



UNDP Project Document

UNDP-GEF Medium-Size Project (MSP)

PIMS 3674
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**Government of the Republic of Tajikistan
Global Environmental Facility
United Nations Development Programme**

PIMS 3674 SUPPORT TO SUSTAINABLE TRANSPORT MANAGEMENT IN DUSHANBE

Brief description

Since early 2000, Tajikistan capital city, Dushanbe, has been experiencing rapid expansion in the use of private motor vehicles, alongside deterioration in public transport caused by rising personal incomes, growing migrant population, a liberal trade policy and a largely neglected public transport system. This has led to the significant increase in urban air pollution and greenhouse gas emissions. It is estimated that 87 percent of the total air emissions in Dushanbe are associated with mobile sources.

The project aims at reducing local and GHG emissions while improving access and quality of public transport services for all residents. It is expected that by the end of the project the share of sustainable public transport modes will increase from current 8% to 28% leading to nearly 50% reduction in GHG emissions from city's transport sector.

To achieve these ambitious targets, the project will develop and help Dushanbe City Government implement an integrated policy framework that includes:

- a) Enhancing vehicle efficiency and setting appropriate fuel quality standards
- b) Improving the service quality of public transport, in particular trolleybuses
- c) Increasing opportunities for non-motorised modes such as walking and biking
- d) Developing integrated land-use/transport plans to reduce demand for travel
- e) Enhancing municipal institutional transformation and governance structure to embrace sustainable transport.

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ACRONYMS

APR	Annual Project Report
AWP	Annual Work Plan
CIS	Commonwealth of Independent States
CP	UNDP Communities Programme
CPAP	UNDP Country Programme Action Plan
CEO	Chief Executive Officer
CTA	Chief Technical Advisor
GEF	Global Environment Facility
GHG	Greenhouse gases
IW	Inception Workshop
LPG	Liquefied Petroleum Gas
NPD	National Project Director
NPE	National Project Expert
NEA	National Environmental Agency
NEX	National Execution
NGO	Non-Governmental Organization
PDF	Project Development Facility
PIR	Project Implementation Review
PIU	Project Implementation Unit
PM	Project Manager
PRSP	Poverty Reduction Strategy Paper
PSC	Project Steering Committee
TOR	Terms of Reference
TPR	Tripartite Project Review
TJS	Tajik Somoni (currency)
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Programme
UNDP CO	UNDP Country Office
UNFCCC	UN Framework Convention on Climate Change

SECTION I: Elaboration of the Narrative

PART I: Situation Analysis

1. Dushanbe is a city of about 650,000 people, situated on the southern slope of the Hissar range at an altitude of about 800 meters above sea level. It is characteristically a 20th century city, largely designed during the Soviet era to have wide boulevards and moderate to high density, with well-developed inter-city road, rail and air connections to neighbouring countries and regions. In the course of the post-communist transition in the 1990s, the country as a whole underwent serious economic collapse and civil war, leading to a major reduction in national income. Between 1990 and 2003, the per capita income of Tajikistan fell at an astonishing average annual rate of about 6.5 percent, notwithstanding the economic recovery that began with the end of the civil war in 1997.

2. In the transport sector, one of the major negative outcomes of the civil war and economic collapse was the decline of public transport infrastructure. The main modes of transport include trolley-buses (powered by hydro-electricity), buses (diesel), “marshrutkas”¹ (petrol, natural gas), taxis (petrol, natural gas, liquefied petroleum gas) and automobiles (petrol, diesel, natural gas, liquefied petroleum gas). Except for electricity, virtually all transport fuels are imported as final products from neighbouring countries. Current imports of petroleum products amount to over 350,000 metric tonnes; imports of natural gas amount to over half a billion cubic metres per year.

3. The decline in public transport infrastructure and the growth in population and economic activity has had spurred the growth of private vehicles (with around 35,000 cars registered in the city in 2006), the majority of which are pre-owned and imported, and over 1500 para-transit vehicles known as “marshrutkas.” Overall, the number of vehicles in Tajikistan increased by 64% between 1999 and 2005. This has led to the significant increase in urban air pollution. It is estimated that 87 percent of the total air emissions in Dushanbe are associated with mobile sources, with private cars constituting a growing fraction of these emissions. Given the paucity of vehicle travel data especially for private vehicles, it is difficult to assess shares of passenger kilometres by each mode of travel and the associated emissions. But preliminary estimates suggest that cars, marshrutkas, and taxis, in decreasing order, dominate the share of travel (see Figure 1).

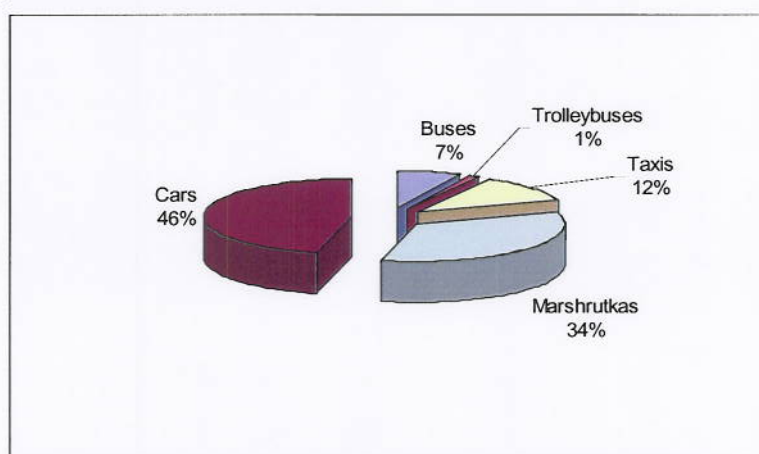


Figure 1. Estimated shares of passenger kilometres for different modes of travel in Dushanbe (based on data from Abdoulev and Meller, 2006).

¹ These are para-transit minibuses carrying about 12 passengers per vehicle.

4. There is virtually no bicycle use in the city, primarily because of the absence of a sales and service infrastructure. Marshrutkas, in particular, have taken up the slack in public transport in Dushanbe, but suffer from poor quality of service because lack of information on their schedules and routes, lack of discipline with regard to stops and overloading, and old vehicles that are ill-maintained. They have the advantage of being flexible, low-cost options that approximate door-to-door service outside the main transit corridors. Finally, fare collection in all transit modes are not properly monitored or recorded, resulting in poor recovery, which further compromises service quality. Thus, the major problems caused by these conditions are pollution and increase in greenhouse gases, inadequate access to destinations resulting from poor options for mobility, and increasing dependence on imported fuel.

PART II: Strategy

II. A Project objectives, outcomes and outputs

5. The proposed project aims to reduce local and greenhouse gas emissions associated with the transport system in Dushanbe while improving access for all residents.

6. The integrated policy framework that includes several strategies serving to meet project objective will be developed, i.e.:

1) Enhancing vehicle efficiency standards and setting appropriate fuel quality standards

7. The substantial recent decline in public transport infrastructure capacity and quality, coupled with inadequate institutions to address vehicular and fuel standards, have led to the proliferation of unsustainable alternative modes and worsening air quality and greenhouse gas emissions. Within the project framework, a series of tightening standards for fuel quality and vehicle tailpipe emissions and fuel economy will be developed in coordination with the Tajikstandard (the Agency for Standardization, Metrology and Commodity Certification under the Government of the Republic of Tajikistan), Ministry of Transport and Communications and the Department for Environmental Protection under the Government of the Republic of Tajikistan. The resulting standards will be applied to the sale of petrol, diesel, natural gas and LPG and of all newly registered vehicles in the country as a whole.

2) Improving the service quality of public transport

8. This strategy comprises of: conducting the travel demand survey and forecast, which will provide the basis to develop a baseline to be used for monitoring and evaluation purposes; and development of traffic management schemes that give priority to public transport vehicles and provide improved financial stability. The project will contribute to the management of road space that maximises social gain through system upgrades for trolley-bus lines, development of recommendations for exclusive public transport axes during peak hours, establishment of proper public transport management and information centre, introduction of a unified fare system for all public transport modes and introduction of priced parking for cars.

3) Increasing opportunities for non-motorised modes such as walking and biking

9. The market survey and feasibility study to establish a bicycle manufacturing facility and support infrastructure, in terms of sales and service, will be conducted, considering investment options, pricing strategies, training and financing needs. This study will be complemented by lane-markings for bicycle use along specific corridors. The creation of these lanes will be accompanied by a media and information campaign promoting the use of bicycles.

4) Developing integrated land-use/transport plans to reduce demand for travel.

10. The working group comprised of the officials from the Ministry of Transport and Communications, the Dushanbe Transport and Communications Department, the Architecture Department and the Mayor's office, in consultation with outside experts on transit corridor planning, will review analyses of alternative urban forms of public transport, and develop recommendations for prioritization of infrastructure, including parking regulations, to protect movements of public transport and non-motorised transport against unrestricted expansion of private motorised trips, to improve transport service accessibility and reduce the average distance of trips.

5) Enhancing institutional frameworks to embrace sustainable transport

11. This intervention will strengthen the institutional and individual capacity of national and local government agencies and businesses to design and deliver techniques for fleet operations, vehicle dispatch, fare collection, and revenue management. The advantages of coordinated scheduling, single-fare systems, automated fare-collection will be emphasised, along with training on new operational procedures for implementing these systems.

12. The project will also specifically target government regulators and enforcement officials build their capacity in regulatory development for the transport system as a whole under the constraints of local conditions, cost-control, public acceptability and sustainability.

13. It is expected that through these specific project strategies accompanied by a media and information campaigns promoting the use of sustainable modes of transport the foundation will be laid for changing the institutional culture towards sustainable transport.

14. The project strategy will also draw on lessons learned in a review of the effectiveness of capacity-building activities done under the UNFCCC (Note by the Secretariat, UNFCCC Subsidiary Body for Implementation, 2004. FCCC/SBI/2004/9), as follows:

- a. Long-term learning by doing approaches that favour the development of partnership and networks and that integrate capacity building into wider sustainable development efforts have more chances of success.
- b. Ensuring national ownership and leadership as well as multi-stakeholder consultations at all stages of implementation creates a favourable environment for achieving results.
- c. The practice of adaptive management and consideration of the dynamic nature of capacity-building considerably increases the likelihood of an initiative achieving its intended results.

II. B Consistency with national priorities and coordination with other related initiatives

15. The Department for Environmental Protection of Dushanbe will be the main coordinating agency for the project, but several existing entities, including the Ministry of Transport and Communications, the Committee for Environmental Protection under the Government of the Republic of Tajikistan, Dushanbegorpassstrans (the trolleybus agency), Tajikstandard (the Agency for Standardization, Metrology and Commodity Certification under the Government of the Republic of Tajikistan), and the Architecture Department of Dushanbe will all be closely involved in various aspects of implementation. The project

will not call for these bodies to take on substantially new functions; rather, most of the activities will be enhancements of existing operations as a result of training and coordination of objectives. UNDP and the Department for Environmental Protection of Dushanbe will jointly ensure coordination with relevant initiatives as follows:

- 1) The Department will ensure that the city air pollution monitoring system being set-up as envisaged by “Ecologic Management Programme of Dushanbe” will incorporate GHG monitoring component to be supported by this project;
- 2) Likewise, UNDP, in its capacity of GEF agency for Enabling Activity on 2nd National Communication, will make sure that the project benefits from available expertise and data and that its results, such as data on transport-sector GHG emissions feed in and are consistent with national GHG inventory;
- 3) Through the Project Working Group on Transport and Land-use planning (Component 3), coordination will be provided with “Social and Economic Development Plan of Development of Dushanbe in the field of Transport, Industry and Communication” for joint development and monitoring of measures on enhancement of city’s public transport system;
- 4) During project preparation, consultations were held with various multilateral and bilateral agencies to explore possible areas for collaboration. Since no agency is currently actively involved in the promotion of urban transport in Tajikistan, no direct collaboration on the project is envisaged. If relevant projects do, however, develop in the course of the proposed project’s implementation, UNDP will hold regular consultations with the appropriate agency to coordinate the project activities.

II. C UNDP Comparative Advantage

16. For over 20 years UNDP has been involved in providing transport-related technical assistance to developing countries with a focus on poverty alleviation and improved access to social services through promotion of public transport. Over 2,000 such UNDP projects have been implemented, including but not limited to 11 GEF-funded projects on sustainable transport (51 mln US\$). Main focus of UNDP assistance has been and remains on the following priority areas:

- 1) designing and supporting infrastructure that improves the safety and attractiveness of non-motorized projects, including setting up safety programs;
- 2) providing technical assistance to governments to improve the performance of public/collective transport;
- 3) developing motor vehicle traffic controls in urban areas to control traffic congestion impacting public transport routes;
- 4) working with governments to set-up strategic urban air pollution mitigation strategies.

17. The above areas are fully consistent with the strategy of the proposed project in Tajikistan and justify UNDP’s comparative advantage as GEF’s Agency for the project.

PART III : Management Arrangements

18. The project will be nationally executed in accordance with UNDP’s NEX guidelines. The Department for Environmental Protection of Dushanbe City will be the National Executing Agency (NEA). The NEA will be accountable to the Government of Tajikistan and the UNDP for the quality of project outcomes and the appropriate use of project resources, both when directly implementing project activities and when delegating others to do so. The NEA will ensure that project planning, review, monitoring, evaluation and reporting requirements are met; that coordination among participants is effective; and that decisions are implemented. The NEA is responsible for ensuring that outputs are produced on time and for translating

outputs into outcomes. The NEA will manage the project budget, in very close consultations with UNDP, including components implemented by partner agencies and sub-contractors. Implementation arrangements with partner agencies will be set out in Terms of Reference, work plans and/or formal agreements, as needed. UNDP will provide support needed for project implementation through the Administrative and Finance Units.

19. Several other entities, including the Ministry of Transport and Communications, the Department for Environmental Protection under the Government of the Republic of Tajikistan, Dushanbegorpasstrans (the trolleybus agency), Tajikstandard (the Agency for Standardization, Metrology and Commodity Certification under the Government of the Republic of Tajikistan), and the Architecture Department of Dushanbe will be closely involved in various aspects of project implementation. The project will not call for these bodies to take on substantially new functions; rather, most of the activities will be enhancements of existing operations as a result of training and coordination of objectives.

20. The Chairman of the Department for Environmental Protection of Dushanbe will act as National Project Director (NPD). He/she will be responsible for the smooth coordination of the relations with project team, UNDP and the government.

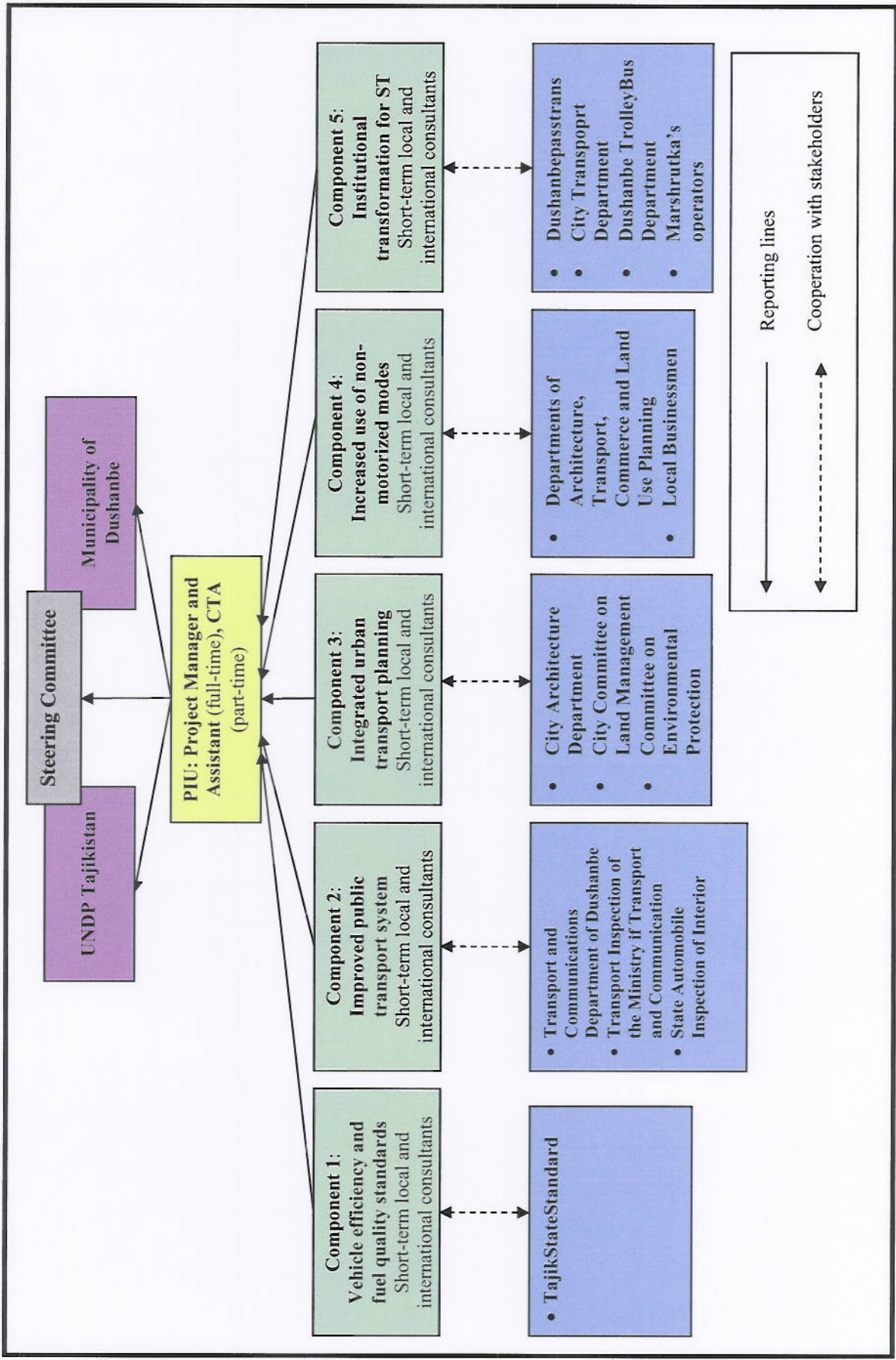
21. A national Project Manager (PM) will be recruited to manage project implementation. The PM will report to UNDP and the Project Steering Committee and act under overall guidance from the UNDP Focal Point on Energy and Environment. The PM will be responsible for project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and staff. The PM will also coordinate project activities with the UNDP Focal Point and relevant Government institutions. A part-time international Chief Technical Advisor (CTA) will be recruited to support the PM and other project experts through advisory services and technical assistance. Whereas the presence of the CTA in Tajikistan will be nearly permanent at the beginning of project implementation, it will gradually be phased out towards the end of the project.

22. National and international consultancy services will be called in as required for specific tasks, such as development of detailed designs for the pilot sustainable transport projects, development of proposals for an improvement of the policy, legal and regulatory framework for the development of sustainable transport, development of modules for capacity building and training measures on various aspects of sustainable transport development, design of delivery models and associated financing mechanisms for sustainable transport systems, development of a public awareness campaign on alternative transport, etc. Consulting services for the project will be procured in accordance with applicable UNDP/GEF guidelines.

23. A Project Steering and Coordination Committee (PSC) will be established for strategic project activity management to ensure achievement of results on the primary outputs. The PSC will be composed of representatives of the relevant ministries and state committees (i.e. the Committee for Environmental Protection under the Government of the Republic of Tajikistan, Dushanbe Hukumat, The Ministry of Transport and Communications, Architecture Department of Dushanbe, TajikStandard), representatives of the UNDP Country Office and the National Project Director, academic institutions, NGOs and other civil society and donor organizations involved in this or related projects. The PSC will meet at least semi-annually to review project progress, provide direction and assist in project implementation.

24. UNDP Country Office will provide specific support services for project realization through the Administrative and Finance Units as required.

25. The following figure shows the proposed project management structure:



PART IV: Monitoring and Evaluation Plan and Budget

26. Project monitoring and evaluation will be conducted in accordance with established UNDP, GEF and government procedures. The project objectives, indicators and targets mentioned in the project logical framework matrix (Annex A to the CEO Endorsement Document) will serve as reference for the monitoring and evaluation of the project. Quarterly progress reports prepared by the Project Manager will provide a further basis for monitoring and evaluation of project progress. UNDP Country Office in Tajikistan will share the reports with GEF Regional Coordination Unit, on quarterly basis, as required by GEF rules. An indicative monitoring and evaluation work plan and corresponding budget are provided in the table below.

Table IV-1. Indicative Monitoring and Evaluation Work Plan and Corresponding Budget

Type of M&E activity	Responsible Parties	Budget (Excluding Project Team staff time)	Time frame
Inception Workshop (IW)	- Project Manager - UNDP Country Office (CO) - UNDP/GEF RCU	USD 5,000	Within first two months of project start up
Inception Report	- Project Team - UNDP CO	None	Immediately following IW
Measurement of Means of Verification for Project Purpose Indicators	- Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members	To be finalized in Inception Phase and Workshop. Indicative cost: USD 5,000	Start, mid and end of project
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)	- Oversight by Chief Technical Advisor and Project Manager - Measurements by regional field officers and local IAs	To be determined as part of the Annual Work Plan's preparation. Indicative cost: USD 4,000	Annually prior to APR/PIR and to the definition of annual work plans
Annual Project Report / Project Implementation Review (APR/PIR)	- Project Team - UNDP CO - UNDP/GEF RCU	None	Annually
Tripartite Project Review (TPR) and TPR report	- Government Counterparts - UNDP CO - Project team - UNDP/GEF RCU	None	Every year, upon receipt of APR
Project Steering and Coordination Committee Meetings	- Project Manager - UNDP CO	None	Following Project IW and subsequently at least every six months
Periodic progress reports	- Project Team	None	To be determined by Project Team and UNDP CO
Technical reports,	- Project team	Cost to be covered by	To be determined

Type of M&E activity	Responsible Parties	Budget (Excluding Project Team staff time)	Time frame
including results of annual customer satisfaction surveys	- Hired consultants as needed	consultancy budget	by Project Team and UNDP CO
Mid-term External Evaluation	- Project team - UNDP CO - UNDP/GEF RCU - External Consultants (i.e. evaluation team)	USD 10,000	At the mid-point of project implementation.
Final External Evaluation	- Project Team, - UNDP CO - UNDP/GEF RCU - External Consultants (i.e. evaluation team)	USD 10,000	At the end of project implementation
Terminal Report	- Project Team - UNDP CO	None	At least one month before the end of the project
Lessons learned	- Project Team - UNDP/GEF RCU (suggested formats for documenting best practices, etc.)	USD 6,000	Yearly
Audit	- UNDP CO - Project team	USD 6,000	Yearly
TOTAL	-	USD 46,000	

27. The project will be executed in accordance with the national execution (NEX) procedures. The Chairman of the Department for Environmental Protection of Dushanbe will act as National Project Director (NPD). The executing agency (Department for Environmental Protection of Dushanbe) will be responsible for managing administrative issues, coordinating implementation and reporting to UNDP. UNDP will manage the recruitment of the international Chief Technical Advisor on behalf of the executing agency. The selection of the Project Manager and national experts and provision of back stopping financial and administrative support of the project implementation will be done in accordance with UNDP procedures and supported by the UNDP country office. Short-term national experts and sub-contractors will be appointed on tender basis under UNDP guidelines and will cover a range of expertise. Support for the GEF Regional Office will be sought when necessary.

28. The project objectives, indicators and targets mentioned in the project logical framework matrix will serve as reference for the monitoring and evaluation of the project. Quarterly progress reports prepared by the Project Manager will provide a further basis for monitoring and evaluation of project progress. CO Tajikistan will share the reports with GEF Regional Coordination Unit, on quarterly basis, as required by GEF rules. A detailed monitoring and evaluation work plan and corresponding budget is provided in the table on the following page.

29. An Annual Project Work Plan will be prepared by the Project Manager together with the Chief Technical Advisor, National Project Director and UNDP's Focal Point on Energy and Environment, as well as other leading project experts in consultation with the project stakeholders and agreed upon by the Project Steering and Coordination Committee (PSC). The Work Plan and logframe will generally serve as

a planning, coordination and monitoring tool. Regular PSC meetings will be organized by the Project Manager to monitor project progress and implementation of project activities. Strategic management decisions will be taken by the PSC to meet UNDP's Country Programme Action Plan (CPAP) and Annual Work Plan (AWP) outputs and outcomes. PSC meetings will be held based on project needs, but not less than once per six months.

30. Additionally, responsible UNDP CO staff will conduct annual monitoring visits to selected project sites. The Annual Project Report will be the key instrument to document and ensure project progress towards envisaged outputs and outcomes. A suitable project exit strategy will be developed during the second year of the project by the Project Manager in cooperation with the Chief Technical Advisor and leading experts. The exit strategy will have to be approved by the PSC.

Audit clause

31. The Government of Tajikistan, and the municipality of Dushanbe will provide the Resident Representative of UNDP Tajikistan with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government.

PART V: Legal Context

32. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Tajikistan and the United Nations Development Programme, signed by the parties on 1 October 1993. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

33. The UNDP Resident Representative in Tajikistan is authorized to effect in writing the following types of revision to this Project Document, provided that he has verified the agreement thereto by the UNDP-GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document.

SECTION II: STRATEGIC RESULTS FRAMEWORK

PART I: Logical Framework Analysis

Project Strategy		Objectively verifiable indicators			
Goal					
Create a sustainable transport system in Dushanbe that could serve as a model for Central Asia					
<i>Objective</i>	Indicator	Baseline	Target	Sources of Verification	Risks and Assumptions
Reduce local and greenhouse gas emissions associated with the transport system in Dushanbe while improving access	Annual emissions from transport sector in the course of project period. Average daily commute time.	Local and greenhouse gas emissions from transport sector in Dushanbe increase by nearly 3-fold by 2020. Average daily commute increases nearly 2-fold by 2020.	Annual emissions in 2020 limited to less than 450,000 tonnes Average daily commute time in 2020 limited to 50% below 2006 levels.	Emissions inventory of transport modes and modelling. Travel demand surveys; customer satisfaction surveys.	Implementation of package of measures

Outcomes	Indicator	Baseline	Target	Sources of Verification	Risks and Assumptions
1. Lower emissions from vehicles in Dushanbe, with safety and health quality in mind	<p>Fuel efficiency and tailpipe standards for cars registered in Dushanbe.</p> <p>Specifications for installation and use of natural gas and LPG cylinders in vehicles, where used</p> <p>Improved fuel quality standards for petrol and diesel (aromatics, sulphur, lead, octane rating, etc.)</p>	<p>Average fleet efficiency reduced by about 12% by 2020 as a result of normal evolution of fleet, and less than 5% reduction in per mile emissions of hydrocarbons, particulates and oxides of nitrogen</p> <p>Poor safety record for marshrutkas and fuelling operations</p>	<p>Average fleet efficiency improved by 33% by 2020 and 50% reductions in per mile emissions of hydrocarbons, particulates, and oxides of nitrogen</p> <p>Safe and clean vehicle and fuelling operations maintained</p>	Emissions inventory, customer satisfaction surveys	Implementation of vehicle emissions standards
1.1 Design and development of vehicle efficiency and fuel quality standards for sales in Tajikistan	Implementation of stricter standards for vehicles and fuel quality	<p>Less than 1% annual average fleet fuel economy improvements, due to normal turnover of vehicles</p> <p>Poor monitoring of fuel quality</p>	<p>Annual average fleet efficiency improvements of about 3% as a result of ratchetting standards</p> <p>Petrol, diesel and natural gas standards established to maximise fuel economy and minimise emissions</p>	<p>Certification of fuel efficiency standard and CO and HC standards for all vehicles</p> <p>Certification of natural gas and LPG retrofits and fuelling stations</p> <p>Certification of fuel quality</p>	<p>Availability of qualified inspection/maintenance staff and testing equipment</p>

<i>Outcomes</i>	Indicator	Baseline	Target	Sources of Verification	Risks and Assumptions
2. Increased use of public transport, particularly trolleybuses.	Modal share, speed of trolleybuses, intermodal connections	Passenger mode shares of buses and trolleybuses decline from about 8% in 2006 to 3.5 % in 2020	<p>Passenger mode shares of buses and trolley buses increase to about 28% in 2020</p> <p>Increased average speeds of trolleybuses</p> <p>Reduced travel times for all public transport modes.</p> <p>Faster inter-modal transfers.</p>	Travel demand surveys; customer satisfaction surveys	<p>Adequate technical support and financing to improve services</p> <p>Adequate training of personnel on improving service quality</p> <p>Users find public transport attractive</p>
2.1 Travel demand survey and forecast 2.1.1 Travel demand survey 2.1.1.2 Simplified transport demand forecast	Completion of travel demand survey Completion of demand forecast	Lack of data on travel demand and demand growth	<p>Improved understanding of travel demand, modal use, origins and destinations, travel demand growth. Improved strategies for integrated land-use/transport planning</p>	Data generation on travel demand, especially along main transport corridors.	<p>Data quality</p> <p>Availability of simplified transport model applicable for Dushanbe</p>

<p>2.2 Management of road space to maximise social gain through traffic management schemes that give priority to public transport vehicles and provide improved financial stability</p>	<p>Trolley-bus system technical analysis completed and investment commitments in place for upgrades</p>	<p>Increased congestion, lack of control over private vehicle use, public transport modes slowed down</p>	<p>Reduced congestion, increased flow of public transport modes, reduced need for private vehicle purchases</p>	<p>Trolley-bus system technical analysis completed and investment commitments in place for upgrades</p>	<p>Adequate investment for system upgrades from government and private sector</p>
<p>2.2.1 System upgrades for trolley-bus lines</p>	<p>Car population exceeds 150,000 by 2020</p>	<p>Car population exceeds 150,000 by 2020</p>	<p>Car population remains below 50,000 by 2020</p>	<p>Development of dispatch centre</p>	<p>Feasibility of implementing exclusive public transport axes.</p>
<p>2.2.2 Implementation of exclusive public transport axes during peak hours, including the possible establishment of physically segregated bus lanes for trolley buses</p>	<p>Development of fare-collection study</p>	<p>Trolleybus lines at current level of maintenance</p>	<p>Increased trolleybuses, and trolleybus lines</p>	<p>Completion of fare-collection study</p>	<p>Political will to develop and implement rules to manage road space, including parking regulations</p>
<p>2.2.3 A public transport management and information centre to direct schedules and dispatch;</p>	<p>Implementation of fare-collection system</p>	<p>Poor revenue collection from public transport modes</p>	<p>Operating revenues nearly sufficient to meet costs by 2020</p>	<p>Implementation of fare-collection system</p>	<p>Political will to develop and implement rules to manage road space, including parking regulations</p>
<p>2.2.4 Introduction of a unified fare system and simplified fare collection for all public transport modes, with fares set to achieve financial equilibrium for the system as a whole without increasing the current average fare level</p>	<p>Receipt of targeted parking revenues from cars</p>	<p>Poor cost recovery of road use by private transport modes</p>	<p>Operating revenues nearly sufficient to meet costs by 2020</p>	<p>Implementation of fare-collection system</p>	<p>Political will to develop and implement rules to manage road space, including parking regulations</p>
<p>2.2.5 Introduction of priced parking for cars</p>					

<i>Outcomes</i>	<i>Indicator</i>	<i>Baseline</i>	<i>Target</i>	<i>Sources of Verification</i>	<i>Risks and Assumptions</i>
3. Integrated land use and urban transport planning at the metropolitan level 3.1 Working group on transport and land-use planning, with external consultations on transit corridor planning	Development of integrated land-use/transport plans, with mixed use, high-density zoning along major transport corridors			Review of planning documents	Commitment by urban planning agencies to work together Availability of expertise drawing on best-practices in integrated land-use/transport planning
4. Increased use of non-motorised modes, including bicycles 4.1 Feasibility study on the development of a bicycle manufacturing facility and sales and service network; 4.2 Pilot-testing of bicycle lanes along specified routes	Mode share	Virtually no change in biking and walking	Passenger mode share of bicycles gradually increases to 1% by 2020	Travel demand data Customer satisfaction surveys	Availability of low-cost bicycles
5. Institutional transformation of government, businesses and general public to embrace sustainable transport	Attitudinal changes towards public transport and evidence of increased civic pride	As public transport share remains modest and private transport are on the rise, institutional mechanisms are unable to cope with rising demand for access, clean environment and rising costs of imported fuel	Institutional change in government, business and general public with increasing efficiency of public transport and cleaner air, absence of congestion, leading Dushanbe to become a model for other cities in Central Asia	Increased frequency of positive references to public transport by civil society, business and media	Adequate involvement of stakeholders from the start Sufficient commitment to institutional and attitudinal reform

<p>5.1 Targeted packages of technical and institutional training relating to sustainable transport measures</p> <p>5.1.1 Training on enterprise development for trolleybus, bus and marshrutka operators, including despatch and revenue management.</p> <p>5.1.2 Training to improve maintenance and upgrades for trolleybus enterprise</p> <p>5.1.3 Regulatory development to promote sustainable transport</p>	<p>Completion of training programmes</p> <p>Formation of new rules consonant with sustainable transport goals</p>	<p>No new capacity development among transport managers and planners</p>	<p>Changes in institutional culture towards sustainability.</p> <p>Trained managers and transport planners to better manage system</p>	<p>Reviews of capacity by external consultants</p> <p>Customer satisfaction surveys</p>	<p>Availability of skilled trainers.</p> <p>Willingness to change institutional culture</p>
<p>5.2 Monitoring and evaluation</p>	<p>Successful execution of all elements of project</p>	<p>NA</p>		<p>Monitoring and evaluation plan</p>	<p>Implementation of monitoring and evaluation plan</p>

SECTION III: Total Budget and Workplan

Award ID:		00057057									
Award Title:		PIMS 3674 CC.MSP: Support to Sustainable Transport Management in Dushanbe									
Business Unit:		TJK10									
Project Title:		PIMS 3674 CC.MSP: Support to Sustainable Transport Management in Dushanbe									
Project ID: PIMS no. 3674		00070334									
Implementing Partner (Executing Agency)		Committee for Environmental Protection under the Government of the Republic of Tajikistan (through the Department for Environmental Protection of Dushanbe)									
GEF Outcome/Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	See budget note
Outcome 1 Lower emissions from vehicles in Dushanbe, with safety and health quality in mind	UNDP	62000	GEF	71200	International Consultants	15,000	15,000	8,000	6,500	44,500	1
				71300	Local Consultants	5,000	5,000	5000	5000	20,000	2
				71600	Travel	1,500	1,500	1,500	1,500	6,000	
				74500	Misc.	500	500	500	500	2,000	
				74200	Audio, video and print production costs		1,000	1,500	2,500		
Outcome 2				Total Outcome 1	22,000	22,000	16,000	15,000	75,000		
Increased use of public transport, particularly trolleybuses	UNDP	62000	GEF	71200	International Consultants	20,000	20,000	20000	20000	80,000	3
				71300	Local Consultants	15,000	12,000	12,000	12,000	51,000	4
				72100	Contractual services	30,000	30,000	30,000	30,000	120,000	5
				71600	Travel	7,000	7,000	5,000	4,000	23,000	6
				72200	Equipment	75,000	150,000	150,000	0	375,000	7
Outcome 3					2,000	3,000	3,000	3,000	11,000		
Integrated land use and urban transport planning at the metropolitan level	UNDP	12	UNDP	72200	Equipment	30,000	50,000	20,000		100,000	8
					Total Outcome 2	179,000	272,000	240,000	69,000	760,000	
				71200	International Consultants	5,000	5,000	5,000	3,000	18,000	9
				71300	Local Consultants	1,500	1,500	1,500	1,000	5,500	10
				72100	Contractual services		3,000	3,000		6,000	
					1,500	1,500	1,500	1,500	6,000		
					500	500	500	500	2,000		
					Equipment	1,000	1,500			2,500	
Outcome 4					Total Outcome 3	9,500	13,000	11,500	6,000	40,000	
Increased use of	UNDP	62000	GEF	71200	International Consultants	3,000	3,000	3,000	2,000	11,000	11
				71300	Local Consultants	1,500	1,500	1,500	1,500	6,000	12

non-motorised modes, including bicycles							71600	Travel	1,500	1,500	1,500	1,500	6,000
							74500	Misc.	2000	2000	2000	1000	7,000
Outcome 5	UNDP	62000	GEF					Total Outcome 4	8,000	8,000	8,000	6,000	30,000
Institutional transformation of government, business and general public to embrace sustainable transport							71200	International Consultants	3,000	3,000	8,000	7,000	21,000
							71300	Local Consultants	2,500	2,000	2,000	1,500	8,000
							71600	Travel	1,500	1,500	1,500	1,500	6,000
							72100	Contractual services	25000	20,000	20,000	0	70,000
							74200	Audio, video and print production costs	15,000	15,000	15,000	15,000	60,000
	UNDP	12	UNDP					Total Outcome 5	47,000	46,500	46,500	25,000	165,000
							71400	Project Manager	13,000	13,000	13,000	13,000	52,000
							71400	Project Assistant	7,800	7,800	7,800	7,800	31,200
							71600	Travel	1,700	1,700	1,700	1,700	6,800
PROJECT MANAGEMENT							72100	Contractual services (audit)	1,500	1,500	1,500	1,500	6,000
							72200	Equipment	1,000	500	500	500	2,000
							72500	Stationary	500	500	500	500	2,000
								Total Management	25,500	25,000	25,000	24,500	100,000
								PROJECT TOTAL	291,000	386,500	347,000	145,500	0

Summary of Funds:²

GEF (cash)		\$235,500	\$311,500	\$302,000	\$121,000	\$970,000
UNDP (cash)		\$55,500	\$75,000	\$45,000	\$24,500	\$200,000
Dushanbe City (in-kind)*		\$500,000	\$1,200,000	\$1,600,000	\$1,161,127	\$4,461,127
Concessionaire (in-kind) **		\$150,000	\$300,000	\$450,000	\$300,000	\$1,200,000
TOTAL		\$941,000	\$1,886,500	\$2,397,000	\$1,606,627	\$6,831,127

* Gov-nt co-financing comes from the Hukumat (Municipality of Dushanbe) in the form of in-kind contributions. The Hukumat will purchase 50 new trolley-buses for the project at an estimated cost of about USD 3.0 million. In addition they will make system upgrades for the trolley-bus lines estimated at around USD 400,000. They will also make in-kind contributions for all project components, including for setting-up public transport management and information centre to direct schedules and dispatch, design and introduction of unified fare system and simplified fare collection for public transport, project management and oversight, estimated at around USD 1,061,127.

**The project is expected to obtain private sector investments through a concession for a unified automated fare collection system selected through international bids.

² Summary table should include all financing of all kinds: GEF financing, cofinancing, cash, in-kind, etc.

Budget notes

- 1 *International Consultant (IC) on vehicle efficiency and fuel quality standards design*
- 2 *Local Consultant (LC) on vehicle efficiency and fuel quality standards design*
- 3 *IC for development of travel demand forecast, IC/Advisor on road space management and Chief Technical Advisor*
- 4 *LC on road space management, travel demand forecast and trolley-bus system upgrades*
- 5 *Contractual services: Scoping study on system upgrades for trolley-bus lines*
- 6 *Travel of international experts and study tour for local experts*
- 7 *Equipment (GEF) for public transport management and information centre to direct schedules and dispatch and for trolley bus system upgrades. This will include dispatch management systems, including Geo-positioning systems and data and voice communications between buses and a modernized dispatch centre.*
- 8 *Equipment (UNDP) for a unified fare collection system for all public transport modes*
- 9 *IC on integrated transport and land-use planning*
- 10 *LC on integrated transport and land-use planning*
- 11 *IC for development of feasibility study of a bicycle manufacturing facility and sales and service network around Dushanbe*
- 12 *LC for development of feasibility study of a bicycle manufacturing facility and sales and service network around Dushanbe*
- 13 *IC to design targeted technical and institutional training package on sustainable transport measures, IC for mid-term and final evaluation*
- 14 *LC – PR specialist, GHG emission monitoring expert, LC for mid-term and final evaluations*
- 15 *Contractual services: delivery of training packages to targeted groups*
- 16 *Educational materials for training, lessons learnt and promotional materials about the project*

SECTION IV: ADDITIONAL INFORMATION

PART I: Approved MSP PIF

Provided in a separate document

PART II: Organigram of the Project

See [Management Arrangements](#)

PART III: Terms of References for key project staff and main sub-contracts

III.A Consultants to be hired for the project

<i>Position Titles</i>	<i>\$/ person week</i>	<i>Estimated person weeks</i>	<i>Tasks to be performed</i>
For Project Management (UNDP)			
Project Manager	250	208	To manage overall project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and other project staff, coordination of project activities with relevant government institutions and regular consultations with other project stakeholders.
Project Assistant	250	208	To assist the Project Manager in administrative and financial management of the project.
For Technical Assistance (GEF)			
<i>Local</i>			
Local Consultants on vehicle efficiency and fuel quality standards design	500	40	To perform a baseline study of vehicle efficiency and fuel quality, review reports on tailpipe and fuel quality standards, testing methods and certification procedures and provide support to the international experts and other team members for developing appropriate standards
Local Consultants on integrated transport and land-use planning	500	11	To compile available information on land-use and transport planning and to provide data and analytical support to the international experts and other team members for developing integrated plans
Local specialists on travel demand forecast,	500	34	To conduct travel demand surveys for different modes and to provide data and analytical support to the international experts and other team members for preparing travel demand forecasts
Local specialists on road space management	500	34	To provide engineering data and assessment of vehicle use in major corridors for other team members and international experts
Local specialists on trolley bus system upgrades	500	34	To provide engineering data and assessment of trolley bus system upgrades for other team members and international experts
Local experts to support preparation of feasibility study of a bicycle manufacturing facility and sales and service network	500	12	To provide techno-economic assessment and develop a business plan for setting up a bicycle manufacturing facility and sales and service network in coordination with other team members and international experts
PR Specialist	500	8	Provide communications strategy and support to the team
Local GHG inventory report for transport sector	500	4	Develop an integrated assessment of road transport-related GHG emissions and assist other team members and international experts in this effort

Local experts for mid-term and final evaluation	500	4	To provide expert assistance to the international consultants on setting up evaluation benchmarks and conducting mid-term and final evaluation
<i>International</i>			
Chief Technical Advisor – Sustainable Transport Expert	3,500	12	To provide expert advisory services and technical assistance to the local experts in development of detailed designs for the pilot sustainable transport projects, development of proposals for an improvement of the policy, legal and regulatory framework for the development of sustainable transport, development of modules for capacity building and training measures on various aspects of sustainable transport development, design of delivery models and associated financing mechanisms for sustainable transport systems.
International Consultant Vehicle efficiency and fuel quality standards design	2,225	20	To review baseline study of vehicle efficiency and fuel quality, review reports on tailpipe and fuel quality standards, testing methods and certification procedures, and develop appropriate standards in conjunction with local consultants and other team members
International Consultant on integrated transport and land-use planning	3,000	6	To develop integrated transport and land-use analysis using available data and simplified models in conjunction with local consultants and other team members
IC for development of travel demand forecast,	2,500	8	To conduct travel demand surveys for different modes and to provide data and analytical support in conjunction with local consultants and other team members
IC/Advisor on road space management	3,000	6	To assess engineering data and vehicle use patterns in major corridors and develop strategies for road space management in conjunction with local consultants and other team members
International Consultant for development of feasibility study of a bicycle manufacturing facility and sales and service network around Dushanbe	2,500	4.4	To provide expert assistance for techno-economic assessment and developing a business plan for setting up a bicycle manufacturing facility and sales and service network in conjunction with local consultants and other team members
International consultant for mid-term evaluation	2,500	2	The main objective of the mid-term international evaluation team will be to determine progress being made towards the achievement of outcomes and will identify course correction to strengthen the chances for the delivery of the expected results. The team will test and confirm the key hypotheses underlying the project, reassess risks and assumptions, focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will

			present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term.
International consultant for final evaluation	2,500	2	The main task of the final evaluation team will be - in accordance with UNDP and GEF guidance - to focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The final evaluation should also provide recommendations for follow-up activities, and the report will feature management response to the issues raised.
International Consultant to design targeted technical and institutional training packages on sustainable transport measures	2,500	4.4	To develop training packages on enterprise development for trolleybus, bus and marshrutka operators, including despatch and revenue management, to trolleybus managers and staff on maintenance and upgrades for trolleybus enterprise, and to government officials on regulatory development to promote sustainable transport

III.B Terms of References for key project staff and main sub-contracts

Draft TOR for CTA

Post: Chief Technical Advisor (Part-time)

Duty Station: Dushanbe, with frequent travel to the project areas

Reports to: UNDP Focal Point on Energy and Environment and Government Focal Point

Background:

The project aims to reduce local and greenhouse gas emissions associated with the transport system in Dushanbe while improving access for all residents, through enhancing vehicle efficiency standards, setting appropriate fuel quality standards, improving the service quality of public transport, increasing opportunities for non-motorised modes such as walking and biking, and developing integrated land-use/transport plans to reduce demand for travel.

The project will be nationally executed in accordance with UNDP's NEX guidelines. The Department for Environmental Protection of Dushanbe will be the National Executing Agency (NEA). The NEA will be accountable to the Government of Tajikistan and the UNDP for the quality of project outcomes and the appropriate use of project resources, both when directly implementing project activities and when delegating others to do so.

Tasks:

To provide technical support to the National Project Manager (PM) a part-time Chief Technical Advisor (CTA) will be recruited. The task of the CTA will be to provide overall project advisory services and technical assistance to the National Project Manager (PM), the National Project Experts (NPE) and the other project consultants. In essence, the responsibility of the CTA is to ensure that the overall technical direction of the project is maintained and flexibly adapted to the meet the practical challenges faced during implementation.

At the critical initial stages of project implementation the inputs of the CTA in Tajikistan will be on a semi-permanent basis, but will be gradually reduced once technical directions are firmly established and project implementation capacity is place. Nonetheless the role of the CTA will remain critical throughout the project as he/she will continue to have inputs on key technical decisions at strategic moments in the project implementation through field missions and remote communication (email).

The CTA will work closely with the PM, the project National Project Experts (NPE's) and international consultants. Specifically his/her tasks include but are not limited to:

Project Organization and Management

- Work closely with the PM in coordinating and facilitating inputs of government agencies, partner organizations, scientific and research institutes, subcontractors, and national and international experts in a timely and effective manner;
- Provide guidance and assistance to the PM and the NPE's to ensure that the project activities conform to the approved project document;
- Assist the PM, during the initial 2 months of the project, in the preparation of an "inception report" which will more concretely elaborate the project Logical Framework Matrix and planned project activities, the 1st year Annual Workplan and Budget, TOR's for key project staff, and an M&E plan.

- Assist the PM and the NPE's in development of relevant TOR's and recruitment / mobilization of qualified national and international external experts and organizations as needed to provide specific consultancy and engineering services;
- In close cooperation with the PM, the NPE's, UNDP's Focal Point on Energy and Environment, and in consultation with the project partner organizations and stakeholders, prepare Annual Project Work Plans to be agreed upon by the Project Steering and Coordination Committee (PSC);
- Provide "on job" technical guidance and mentoring to the PM and NPE's in order to build their capacity to effectively implement the technical aspects of the project.
- Support the PM in reporting to the PSC on the progress of project implementation and achievement of project results in accordance with the project's logical framework matrix;
- Support the PM and the NPE's in project-related meetings, as required;
- Review reports of national and international consultants, project budget revisions, and administrative arrangements as required by UNDP/GEF procedures;
- Prepare and submit to UNDP mission reports describing activities and outcomes of the work of the CTA;
- In cooperation with the PM and the NPE develop a suitable project exit strategy during the third year of the project, and present it for approval to the PSC;

Monitoring and Evaluation

- Assist the PM in the development of a concrete Monitoring and Evaluation Plan at the outset of the project (within inception report).
- Support the PM in preparing project progress reports, information releases, as well as monitoring and review reports in accordance with UNDP/GEF monitoring and evaluation rules and procedures;
- Support the PM in the preparation and implementation of mid term and final Independent Evaluation Missions (TOR's, identification and recruitment of appropriate candidates, organization of missions, joint field missions and discussion with evaluators, etc).
- Accompany leading UNDP CO staff on their annual monitoring visits to project sites;

Expected Outputs:

The primary expected project outputs are described in the project's logical framework matrix and in the background section of this TOR (see above).

Specific key outputs of the work of the Chief Technical Advisor include:

- Inception report and individual Mission reports (including concrete reviews of ongoing project activities and guidance on improving effectiveness).
- Technical Reports to the PSC
- TOR's for key national and International Project technical staff, contractors, and Evaluation Missions.
- Annual Project Work Plans and Annual Project Review Reports (APR/PIR's)
- Technical guidance notes on the implementation of key components of the project.
- Reviews and finalization of demonstration project reports
- Overall Project Best Practices and Lessons Learned Report.
- Best Practices and Lessons Learned Dissemination Plan
- Project Exit Strategy

Qualification/Experience:

- Postgraduate or other advanced university degree in environmental management, sustainable land management, transport management or related fields.
- At least 10 years of demonstrated working experience in areas relevant for transport management.
- Prior knowledge and experience of the political, social and environmental factors and issues related to transport management in view of climate change mitigation in Central Asia, preferably in Tajikistan.
- Prior experience in the use of local level, participatory approaches to transport management.
- At least 5 years practical field experience in a similar professional role (i.e. CTA, manager or equivalent, of transport management project implementing practical activities in the field).
- Familiarity with the goals and procedures of international organizations, in particular those of the GEF and UNDP;
- Good interpersonal, facilitation and training skills; and
- Excellent skills in English language, knowledge of Russian and/or Tajik is an advantage.

Draft TOR

<u>Post:</u>	National Project Manager (Full-time)
<u>Duration:</u>	3 years
<u>Duty Station:</u>	Dushanbe
<u>Reports to:</u>	UNDP Focal Point on Energy and Environment and Government Focal Point

Background: The project aims to reduce local and greenhouse gas emissions associated with the transport system in Dushanbe while improving access for all residents, through enhancing vehicle efficiency standards, setting appropriate fuel quality standards, improving the service quality of public transport, increasing opportunities for non-motorised modes such as walking and biking, and developing integrated land-use/transport plans to reduce demand for travel.

The project will be nationally executed in accordance with UNDP's NEX guidelines. The Department for Environmental Protection of Dushanbe will be the National Executing Agency (NEA). The NEA will be accountable to the Government of Tajikistan and the UNDP for the quality of project outcomes and the appropriate use of project resources, both when directly implementing project activities and when delegating others to do so.

Tasks:

For the management of the project a National Project Manager (PM) will be recruited. The main task of the PM will be to lead a team of national and international staff towards the successful implementation of the project. The PM will have the overall responsibility for ensuring the Project and its staff functions effectively. The PM will be supported in his/her duties by the CTA (technical) and Deputy Project Manager (administrative).

The PM will work closely with the Chief Technical Advisor (CTA) to ensure the technical direction of the project is maintained and key outputs are achieved in a cost effective and timely manner. Specifically his/her tasks will include but are not limited to:

- Work closely with the CTA in coordinating and facilitating inputs of government agencies, partner organizations, scientific and research institutes, subcontractors, and national and international experts in a timely and effective manner;
- Develop (with assistance from the CTA) TOR's for the project staff and National Consultants (NC) to undertake analysis and activities of different aspects covered by the project.
- Take the lead in recruiting and mobilizing qualified national and international external experts and organizations as needed to provide specific consultancy and engineering services;
- Provide overall supervision and leadership to the project team.
- In close cooperation with the CTA, the NPE's, UNDP's Focal Point on Energy and Environment and in consultation with the project partner organizations and stakeholders, prepare Annual Project Work Plans to be agreed upon by the Project Steering and Coordination Committee (PSC);
- Play the lead role in representing the project and reporting to the PSC on the progress of project implementation and achievement of project results in accordance with the project's logical framework matrix, and report back to participating agencies and individuals on the Committee's comments, recommendations and concerns;
- Prepare project progress reports, information releases, as well as monitoring and review reports in accordance with UNDP/GEF monitoring and evaluation rules and procedures;

- Prepare project budget revisions and administrative arrangements as required by UNDP/GEF procedures;
- Ensure, through periodic coordination meetings and clear work planning, the effective execution of work by the project staff.
- Ensure that all financial and procurement procedures, in accordance with UNDP rules and regulations, are undertaken in an efficient and timely manner.
- Accompany leading UNDP CO staff on their annual monitoring visits to selected project sites;
- In cooperation with the CTA and the NPE's develop a suitable project exit strategy during the third year of the project and leading experts, and present it for approval to the PSC;
- Ensure that the Project M&E plan is implemented and in particular that the Independent Evaluation Missions are carried out in an effective manner.
- Ensure, with the assistance of the CTA, that all annual reporting requirements for both UNDP and GEF are fully met.
- Provide direct supervision and guidance to the DPM to ensure administration of the project is carried out effectively.

Expected Outputs:

The primary expected project outputs are described in the project's logical framework matrix and in the background section of this TOR (see above):

Further key outputs of the work of the National Project Manager include:

- Progress reports in accordance with UNDP/GEF requirements and regulations
- Reports to the PSC and UNDP Quarterly Implementation reports
- Annual Project Work Plans and Annual Project Review Reports (APR/PIR's)
- Project Exit Strategy

Qualification/Experience:

- Undergraduate or Advanced degree in the field of natural resources management, sustainable transportation or appropriate other administrative fields.
- At least 10 years of working experience in the area of environment sector development and/or sustainable transportation
- Good knowledge and understanding of Tajikistan's transportation, environment and development issues
- Demonstrated experience in capacity development initiatives in the country and/or region
- Knowledge of capacity development issues
- Good interpersonal, facilitation and training skills
- Fluency in Russian and English language; knowledge of Tajik is an advantage.

Draft TOR

<u>Post:</u>	Project Assistant
<u>Duration:</u>	12 months with possible extension (Three years)
<u>Duty Station:</u>	Dushanbe
<u>Reports to:</u>	National Project Manager

Description of duties

The Project Assistant (PA) is responsible to help in day-to-day management, coordination and supervision of the project implementation in accordance with UNDP rules and procedures. The PA will report to National Project Manager (NPM).

The incumbent's specific duties include:

Management:

- Assist in finalizing the detailed work plan for the project and have it approved by the NPM;
- Assist in developing work plans, briefs and concepts.
- Assist in finalizing the terms of reference, and handle the recruitment of national experts
- Assist in finalizing the terms of reference, identifying/contracting the subcontractors.
- Providing support to the work to be done by the national experts and contracted companies;
- Organizing the translation of the project related documents;
- Controlling the quality of the translation and print out;
- Preparing necessary requests for direct payments, recruitment and procurement.

Coordination:

- Organizing the work of the Project Steering Committee, including by:
 - Circulating the draft agenda and working papers in advance of each meeting;
 - Collecting views of the non-attending members of the Project Steering Committee on the agenda items, incorporating those views in the Meeting Records;
- Keeping records of the Project Steering Committee meetings, circulating those records among all members of the Project Steering Committee.

Communication:

- Maintaining the project correspondence;
- Disseminating public information materials on the project;
- Arranging an electronic debate forum for the exchange of views on the project related documents between involved interlocutors

Public information:

- Assisting in distribution, promotion and follow-up discussions around project related publications
- Organizing the launch of the publications
- Provide media briefing materials for the launch and follow-up events and responds to queries from the media

Qualifications

- University degree in natural resource management, economics or other relevant areas;
- Excellent command and drafting skills in English, Russian and Tajik
- At least two years of previous experience in working for international organizations in related fields

- Excellent knowledge of the computer
- High sense of responsibility, willingness to take initiative, excellent communication skills, leadership and team spirit are important assets;
- Affinity with the mandate and role of the United Nations

Annex 1 to Project Document: Approved CEO Endorsement Document

Provided as a separate document.

SIGNATURE PAGE

Country: Tajikistan

UNDAF Outcome(s)/Indicator(s):
(Link to UNDAF outcome., If no UNDAF, leave blank)

Overcoming mountains — Natural resources sustainably managed and fewer persons killed or affected by disasters

Expected Outcome(s)/Indicator (s):
(CP outcomes linked to the SRF/MYFF goal and service line)

same as in UNDAF

Expected Output(s)/Indicator(s):
(CP outcomes linked to the SRF/MYFF goal and service line)

Managing energy and environment for sustainable development

Implementing partner:
(designated institution/Executing agency)

Department for Environmental Protection of Dushanbe

Other Partners:

Ministry of Transport and Communications, Department for Environmental Protection under the Government of the Republic of Tajikistan, Dushanbegorpasstrans (the trolleybus agency), Tajikstandard (the Agency for Standardization, Metrology and Commodity Certification under the Government of the Republic of Tajikistan), and Architecture Department of Dushanbe

Programme Period: *September 2008- September 2011*
 Programme Component: *Overcoming Mountains*
 Project Title: *Support to Sustainable Transport Management in Dushanbe*
 PIMS number: 3674
 Project ID: 00070334, Award ID: 00057057
 Project Duration: 48 months
 Management Arrangement: National Execution

Total budget:	\$ 6,831,127
Allocated resources:	\$1,170,000
• GEF	\$970,000
• UNDP TRAC	\$200,000
In kind contributions	\$5,661,127
• Dushanbe Government	\$4,461,127
• Concessionaire (private sector)	\$1,200,000

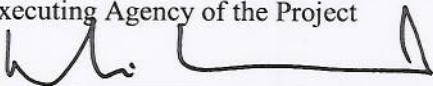
Agreed with:



Mr. A. Sheraliev, Deputy Chairman

Executive Body of State Authority for Dushanbe City

Executing Agency of the Project



1314110

United Nations Development Programme

Mr. Aastislav Urban sky, Country Director