



**Annex to Project Document of Communities Programme (signed on 14 November 2007)**

**United Nations Development Programme  
Country: Tajikistan  
Project Document**

**Project Title** Enhancing the Capacity of Support Unit of Water User Association within the Ministry of Land Reclamation and Water Management of Tajikistan

**UNDAF Outcome(s):** UNDAF Outcome 5: Increased agricultural productivity, food security, and economic opportunities, especially for women and vulnerable groups

**Expected CP Outcome(s):** Outcome 1: Rural communities, including the most marginalized, have greater access to rural finance, infrastructure and employment.  
*(Those linked to the project and extracted from the CPAP)*

**Expected Output(s):** UNDP CP Output 5.1.3 Experience at the grassroots level used to influence policy and law-making at the central level in a 'virtuous cycle'.  
*(Those that will result from the project and extracted from the CPAP)*

**Implementing Partner:** Indicator 2: Number of households with renewed access to potable water and irrigated arable land.  
UNDP Communities Programme jointly with Ministry of Land Reclamation and Water Management of Republic of Tajikistan

**Responsible Parties:** UNDP Tajikistan, Ministry of Land Reclamation and Water Management, UNDP Communities Programme

|                                   |                       |
|-----------------------------------|-----------------------|
| Programme Period:                 | 6 months              |
| Key Result Area (Strategic Plan): | -                     |
| Atlas Award ID:                   | 00014911              |
| Start date:                       | 01/07/2008            |
| End Date                          | 31/12/2008            |
| PAC Meeting Date                  | <u>02 August 2007</u> |
| Management Arrangements           | DIM                   |

|                            |            |
|----------------------------|------------|
| 2008 AWP budget:           | 30,000 USD |
| Total resources required   | 30,000 USD |
| Total allocated resources: | 30,000 USD |
| • Regular                  | 30,000 USD |
| • Other:                   |            |
| o Donor                    | -          |
| o Donor                    | -          |
| o Donor                    | -          |
| o Government               | -          |
| Unfunded budget:           | -          |
| In-kind Contributions      | UNDP       |

### Brief Description

The overall objective of the project is to enhance the capacity of the Support Units for Water Users' Associations under the Ministry of Land Reclamation and Water Management of the Republic of Tajikistan through training and the provision of necessary equipment.

### Background

Comprising quarter of the GDP of the country, agriculture plays a vital role in supporting livelihoods, and has often become the only means of survival for rural residents since independence. However, agricultural productivity continues to be very low due to deterioration and the inefficient and unsustainable operation of the irrigation system.

Most arable lands are irrigated, some of which are irrigated mechanically. However, electricity charges for irrigation remain artificially low and agricultural production continues to be inefficient. Private rural households own a small part of arable land and produce over half of the total agricultural output. In addition, most rural irrigation systems lack proper ownership and are not appropriately maintained, further hindering agricultural production.

Tajikistan reformed the agricultural sector, and as a result, small- and medium-sized dehqan farms were organized instead of the larger entities, like kolkhozes and sovkhozes. After the reform, the management of irrigation systems moved was handed over from large farming entities to the users themselves. However, users lack experience and capacity to effectively manage the irrigation infrastructure, which has amplified the problem in the agriculture sector. As demonstrated in other countries, bringing users together to form larger entities and at the same time building their capacity to operate irrigation systems has proven to deliver positive results.

According to the Ministry of Land Reclamation and Water Management (MLRWM), Tajikistan currently has 155 established and registered Water User Associations (WUAs) which cover 187,000 sq. km of arable land. These associations have been established through the assistance of various international organizations. The sustainability of the irrigation systems is the primary objective for both the Ministry and WUAs. However, WUAs are underdeveloped and characterized by a lack of support, low awareness among its members, and weak capacity which impede their ability to effectively operate or invest in the rehabilitation of the systems. Therefore, there is a strong need to provide support and to enhance the capacity of WUAs on effective management, rationale use of irrigation water and proper system operation.

Within the framework of the projects funded by the World Bank and Asian Development Bank (ADB), attempts to establish Support Units under the Ministry of Land Reclamation and Water Management have been made, yet not supported. This project will enhance the capacity of the support units under the ministry in order to have a multiplication effect and provide support to at least 50 WUAs in Khatlon, Soughd and districts of republican subordination.

The sub-project will be implemented through 2 interrelated activities, which will improve the capacity of 3 Support Units and disseminate publications related to improving the operation and sustainability of WUAs, and provide training for representatives of WUAs. It is envisaged that the project will facilitate the improvement of the facilities of the Support Units in Dushanbe at the central level and in Khujand and Kurgan-Tyube, the main contributors to the agriculture sector.

### Planned activities:

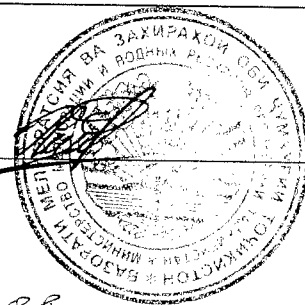
1. Provision of training equipment for Support Units
2. Publication of training materials and conducting of trainings for WUA members

### Expected results:

- 3 fully operational and equipped Support Units under Ministry of Land Reclamation and Water Management in Dushanbe, Kurgan-Tyube and Khujand;
- At least 50 WUAs increased awareness on effective operation of WUAs
- At least 500 representatives of WUAs in 3 regions received training on the operation of WUAs;

Agreed by Ministry of Land Reclamation and Water Management.

Agreed by UNDP:



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30.07.08

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# I. ANNUAL WORK PLAN

Year: 2009

| EXPECTED OUTPUTS<br><i>And baseline, associated indicators and annual targets</i>   | PLANNED ACTIVITIES<br><i>List activity results and associated actions</i>  | TIMEFRAME |    |    |    | RESPONSIBLE PARTY          | PLANNED BUDGET    |  |
|---|--|-----------|----|----|----|----------------------------|-------------------|--|
|   |  | Q1        | Q2 | Q3 | Q4 |                            | Funding Source    | Budget Description   |
| <p><b>Output:</b> Enhancing the capacity of Support Unit for Water Users' Associations</p> <p><b>Baseline:</b></p> <ol style="list-style-type: none"> <li>1) Lack of support for WUAs</li> <li>2) Lack of working conditions in support units;</li> <li>3) Low awareness of WUA members on operations;</li> <li>4) Few representatives of WUAs are aware about effective operation of WUAs;</li> <li>5) Weak capacity of WUA members to operate the WUAs;</li> <li>6) Few WUAs are able to operate efficiently</li> </ol> | <p>1. Provision of the training equipment for Support Units</p> <p>Actions:</p> <ol style="list-style-type: none"> <li>1. Procurement of office equipment</li> <li>2. Procurement of office furniture</li> <li>3. Procurement of technical equipment for WUAs</li> </ol> |           |    | X  |    | UNDP Communities Programme | UNDP Core funding | 72200:<br>Equipment and furniture<br><br>1. \$ 4,000<br>2. \$ 2,000<br>3. \$ 9,000 |

|   |  |          |   |                          |   |   |                         |
|---|--|----------|---|--------------------------|---|---|-------------------------|
| <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1) # of support units equipped with office equipment;</li> <li>2) # of support units delivered with office furniture;</li> <li>3) # of publication materials published;</li> <li>4) # of representatives who increased awareness on operation of WUAs;</li> <li>5) # of trainings conducted;</li> <li>6) # of beneficiaries from WUAs receiving trainings</li> </ol> <p><b>Targets:</b></p> <ol style="list-style-type: none"> <li>1) 3 support units are equipped with 6 sets of computers</li> <li>2) 3 support units equipped with necessary furniture;</li> <li>3) 50 sets of materials on 3 topics published and disseminated;</li> <li>4) At least 500 representatives of WUA raised their awareness on operation of WUAs;</li> <li>5) 3 sets of trainings in each target area (Dushanbe, Kurgan-Tyube and Khujand) conducted;</li> <li>6) at least 500 representatives of WUAs are trained trainings;</li> </ol> <p><b>Related CP outcome:</b> Rural communities, including the most marginalized, have greater access to rural finance, infrastructure and employment.</p> <p><b>TOTAL</b></p> | <p>2. Publication of training materials and conducting trainings for WUA members</p> <p><b>Actions:</b></p> <ol style="list-style-type: none"> <li>1. Preparation of materials for dissemination</li> <li>2. Publication of materials</li> <li>3. Conducting of trainings in Dushanbe, Khujand and Kurgan-Tyube</li> </ol> | <p>X</p> | <p>UNDP Communities Programme, Support Unit under Ministry of Land reclamation and Water Management</p> | <p>UNDP Core funding</p> | <p>74210: Printing and Publications<br/>72100: Contractual Services - Companies</p> | <ol style="list-style-type: none"> <li>1. \$ 1,500</li> <li>2. \$ 9,000</li> <li>3. \$ 4,500</li> </ol> | <p><b>\$ 30,000</b></p> |
|---|--|----------|---|--------------------------|---|---|-------------------------|

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## II. MANAGEMENT ARRANGEMENTS

To ensure UNDP's accountability for programming activities and results and the use of resources, while fostering national ownership, appropriate management arrangements and oversight of UNDP programming activities need to be established at project level.

Establishing an effective project management structure is crucial for its success. Every project has a need for direction, management, control and communication, using a structure that differs from line management. As a project is normally cross functional and involves partnership, its structure needs to be more flexible, and is likely to require a broad base of skills for a specific period of time. The UNDP Project Management structure consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the project.

In recognition of the special development situation of Tajikistan and the limited capacity of local authorities to execute the project, it was agreed that the project will be directly executed in accordance with Direct Implementation Modality (DIM) guidelines under the umbrella of UNDP's Communities Programme (CP) in close collaboration with the Government. This arrangement will ensure effective project delivery, with the overall responsibility for the management of the project resting with the CP. For this purpose the CP will adapt its structures as required and establish effective, efficient and transparent project administration procedures and operation systems.

The project will work through the existing structure of UNDP CP's head office in Dushanbe. The Programme Manager of the CP will have overall oversight and responsibility for ensuring the effective implementation of the proposed project. As well, UNDP CP's existing Project Board will provide strategic project activity management to ensure achievement of results on the primary outputs.

The project will follow transparent project administration and operating procedures of UNDP and will strive for the best value for money. UNDP Communities Programme will be responsible for the day-to-day management and for overseeing the work of the consulting company and contracted experts.

### III. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

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

UNDP CP will be responsible for monitoring both the substantive implementation of project activities as outlined in this document as well as budgetary reports. UNDP CP will work closely with the donor and the Government of Tajikistan to ensure joint coordination and support of the project. A monitoring and evaluation (M&E) plan will be developed based on the objectives, indicators and targets mentioned in the project resource and results framework and will be shared with the stakeholders. An evaluation of project activities will take place according to UNDP requirements.

#### Quality Management for Project Activity Results

|  |  |   |
|--|--|---|
| <b>OUTPUT:</b> Enhancing the capacity of Support Unit of Water User Association within the Ministry of Land Reclamation and Water Management of Tajikistan |  |   |
| <b>Activity Result 1<br/>(Atlas Activity ID)</b>   | Provision of the training equipment for Support Units  | Start Date: 01/07/2008<br>End Date:31/12/2008   |
| <b>Purpose</b>   | To enhance the capacity of 3 support units in Dushanbe, Kurgan-Tyube and Khujand   |   |
| <b>Description</b>   | Capacity of 3 support units in Dushanbe, Kurgan-Tyube and Khujand will be built through provision of office equipment, office furniture and other supporting items |   |
| <b>Quality Criteria</b><br><i>how/with what indicators the quality of the activity result will be measured?</i>  | <b>Quality Method</b><br><i>Means of verification. What method will be used to determine if quality criteria has been met?</i>                                     | <b>Date of Assessment</b><br><i>When will the assessment of quality be performed?</i> |
| 1)# of support units equipped  | Monitoring reports   | Quarterly   |
| 2) # of equipment and furniture  | Progress and monitoring report, pictures   | Quarterly   |

|  |   |   |
|--|---|---|
| <b>Activity Result 2<br/>(Atlas Activity ID)</b> | Publication of training materials and conducting trainings for WUA members  | Start Date: 01/07/2008<br>End Date:31/12/2008 |
| <b>Purpose</b>                                   | Awareness raising and enhancing the capacity of representatives of Water User Associations on operation   |   |
| <b>Description</b>                               | The publication on 3 thematic areas will be developed for raising the awareness of representatives of 50 WUAs on establishing, registration, budgeting and accounting in WUAs and Capacity of 50 WUAs in Dushanbe, Kurgan-Tyube and Khujand will be built through provision of trainings on efficient operation, accounting, budgeting will be built. |   |

| <b>Quality Criteria</b><br><i>how/with what indicators the quality of the activity result will be measured?</i> | <b>Quality Method</b><br><i>Means of verification. What method will be used to determine if quality criteria has been met?</i> | <b>Date of Assessment</b><br><i>When will the assessment of quality be performed?</i> |
|---|--|---|
| 1) # of publication materials published   | Monitoring reports   | Quarterly   |
| 2) # of representatives raised their awareness on operation of WUAs   | Progress and monitoring report, pictures   | Quarterly   |
| 3) # of trainings conducted for # of beneficiaries  | Progress and monitoring report, pictures   | Quarterly   |
| 4) # of beneficiaries from WUAs got trainings   | Progress and monitoring report, pictures   | Quarterly   |

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#### **IV. LEGAL CONTEXT**

This document together with the CPAP and CP Project Document signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

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

The implementing partner shall:

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

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

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

**ANNEXES**  
**ANNEX I RISK LOG**

|  |  |           |                 |
|--|--|-----------|-----------------|
| Project Title: Enhancing the capacity of Support Unit of Water User Association within the Ministry of Land Reclamation and Water Management of Tajikistan |  | Award ID: | Date: July 2008 |
|--|--|-----------|-----------------|

| # | Description                                    | Date Identified | Type                                     | Impact & Probability  | Countermeasures / response  | Owner          | Submitted, updated by | Last Update | Status |
|---|--|-----------------|--|---|---|----------------|-----------------------|-------------|--------|
| 1 | Change in the Support Units management         | July 2008       | Organizational<br>Political<br>Strategic | The occurrence of the risk would limit dramatically the impact of the project. If the risk occurs, the project will fail to achieve its results<br>P=3<br>I=5 | During the proposal drafting phase the political situation would be thoroughly assessed and contingency plan ensured. | Mubin Rustamov | Mubin Rustamov        | July 2008   |        |
| 2 | High inflation                                 | July 2008       | Financial                                | The occurrence of the risk will force the downscaling of the activities<br>P=3<br>I=3   | Slight over-budgeting of key activities to ensure a contingency provision   | Mubin Rustamov | Mubin Rustamov        | July 2008   |        |
| 3 | Local authorities are not willing to cooperate | July 2008       | Political                                | The occurrence of this risk will force the redefining the project<br>P=2<br>I=5   | Negotiation with local authorities  | Mubin Rustamov | Mubin Rustamov        | July 2008   |        |