its contents are the sole responsibility of GIZ and [name of partner organisation] and do not necessarily reflect the views of the EU or the German Federal Ministry for Economic Cooperation and Development, BMZ.

RU: Для видео и других аудиовизуальных материалов:

Этот <видео / фильм / программа / запись> был/о/а подготовлен/о/а при финансовой поддержке Европейского Союза и Федерального министерства экономического сотрудничества и развития Германии (BMZ). Его/ее содержание является исключительной ответственностью GIZ и [название партнерской организации] и не обязательно отражает точку зрения Европейского Союза или Федерального министерства экономического сотрудничества и развития Германии (BMZ).

TJ: Барои видео ва дигар маводи аудиовизуалӣ:

Ин <видео / филм / барнома / сабт> бо дастгирии молиявии Иттиҳоди Аврупо ва Вазорати федералии ҳамкориҳои иқтисодӣ ва рушди Олмон, BMZ таҳия шуда, мазмуни он танҳо масъулияти GIZ ва [номи созмони шарик] буда, метавонад бо нуқтаи назари Иттиҳоди Аврупо ё Вазорати федералии ҳамкориҳои иқтисодӣ ва рушди Олмон, BMZ-ро мувофиқат накунад.

XII. ANNEXES


A. Project Quality Assurance Report

B. Social and Environmental Screening Template

A Social and Environmental Screening (SeS) is not required as the project is comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks (Standard Project Document guidance).

If the project is modified to involve any construction or other activities which may affect the environment the project will develop a SES and assure compliance with environmental review procedures required by the laws of Tajikistan.

C. Risk Analysis.



OFFLINE RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Continued effects of the COVID pandemic limit on-site project activities, at least for the first year of the project.	2021	Operational	Probability= 5 Impact= 4 Score = 20 (first year of the project).	The project will develop and expand on remote work options and modify annual work plans to address any changes required.	UNDP	UNDP	2021	No change.
2	Stakeholder conflict on focus or means to be used to accomplish water sector reform results.	2021	Operational	Probability= 5 Impact= 3 Score = 15 The diversity of stakeholders involved in the water sector reform, differing approaches to implementing IWRM and WEFE make conflicts likely.	The project will, through the work on coordination, identify possible conflicts and work with MEWR to put in place measures or approaches which avoid conflicts affecting the water sector reform or mitigate immediate and long term impacts.	UNDP	UNDP	2021	No change.
3	Reorganization of MEWR	2021	Organizational	Probability= 3 Impact= 3 Score = 9 Reorganization would create temporary disruption in project support, but may also result in more effective work by MEWR and more opportunities for the project.	Close monitoring of discussions on organization of MEWR.	UNDP	UNDP	2021	No change.

4	Reduction in funding for water sector activities.	2021	Financial, Operational	<p>Probability= 3 Impact= 3 Score = 9</p> <p>A reduction in funding of water sector activities would reduce opportunities for MEWR to demonstrate the impact of water sector policy changes and reduce interest in making changes.</p>	<p>Close monitoring through project work on coordination and identification of reform opportunities if funding is reduced (contingency planning)</p>	UNDP	UNDP	2021	No change.
5	MEWR staff unwilling or unable to adopt collaborative approach of working with project-financed consultants.	2021	Operational	<p>Probability= 3 Impact= 2 Score = 6</p> <p>MEWR staff may already have full workloads and resist additional work identified in the project. They may expect that project consultants should do the work based on standard government procedures.</p>	<p>As set out in the project strategy, agreements will be reached to identify specific parts of MEWR and staff who have responsibility for tasks defined in the project. The corresponding support for this work by project-financed experts will be monitoring to ensure work is not being shifted to the experts. Remedial actions will be taken if this is identified as an issue.</p>	UNDP	UNDP	2021	No change
6	Change in Government policy approach to water sector.	2021	Political, Strategic	<p>Probability= 1 Impact= 4 Score = 4</p> <p>If this risk were to occur the project would need</p>	<p>Close monitoring of Government approaches to water sector.</p>	UNDP	UNDP	2021	No change.

D. UNDP Tajikistan Engagement in the Water Sector

(Adapted from Position Paper on Policy Support for Water, UNDP Tajikistan, 2020.⁷)

In the aftermath of the Civil War (1992-1997), UNDP was active providing humanitarian assistance throughout the country. This contributed to make UNDP and, in general, the United Nations a popular organization among the people of Tajikistan and establish strong ties with the government. Initially, the focus was mostly on basic needs and infrastructure. In the early 2000s, as the country recovered from Civil War and transitioned from the socialist planned economy of the USSR to a socially-oriented market economy, UNDP provided extensive assistance to the government to develop the policy and legal documents that guided transition in the water sector, as well as in other sectors of the economy. UNDP also facilitated aid delivery of other development partners, such as non-resident UN agencies and programs, the World Bank, SDC and AKF.

By the early 2010s, the need of UNDP's assistance in the water sector by government organizations and other development partners was reconfigured to include the support to the Water Conferences in the framework of water-related international decades or years, which have been regularly organized by Tajikistan in cooperation with the United Nations since 2003, and the support, on behalf of SDC, of an international-level embedded adviser for the implementation of the Water Sector Reform Programme (WRSP) between 2014 and 2016 and, subsequently, of a national-level Water Sector Reform Coordination Unit.

UNDP Tajikistan and the Water Sector Reform Program

In terms of human and financial resources, the water-related action of UNDP and of other resident international organizations, such as UNICEF, WHO and OSCE, is smaller than that of IFIs, but is larger than NGOs and consulting firms. The action of UNDP in the water sector is focused on policy work, initially to the whole sector and lately on the DWSS subsector, support to the International Water Initiatives of Tajikistan and the implementation of small-scale infrastructure in rural areas on DWSS, irrigation and hydropower.

The period from 2015 to 2020 is important for the water sector. It corresponds to the first half of the implementation period of the WSRP, now entering its second phase, and the first years of SDG 6 and the International Decade for Action "Water for Sustainable Development", 2018-2028.

Throughout this period, UNDP acted as implementation partner of SDC to support WSR coordination. In 2014-2016, implementation was facilitated by an international advisor based at the MEWR. In 2017-2020, it was supported by a coordination unit, composed of national experts. The guiding documents for UNDP's policy work in the water sector are, at the global level, the 2030 Agenda for Sustainable Development, particularly SDG 6 and other water-related SDGs.

At the national level, the key guiding documents for the government are the National Development Strategy to 2030, the Mid-Term Development Strategy 2021-2025 (currently under development), the National Water Strategy up to 2030 (currently undergoing approval) and the Water Sector Reform Programme for 2016 to 2025.

At the global level, UNDP's Strategic Plan 2018-2021 identified three broad development settings:

- I. Eradicate poverty in all its forms and dimensions;
- II. Accelerate structural transformations;
- III. Build resilience to shocks and crises.

It also identified six signature solutions:

1. Keeping people out of poverty.
2. Governance for peaceful, just, and inclusive societies.
3. Crisis prevention and increased resilience.
4. Environment: nature-based solutions for development.
5. Clean, affordable energy.
6. Women's empowerment and gender equality.

⁷ References available from main report.

Water resources and particularly access to basic water and sanitation services are an essential component of each of these solutions.

At the national level, water is a central element to three out of six outcomes of the current UNDAF 2016-2020 (2021-2025 UNDAF under development):

- **Outcome 2:** People in Tajikistan benefit from equitable and sustainable economic growth through decent and productive employment; stable energy supply; improved access to specialized knowledge and innovation and more favourable business environment, especially for entrepreneurs and farmers
- **Outcome 4:** The nutritional status of the people in Tajikistan is improved through stable access to sufficient, appropriate and safe food; improved child feeding practices; better water and sanitation and improved access to quality health care
- **Outcome 6:** People in Tajikistan are more resilient to natural and manmade disasters resulting from improved policy and operational frameworks for environmental protection and sustainable management of natural resources

UNDP's Country Programme Document for Tajikistan 2016-2020 mentions two water-related programme priorities and partnerships:

1. **Improved governance, rule of law and access to justice**, particularly with regard to community access to land and water resources in border areas, and,
2. **Resilience and environmental sustainability**, especially about the reform agenda for integrated water resource management and the promotion of access to water.

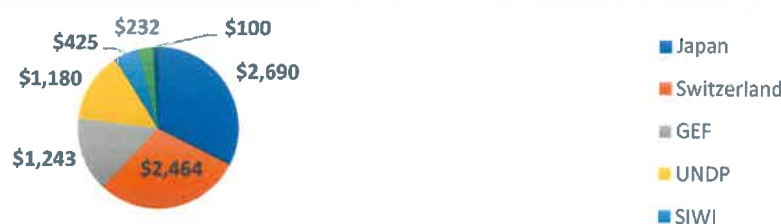
To address these priorities, UNDP integrated water within two of its programs: the Energy and Environment Program and the Disaster Risk Reduction Program. Despite the inclusion of community access to land and water resources in border areas under the improved governance, rule of law and access to justice priority of the current Country Programme Document, the relevant programme has been little involved on water-related issues. As a result, UNDP's action on IWRM has been mostly oriented towards energy and the environment, including climate change and nature-based solutions, on the one hand, and DRR, on the other.

From 2015 to 2020, UNDP Tajikistan implemented fifteen water-related projects. The major donors have been Global Environmental Facility, Japan, Switzerland and Government of Russian Federation (Table 1).

Table 1 - Water-related projects implemented by UNDP Tajikistan		
Project	Funding	Duration
GEF Small Grants Programme	GEF	2010-2019
Technology Transfer and Market Development for Small-Hydropower in Tajikistan	GEF, UNDP, UK	2012-2016
Technology transfer and market development for SHP in Tajikistan	UNDP, GEF	2012-2017
Support to IWRM-based water sector reform implementation in Tajikistan (Phase II)	SDC, UNDP	2012-2018
Support to effective regulatory framework and private sector involvement for drinking water supply and sanitation sector in Tajikistan	SIWI, UNDP	2013-2016
Strengthening Capacity for an Environmental Information Management and Monitoring System in Tajikistan	GEF, Tajikistan, UNDP	2014-2017
Livelihoods Improvement in Tajik-Afghan Cross-Border Areas (LITACA) Phase II	Japan	2014-2017
Tajikistan Water Supply and Sanitation Project (TajWSS) Phase 2	SDC, UNDP, SIWI	2014-2018
Support to the Water Conferences	UNDP, UNRC	2015, 2016, 2018, 2020
Strengthening Disaster Risk Governance in Tajikistan (SDRGT)	SDC	2016-2019

Table 1 - Water-related projects implemented by UNDP Tajikistan		
Project	Funding	Duration
Strengthening Disaster Risk Reduction and Response Capacities (SDRRRC)	Japan	2016-2020
Facilitating Climate Resilience in Tajikistan (FCRT)	Russian Federation	2018-2019
Engaging community to effectively manage drinking water supply systems in rural areas	SIWI and Coca-Cola	2018-2020
Tajikistan Water Supply and Sanitation Project (TajWSS) Phase 3	SDC	2018-2022
Building Climate Resilience in Agriculture and Water Sectors of Rural Tajikistan (BCRinAW)	Russian Federation	2019-2022

Figure 1: Share of UNDP water-related financial resources (2015-2020) (by donor, in thousand USD)



Achievements and Lessons

The main achievements of UNDP Tajikistan in the water sector from 2015 to 2020 are:

- 1. Providing technical assistance and facilitating the approval of the new Law on Drinking Water Supply and Sanitation**, as well as the development of bylaws to this law and to the new Water Code (with support from Switzerland and in collaboration with Oxfam).
- 2. Providing technical assistance and leadership for the early phase of implementation of the WSRP**, which the MEWR considers achieved for 80% of the planned activities (with support from Switzerland).
3. Providing technical assistance and leadership for the Dushanbe Water Conferences, as well as their progressive transformation into the Dushanbe Water Process.
- 4. Supporting the capacity building and on-the-job training of staff members of the MEWR and MFA** in the framework of the Water Sector Reform Coordination Unit and the Secretariat of the Water Conferences.
- 5. Improving or rehabilitating DWSS systems** that benefited more than 5,000 rural households throughout the country (280 of which in a DRR context), corresponding to approximately 25,000 people (with support from various donors, including Switzerland and SIWI).
- 6. Improving or rehabilitating irrigation and drainage infrastructure** that benefited more than 700 Dekhan farms (183 of which in a DRR context), corresponding to approximately 70,000 people (with support from various donors, including the Russian Federation).
- 7. Reducing the risk of water-related pollution** for almost 1,000 households (in a DRR context), corresponding to approximately 55,000 people (with support from various donors, including Japan and Switzerland).

UNDP is among the development partners with the most country experience. It also helped other development partners, such as the World Bank and AKF, establish their water-related programs and activities in Tajikistan. Based on extensive interviews with stakeholders, key lessons learnt of UNDP in the water sector from work between 2015 and 2020 include:

- UNDP has a strong reputation in terms of **government relations and policy work**.
- UNDP is among the few organizations that are currently working on the **climate-environment-water nexus**.
- In Tajikistan, water-related projects need to be **disaster-proof**, particularly in transboundary areas.

- **WUAs, trust funds and small HPP** are not panaceas to address all irrigation, DWSS and hydropower-related issues.
- **IWRM** and the WSRP made significant progress at the national level, but implementation needs to be consolidated at the basin, district and municipal level.
- While recognizing the need to build capacity of **local experts**, donors prefer recurring to international experts, which are perceived as reassuring, except for national experts with extensive donor and sector experience.

While recognizing the need of **international experts**, beneficiaries prefer limiting the use of international consultants, which are perceived as expensive, except for those with extensive country and sector experience.

E. Terms of Reference - International Chief Technical Advisor/Project Manager

Programme Title: Technical Taskforce for Tajikistan Water Sector Reform Project
Position Title: International Chief Technical Advisor/Project Manager
Duty Station: Dushanbe, Tajikistan
Duration: 2 Years, From [add date] 2022 to [add date] 2024.
Contract Type: Contractual Services – Individual

I. Background Information

Tajikistan has been implementing a water sector reform process over the last five years. The reform has led to significant changes in the way that water resources are managed. These changes have included, among others,

- A new Water Code.
- Restructuring of the former Ministry of Reclamation into a Ministry of Energy and Water Resources, with a shift to a policy focus in the Ministry, and separation of the Ministry from operational capacities (e.g., the Agency for Land Reclamation and Irrigation, Agency for Mudflow Control, etc.).
- Establishment of a river basin approach to water resource management.
- Creation of River Basin Organizations (RBO) and River Basin Councils which, under the guidance of the Ministry, are to develop and implement water sector management policies for the respective river basins.

During the reform process, Tajikistan has continued international engagement in water sector issues through engagement in decadal initiatives on improving the use of water to support development and the Sustainable Development Goals.

Tajikistan's engagement in water sector reform, and international advocacy for water as a critical element in sustainable development, has matured over the past five years. Looking forward, advancing the reform requires:

- A greater focus on developing institutional capacities, particularly within the Ministry of Energy and Water Resources,
- Fine tuning water-related rules, regulations and guidance and,
- Further adoption of a Integrated Water Resource Management approach and incorporation of the Water-Food-Energy-Ecosystems (WEFE) Nexus into policy and operations at local to national levels.

Recognizing these requirements, the Ministry of Energy and Water Resources has requested support from the European Union through the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and United Nations Development Program in Tajikistan to provide assist the Ministry in the following areas:

- Improving water sector coordination.
- Improving water sector knowledge management and accessibility.
- Expanding communications outreach on the water sector reform, and through Tajikistan's engagement of, and learning from, water-related fora.
- Developing a reform tracking tool for use by the Ministry.
- Reviewing and proposing changes to water sector related legal documents.
- Approaches to mainstreaming RBO plans into development plans.
- Developing guidance on water-sector risk reduction (incl. climate-related hazards).
- Analysis and guidance on improving financing for water sector related activities.
- Apply Water-Food-Energy-Ecosystems (WEFE) Nexus methods and tools to facilitate the formulation and implementation of integrated river basin management plans.

These activities will be implemented by UNDP Tajikistan under the Technical Taskforce for Tajikistan Water Sector Reform Project with funding through GIZ. UNDP Tajikistan is recruiting a full time Project Manager and International Water Sector Reform Advisor to be based in Dushanbe, Tajikistan and lead the implementation of this 2 year project, expected to start in early 2022.

II. Key Tasks

Under the overall supervision of the designated UNDP official, the International Chief Technical Advisor/Project Manager (ICTA/PM) will be responsible managing the Technical Taskforce for Tajikistan Water Sector Reform Project. This work will include: (1) Professional support and advice to the Ministry of Energy and Water Resources. (2) Oversight of the work of experts and other service providers hired under the project, and (3) Performing tasks related to administration of the project.

The ICTA/PM is expected to use a flexible approach to support to the Ministry of Energy and Water Resources in the successful implementation of the water sector reform process. The Project Manager will ensure that all work under the project, including the work of project-funded experts, will be integrated into the day-by-day work the Ministry, with each task or expert having specific Ministry counterparts directly and regularly involved in the work undertaken.

To the extent possible, the project will engage national experts to complete project activities. When their support is required, all international experts are expected to work with a national expert counterpart, as well as counterparts in the Ministry.

The ICTA/PM is expected to engage in extensive and regular coordination with other water sector reform-related projects. This coordination work may include having other projects allocate experts or other resources to work under the aegis of the Technical Taskforce for Tajikistan Water Sector Reform Project, based on coordinated work plans and shared facilities.

Anticipated tasks and approximate workload levels are provided in the following table. The actual level of work for any task may vary in intensity and timing over the course of the project. The Project Manager is expected to develop and regularly update work plans to reflect short and long term variations in project activities.

#	Task	Estimated % of total work ⁸
1	Improving Water Sector Reform coordination and Knowledge Base	20%
2	Strengthening communication and learning on water sector reform, including a significant level of support for Tajikistan involvement in water reform related fora and public events in Tajikistan and elsewhere.	30%
3	Overall guidance of expert work on (a) reviews of water sector related legal documents, (b) mainstreaming RBO plans into development plans, (c) developing guidance on water-sector risk reduction (incl. climate-related hazards), (d) improving financing for water sector related activities and (e) apply and use Water-Food-Energy-Ecosystem (WEFE) Nexus Methods and Tools. (These tasks will be undertaken by national and international experts and require the direct involvement of the Project Manager. Additional details on these tasks are available in, and be guided by, the project document.)	35%
4	Project administration. The Project Manager will supervise a project support staff of a National Project Officer, Finance/Admin Specialist, part time Gender Advisor and part time Driver, and ensure their work meets UNDP requirements	15%
Total		100%

The ICTA/PM will be based in Dushanbe, Tajikistan and work at the Ministry of Energy and Water Resources in offices established through the project. Project staff under the supervision of the Project Manager will also be located at the Ministry offices.

The ICTA/PM will be expected to travel in Tajikistan as part of the work under the project and may be requested to travel internationally in support of participation of Tajik officials in international events. These local and international travel costs will be paid by the project.

⁸ Based on 240 work days per year and 2 project years.

III. Expected outputs of the consultancy⁹

#	Output	Expected Due Date ¹⁰
1	Plan for Improve Water Sector Coordination	4 th project quarter
2	Plan for Water Sector Reform Knowledge Base	6 th project quarter
3	System to track improvements in water sector reform	3 rd project quarter
4	Plan to strengthen water sector communications	5 th project quarter
5	Support for Tajik attendance at one international water fora.	2 nd project quarter

IV. Reporting

The consultant is expected to provide the following reports:

1. Monthly report on progress of activities being implemented by the project, with challenges and modifications to project implementation identified.
2. Annual report summarizing progress under the project, challenges faced, and modifications made and going forward, to improve project success. This should be a summary of monthly reports and provide the outline of work plans going forward. This report will be used by the Project Board/Steering Committee as the basis for approving annual work plans for Year 2.
3. Project summary report, delivered at the end of the project, summarizing the monthly reports, project successes, challenges and means used to overcome challenges and identifying next steps in support to the water sector reform process.

Reports will be submitted to the designated UNDP official for review and approval.

V. Requirements

1. Advanced university degree in water resource engineering, water resource management, political science, natural resource management, sociology, law, international relations, development studies, public administration, or other relevant field; or an equivalent combination of education and extensive relevant professional experience in a related area.
2. At least 15 years of progressively responsible professional experience in water sector reform at the international level. Part of that experience should involve high-level interactions and inter-organization coordination.
3. Experience in team leadership and motivation, team building and oral and written communication.
4. Knowledge of mandates, mechanisms, policies and guidelines related to water sector reform in general, and (preferred) specific to Tajikistan.
5. Familiarity with water sector programmatic issues in Central Asia and (preferred) Tajikistan.
6. Professional experience in developing and managing coordination systems and sector-specific knowledge bases.
7. Professional experience in public communications, organizing sector-specific fora and supporting government participation in international events.
8. Experience in project impact analysis.
9. Familiarity with concepts and approaches of Integrated Water Resource Management and the Water-Food-Energy-Ecosystems (WEFE) Nexus.
10. Knowledge of the UN system and mechanisms of bi-lateral and multi-lateral support to host governments.
11. Experience in defining modalities for financing water sector activities is preferred.
12. Fluency in written and spoken English is required. Knowledge of Russian or Tajik/Farsi/Dari is preferred.

UNDP Tajikistan currently has a majority of male employees. Applications from qualified female applicants for this position are strongly encouraged. UNDP seeks to ensure that male and female employees are given equal career opportunities, and that staff members are able to keep an appropriate balance between work and personal obligations.

VI. Scope of Contract

⁹ These are indicative outputs of the Team Leader alone and not the project as a whole.

¹⁰ The 9th and 10th project quarters (the last 6 months of the project) are expected to focus on institutionalizing achievements made during the first two years of the project.

The successful candidate will be contracted for an initial year, with renewal based on satisfactory work performance. A standard UNDP contract will be executed which will cover compensation at an agreed rate, housing and other allowances for living in Dushanbe, travel to and from post for the successful candidate and family members (if appropriate), educational allowance and additional benefits as allowed by UNDP regulations. Compensation will be no more than that for a P-4 position in the UN salary definition system.