

Outlines of Tajikistan Water Sector Strategy Paper

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Context description:

Tajikistan is considered to have the worse access to water and sanitation in CIS, with serious negative impacts on public health. Only 59% of the population has access to safe drinking water. This rate drops to 47% for rural population. In some big towns such as Dushanbe, untreated river water flows directly to consumers through a non hermetic, unsafe from further pollution, distribution network.

Throughout the main studies of the past 10 years on its Water Sector, Tajikistan is rightly described as a water rich country (the 3rd in the world by volume of water) but still an energy poor one, despite its reach energy potential (8th in the world); the country faces energy shortages, specially in winter, and cumulates a huge foreign energy debt (more than 51mus\$ in 2004);

Obviously, Tajikistan does not make the best use of its Water-Energy potential at the moment. It faces the challenges of increased demand for irrigation, for hydroelectricity and for drinking water while resource quality declines and environmental concerns increase; Land slides and floods are also frequent and worsen by climate changes and by local geomorphologic and ecologic conditions;

The main reasons often recalled by observers to explain this paradox and the poor performances of Tajikistan water sector are related to the mismanagement of water resources, lands and environment, the poor maintenance of collapsing infrastructure, the lack of financing and private sector involvement, the poor strategic planning and weak institutional framework, inadequate tariffs and pricing systems for electricity and for water, the lack of regional cooperation, as well as poor collection and management of information;

The Water Code and the "Concept on Rational Use and Protection of Water" were adopted respectively in 2000 and 2001; they are the fundamental documents of Tajikistan Water policy. According to most of the recent studies, they need to be updated after five years of ground experience and the progress made in international debate on integrated water resources management.

The capacity of the state institutions is also considered to be limited and should be strengthened in water legislation, policy and strategies, in planning and implementation of broad sector-wide programmes as well as in operating and maintaining infrastructure;

There is a need for improved coordination amongst the many states administrative and technical bodies intervening in the water sector, as well as for the Civil Society and the government's International Financial and technical partners and NGOs;

According to many political and economical observers of Tajikistan's recent development, *there is now a need to make transition toward sustainable, growth oriented and poverty alleviating water strategy, in parallel to the 10 years effort of humanitarian assistance and community development in order to start promoting the country's growth through more direct economic aid and investment.* This seems to be more in accordance with the growth rate hypothesis retained by the MDG needs assessment for the next 10 years (an average of 5 – 7% net growth per year). These growth rates can hardly be obtained without any breaking reforms in water and sanitation and other water related sectors, such as irrigated agriculture and hydro-energy.

The Government has demonstrated, through its recent initiatives that it is willing to play a leading role in international debate on water issues. Nevertheless, this active contribution to the world global water debate must be sustained by strong and convincing reforms in national water governance and by innovative and constructive steps forward in regional and sub regional water-energy issues.

The water strategy paper preparation, recommended by all the recent studies in the water sector and by the Johannesburg World Forum on Sustainable Development, is therefore an opportunity to identify and plan these reforms. It should also consolidate the lessons learned in the multitude of pilot experimentations at the local, rural levels within the numerous water projects and programs of the past ten years.

Recent studies' recommendations and commitments:

The IFAS-GEF 2003 project A1 component was aimed to the development of national and regional strategies on the rational use of the water resources in the region, taking in account the economic, ecological and social challenges. The report of Tajikistan National Working Group for this project defined broad national policy and strategic guidance as follow:

- A.** Agriculture and Irrigational water supply
 - Rehabilitation of the existing infrastructure of water facilities,
 - Introduction of new technologies and cost effective techniques,

- B.** Other Water supply issues and the qualities of water were considered by the National Working group to be of secondary importance compared to irrigation. The Working Group indicated that they should be addressed only at national level,

- C.** At regional level, water supply issues and the qualities of water should be based on cost sharing between neighboring states of Central Asia and with international assistance

D. In the field of hydro-electricity:

- Financial improvement of the energy sector;
- Rehabilitation of all infrastructure;
- Increase of the efficiency of the use of energy;
- Development of new power plants, and access to the regional and world markets;
- Country energetic independence must be ensured through the construction of a south-north transmission line.

The National Working Group of the IFAS-GEF study recognizes that the only way for the country to finance its water-energy projects would be to attract more investments in the energy sector and improve its management to generate some "self financing capacity" and to undertake sound reforms in order to maintain existing support from international aid organizations for water management.

The regional debate on water issues is still dominated by hydropower-irrigation trade-offs, in order to meet the increasing energy needs during winter months in upstream countries on one hand, and the need for irrigation water in summer and negative impacts of flooding during winter months in downstream states on the other hand. According to UNDP/RBEC recent study, "*regional Water governance issues are often determined by the prevailing political situation and directly linked to conflict risks and security aspects. This is said to have direct implications on the population in transboundary river basins, and in particular on vulnerable groups or individuals. Furthermore, periodic heavy flooding as well as occasional droughts poses severe threats to human and economic security in many Central Asian countries including in Tajikistan, with a trend towards an increasing pattern due to human activities (deforestation, canalization, etc.) and effects of climate change*".

As many of the participant countries to the Johannesburg World Summit on Sustainable Development (WSSD), Tajikistan has committed himself to apply the principles of IWRM (integrated Water Resources Management), and to establish national IWRM and Water Efficiency Plans by the end of 2005.

In 2004, UNECE in close coordination with UNDP CO conducted the Environmental Performance Review for Tajikistan to assess the effectiveness of national efforts to manage environment and provide relevant recommendations on how to improve environmental management policies and integrate them into sectoral strategies. According to the report of this review, the National Concept on the Rational Use of Water Resources, the government main policy document for the water sector, has to be reviewed, its recommendations updated, specified and prioritized through a sectoral strategy, "*worked out through both a top down and bottom up approach, as needs should be inventoried from field level, taking into account national strategic priorities*".

Specific recommendations were made in the report for the government to:

- improve the institutional framework, capacity of government actors of the water sector as well as coordination amongst them;
- improve the water code by incorporating the integrated basin-wide management approach, combining water, land, energy management with all stakeholders involvement;
- reinforce decentralisation of both decision-making and financing;
- draw up an inventory of existing water infrastructure, their status, rehabilitation needs and priorities;

Few of these recommendations have been incorporated in a new project of water code with the support from the World Bank. They concern the Water Users Associations and the shift to Basin-wide management. The new versions have still to be discussed, modified and adopted by the parliament.

At the recent launching meeting of the Russian version of the report in Dushanbe on September 19, 2005, its authors (UNECE, UNDP and the National Working Group) indicated that its 55 recommendations have been adopted at the common meeting of UNECE and the Government of Tajikistan, in Geneva, on October 2004, where the Government committed himself to implement them.

In May-June 2005 UNDP and the Government of Tajikistan have organized the International Conference on Regional Cooperation in Transboundary river Basins which recommended, among other things, to the Governments to define and apply national strategies in compliance with good governance, decentralisation, integrated management and sustainability principles, and allowing to strengthen sub regional and regional cooperation.

The Millennium Development Goals' needs assessment report for Tajikistan, released also in June 2005 emphasizes on the MDG7: Promoting sustainable environment and improving water and sanitation services and its implications with MDGs 4, 5, 6. The report indicates that the country is unlikely to meet the set goals without significant improvements in Water and Sanitation sector. According to a Ministry of Health report in 2004, out of 699 centralized water supply systems throughout the country 113 were not working and 358 did not meet sanitary standards; most of the schools and health structures lacked safe water, mainly in rural area. The MDG team recommends to:

In the short terms,

- Create and develop water users associations;
- Reconstruct deep hand pumps and install deep water wells;
- Chemical treatment of water and source protection against pollution

And in medium term to,

- train and retrain Water Users Associations' personnel,
- increase public awareness on health and sanitation,
- rehabilitate urban and rural system,
- reforms to create independent water suppliers and regulators,
- Improve water saving measures, introduce meters, and promote private financing.

These recommendations will be incorporated in the national development strategy through the MDG-based PRS, focusing on MDGs needs assessments, its analysis of policy options and choices, and capacity development, which the President of the Republic recently promised to use as a basis for National Budget preparation processes; he also decided to establish, together with donors, a monitoring and evaluation system for the development and implementation of the national development strategy.

The above mentioned studies constitute a strong and reliable basis for the Strategy Paper preparation, as they tell us exactly "*where we stand now*", fully describe the current conditions, challenges and make thorough recommendations to improve the water resources management and promote the country's sustainable development.

The water related MDGs set the time bound goals and targets for the national water strategy i.e. "*where we want to go by year 2015*"; the needs assessments report defines some priorities and makes relevant recommendations *focused mainly on water and sanitation in urban and rural areas*. The screening process described below allowed us to enlarge, to some extent, the discussions to stakeholders in the water sector, in order to ensure the catalytic replication and upscaling of locally proven good practices in effective water governance.

The next steps (working group and national consultants) should complete this process by clarifying the targets and goals and make them context specific. By *describing in more details, based on specific sub sectors and geographical locations, the current situation of the water and sanitation sector* and forecast scenarios of the more likely future circumstances if no further action is taken to move away from the identified risks.

They should propose relevant solutions in a final Draft Water Strategy Paper, which is expected to justify, describe and clarify the ways and specific actions to be taken toward the necessary changes, how to perform them and how to monitor the all progress during the time left before the deadline of year 2015 in order to reach the set goals. Particularly "*to halve the number of people with no access to safe drinking water and sanitation by year 2015*", *which means for Tajikistan to extend access to safe water and sanitation to additional 25% of its population by 2015, i.e. roughly 3 million people (with 70% of them living in rural area), while making sure that the existing water supply systems are working properly, on a sustainable basis*. The cost for this target was estimated by the MDG needs report to be us\$ 998 million, including us\$ 598 million for rehabilitation of urban water systems, and us\$73.9 million for rural water systems.

Main findings of the screening and scoping discussions:

The screening and scoping process took place in August and September 2005. Meetings and extensive discussions regarding water sector strategy and priorities were organized by the Water and Environment Adviser of UNDP CO at multiple levels, from ministerial officials to a number of NGOs, donors' representatives, national governmental bodies and water users. The meetings have focused on ensuring that field level aspirations are incorporated into the priorities of future national Water Strategy, and that the policies,

laws, and programs retained at the end of the study will provide benefits to appropriate target groups and development sectors in accordance with the scenario range describe in the MDGs needs assessment report.

Moreover, the discussions with government and non government actors revealed that many innovations to the water code and the institutional framework are made at the local level, within individual programs and projects (by ADB, WB, UNDP, USAID, SDC) to address issues of national importance, such as ownership, management of both water and infrastructures, water saving techniques and regulations, they should be brought up in a bottom up process and incorporated in the new strategy. These discussions should continue during the next steps of the study to keep all the stakeholders involved and to strengthen the coordination among them during the implementation of the strategy.

The Government commitment to strong and breaking reforms in the water sector was recalled during the discussions, as well as the support from the Ministry of Water Resources and Irrigation and the quality of the individual contributions from many of the government's bodies such as: Vadocanal, IFAS, National Centre in support to privatization, NPO Hydro-technical Institute, GPU "Tajcelskovodoprovostoi", the Ministry of Energy.

This commitment of the Government was demonstrated also by its agreement to start implementing the recommendations made by International Financial Institutions like ADB and WB, through pilot institutional arrangements within individual projects, to assess them and to replicate them in the future throughout the country. Despite the general opinion of these institutions that some of these arrangements may frighten the powerful cotton farmers and may push them out of the process of sectoral reforms, the new strategy paper should assess and incorporate at least part of the locally tested improvements.

Some of the main findings during this screening process are as follow:

- The water legislation is complex. The Code and the Concept for Rational Use of Water Resources require for their application at least 30 subsequent acts to be approved by the government. Since they issuance five years ago, less than 10 of these acts have been adopted and are partially applied. Most of them refer to irrigational water sub sector; some others adopted by the Government are still waiting to be approved by the parliament; many acts have still to be drafted.
- Since the collapse of the soviet water management system through the collective farms, these middlemen have disappeared and there is no more technical link between the Central Government Structures and the local end users of water.
- There are some experiences on how to fill these gaps of ownership and assistance in water and infrastructure management by creating WUA. But the legal and institutional basis has still to be assessed, improved, and extended to drinking water sub sector. The sustainability of these structures has to be improved as well.
- There is no regulation and coordination structure to deal with the conflicting requirements from different water users and use sectors like Agriculture and

Energy. Many Government bodies deal with water sector but none of them has the full responsibility and/or capacity to enforce a unique strategic vision for the sector;

- There is a need to shift to the integrated basin-wide management principle (Integrated watershed management) to address the down stream – up stream conflicts; to take in account the inter-linkages, such as water and land, water and agriculture, water and energy, health and water which affect water management.
- The Code and the Concept of rational Use of Water Resources recommend the volumetric control and pricing of water but no metering system and equipments were introduced;
- The Government is both the supplier of water and the regulator of the sector; The existing contracts are generally based on the quantity of water to be supplied with no requirements defined for the schedule and quality of the water to be delivered;
- The tariffs of the water are the same be it pumped water or supply by gravity from rivers or springs;
- The overall public investment in the sector has represented less than 6 % of projected needs during the period 1992-2000,
- The losses represent 50-60% in drinking water supply systems which have 40-70 years old,
- The constant demand for drinking water even during the winter prevents the government and farmers to empty the Irrigation and Drainage canals for maintenance before the next agricultural campaign, since these canals are, most of the time, the only source for drinking water supply in rural areas;
- The ownership is not defined most of the time. This fact constitutes a strong drawback for investment promotion and sound management of infrastructure; it causes also additional difficulties for the preparation of water projects for all agencies and donor organizations in Tajikistan.
- The power / energy cost for water pumping is not recovered (low tariffs and poor recovery) which affects strongly the sustainability of both the agricultural and energy sectors.
- The Government struggle to keep its ambitious investment plan for building new hydropower plants and maintaining the existing ones. This plan is hampered by low tariffs and poor cost recovery, the weakness of internal and regional markets and purchasing power, gloomy perspectives for regional cooperation, and non-attractive investment environment.

New Strategy outlines:

In addition to the priorities and main concerns highlighted above, general principles of water sector strategic planning should be borne in mind while drafting the water sector-wide strategy paper.

Water management, water supplies infrastructure as well as capacity building need to be planned on a long-term basis. The continued effectiveness and relevance of any arrangements cannot be taken for granted forever. The needs, the requirements of consumers as well as the global conditions change gradually over time.

Local conditions and inter-linkages are also very important for water management, particularly in Tajikistan where drinking water supply in rural area cannot be separated from irrigation and from the major impact of cotton production on rural life and poverty. Tajikistan will hardly realize his ambitious water-energy plan without any improvement of regional cooperation and the access to regional market. Therefore it is important that the water sector strategy incorporate the wise commitments made by the government on these issues, at different meetings as recalled above.

The definition of the roles of different actors and their coordination is another complex issue to deal with while defining the water sector strategy.

The legal, regulatory and institutional framework:

- Should differ significantly from the centralised, nationalised system which existed before 1991, commonly referred to as “Soviet Era Legacies”
- Should provide for greater flexibility, transparency and clear division of roles within which the requirements of sustainable development can be addressed more efficiently at all levels, including through decentralized local structures,
- The Government must ensure the adequacy of a legal and policy framework within which the water companies (public and private) and regulators operate, including making sure that arrangements for long-term planning of water resources and supply are operating satisfactorily
- Autonomous (independent?) water sector regulator(s) should be established to make sure the Government and the statutory water undertakers work together, as appropriate, at national, regional and local levels to ensure that wholesome, efficient and well-managed water supplies are continuously available to consumers under regulators’ arbitration;
- Further refinements of the framework should be possible, based on proposals from the regulators (through periodic publications of their consultation papers) as well as refinements or extensions of their own powers and those of consumers;
- The shift toward basin-wide management must be done step by step, starting with the review of relevant articles of the existing laws and regulations (water code), the new definition of suitable (*hydro-geographical*) boundaries, review of the institutional framework as well as the roles and structure of the administrative and technical bodies of the water sector.
- Provisions should be made in the new regulation for the Water Users’ Associations in both Irrigation & Drinking Water Sectors; Specific decentralized administrative and technical bodies should be defined to assist and control them in order to ensure their sustainability and regular functioning, taking other the now missing collective farms,
- Specific approaches and well trained, decentralized institutional structures should be defined for Rural Water Supply and Urban Water Supply sectors.
- Public participation, mainly the participation of local communities and women must be ensured through free associations and free elected representatives based on existing experiences at local level in individual programs (UNDP, ADB, WB, SDC, AKGN, NGOs).

- The costs of achieving the protection of the environment should be met by the polluter of the water and must include the cost for collecting, treating and taking away the liquid waste,
- Pricing should be defined as to make sure that individual customers or categories of customers meet the true and/or equitable cost of providing the water they use, and as to prompt them to limit leakages from the distribution system and on consumers' own premises,
- Pricing must allow the access to safe water and sanitation for poor and vulnerable population,

The institutional framework should be designed to meet the following needs and requirements through nation-wide or decentralized, public or private structures:

- Need for detailed assessments of how water is used by households, industries and farmers in their specific supply areas in order to better forecast overall demand for water and plan supply in the longer term,
- Take in account regional and local variations of water availability versus demand in a supply area within these trends, and uncertainties revealed in past trends for every category of users, monitor demand and water saving measures,
- Data should be made publicly available and transparent to all stakeholders,
- Water pricing and accurate recovery should encourage all customers to maximise economic and beneficial use of existing water resources in order to reduce the need for new resources development, which always means new costs,
- Reduction of leakage and other wastage from distribution network of water supply systems; and Promotion of efficient water use by consumers through learning and awareness programs;
- The Government use as much as possible the best Practices programmes and other techniques successfully tested in other sectors, if any (for example in environmental management and energy efficiency policies);
- The gradual extension of metering in combination with the development of more sophisticated tariff structures (discriminated?) as an essential tool for managing demand for water, ensuring sustainable water usage against the background resource management, and moderating growing use of water for purposes other than drinking and essential hygiene, mainly in urban areas,
- In rural areas, the introduction of metering must be selective, and voluntary in respect of the community managed WSS, mainly in spring catchment systems.
- The pricing should take in account the cost of liquid waste collection and treatment before the release of used water in the environment.
- The pricing and taxes regime must be incentive for investment in the sector.

For the Rehabilitation of existing infrastructure:

- The Government should establish a clear and updated inventory of existing irrigational and drinking water supply systems, their rehabilitation records and needs,
- Set priorities, budget and define financial sources for rehabilitation in consultation with IFIs and other partners in the water sector,
- The government contribution to this budget should be substantial and regular
- The donors' support must be coordinated and incentive for the Government and the public to accept the reforms, and to mitigate the side effects seen elsewhere,

- Define sustainability principles for their future monitoring, low cost and affordable community-based operating and maintenance (O&M) schemes, sound tariffs levels and recovery;
- Define their ownership, with supporting documentation according to the existing national regulations;
- Define a water supply schedule (time table) allowing for proper coordination between Water Supplies and annual rehabilitations of the drainage systems;
- A sustainable energy supply for water pumping.

Regional water-energy cooperation

- The national strategy must reflect and explain the country's position on regional issues related to shared water management, conservation and effective use, water-energy cooperation, flood and disasters control,
- The cost and benefic sharing principles should be explained, discussed with the neighbours/partners and introduced in bilateral and multilateral agreements along with the joint financing and operating of infrastructures of common interest;
- Coordinated management of reservoirs should be the rule on shared rivers;
- Clear and convincing process of negotiation and preparedness to adhere to existing international laws and conventions on shared watercourses such as UNECE Conventions.

Possible role of different actors should be based on existing (well-tested and modern) examples, as follow:

- The Government checks that all water supplies are monitored in accordance with, and meet, regulatory quality requirements;
- Check that water treatment processes comply with regulatory requirements; and Take enforcement action if regulatory requirements are not met
- Make sure that all Public Irrigation and Drinking water suppliers have the necessary support to gain essential knowledge, skills, and financial resources to give effect to their duty as water undertakers to maintain customers' awareness and water supplies;
- Define and establish the financial regulations and institutions for rural infrastructure in general, and Rural Water Supply Systems in particular.
- Make sure the institutional framework is suitable and the technical and administrative structures have the human, technical capacities and financial resources to support the water sector at all levels (regional, national, and rural),
- Organize transparent information on the sector and make it available for all stakeholders,
- Ensure technical and financial support to the private and public structures after the reforms
- Ensure training, awareness building for community based operating and maintenance (O&M) structures to strengthen the sustainability of rural water supply systems.

- **Water suppliers and companies** prepare fresh estimates of the reliable yields of water resource systems; they must have the knowledge, skills, and financial resources to:
 - Establish further detailed measurements of household water use;
 - Extend the penetration of metering;
 - Develop more sophisticated tariffs structures;
 - Increase efforts to promote water conservation;
 - Improve leakage measurement, control and reporting;
 - Enter into dialogue with customers about security of supply; and
 - Draw up plans for timely development of new water resources where demand cannot be managed to remain within existing resource capability.

- **The consumers** have an important contribution to make towards the management and use of water resources:
 - Recognise the environmental significance of water conservation;
 - Take every opportunity to use water wisely;
 - Pay the equitable price for the water they use;
 - Require high level and cost effective service and water quality from suppliers
 - Participate in designing, operating and maintaining water supply systems through communal ownership and alternative low-cost community based O&M systems.

Conclusion:

The terms of references of the Working Group and the Individual consultants will be based on these outlines. The individual consultants will address following specific issues:

1. The legal and institutional framework improvement: to include basin-wide management, sound ownership definition, affordable O&M schemes, appropriate pricing principles, amongst other innovations;
2. The construction/rehabilitation needs assessment and specific plans;
3. National water-energy plan assessment and promotion plan.

The reports from these three studies will serve for the Working Group to draft the National Water Sector-Wide Strategy, which could serve as a unique framework for the government and all actors in the sector to coordinate their future activities.

Terms of Reference

Post Title: Water Sector-Wide Strategy Working Group's Legal and Institutional consultant

Duration: 3 months

Duty Station: Tajikistan

The consultant will be in charge of defining the improvement to the existing legal and institutional framework of Tajikistan Water Sector, to meet the main goals and targets described in the "Outlines of Tajikistan Water Sector Paper" based on the MDGs needs reports, PRSP and available technical reports.

As a member of the Working Group organized by the Ministry of Water and Irrigation, he will:

1. Review the existing legal and institutional framework and propose the necessary improvements to ensure the following objectives:
 - Shift to basin-wide management;
 - Description of ownership of water supply infrastructures of different types and status, as well as the procedure of its transfer to potential new owner,
 - Description of different types of possible management structures of water supply systems, including low-cost community based types of O&M experienced in some projects and programmes,
 - Improved metering and pricing principles taking in account better cost recovery, waste management costs as well as protecting access to safe water for poor and vulnerable population;
 - Definition of the roles of different actors such as regulators, water suppliers as well as the role of the state.
2. S/he will assist the chairperson of the Working Group in coordinating the drafting of the Water Sector-wide Strategy Paper,
3. S/he will suggest necessary changes toward a new decentralized institutional framework to fit the revised legal and institutional framework,
4. S/he will propose and insert in the Draft Strategy the necessary steps/actions in order to implement in practice the new legislation and institutional framework and devolve the activities and the means amongst different levels (regional, national, local),

Education: Advance Diploma in Water related Sciences (Water Engineer), Economic or Legal Expert with water management and policy definition experience.

Experience: At least 10 years' experience in water management and policy making, water legislation, institutional reforms; Knowledge and experience of Tajikistan Water Sector, strong Political and Administrative background.

Languages: Complete fluency in Russian, Knowledge of Tajik; English, an asset.

Other requirements: High sense of responsibility, resourcefulness, willingness to take initiative, excellent communication skills are important assets; Ability to work under pressure; Analytical and organizational skills; Ability to work as member of a team within a multi-cultural environment.

Terms of Reference

Post Title: Water Sector-Wide Strategy Working Group's consultant for Construction /Rehabilitation programme

Duration: 3 months

Duty Station: Tajikistan

The consultant will be in charge of defining the Construction and Rehabilitation needs and plans to meet the main goals and targets described in the "Outlines of Tajikistan Water Sector Paper" based on the MDGs needs reports, PRSP and available technical reports. He/She will particularly use the reports of the Ministry of Irrigation and Water Resources describing the status of water infrastructure throughout the country.

As a member of the Working Group organized by the Ministry of Irrigation and Water Resources, he will:

5. Review the existing reports, past inventories, field studies and other reliable sources to establish as accurate as possible the inventory of existing water supply systems throughout the country, their status and thoroughly, their needs for Reconstruction/Rehabilitation,
6. S/he will assist the chairperson of the Working Group in coordinating the drafting of the Water Sector-wide Strategy Paper,
7. S/he will suggest criteria for establishing the priority for rehabilitation and/or reconstruction and propose a priority plan based on these criteria,
8. S/he will propose principles to ensure the further sustainability of the systems after reconstruction/rehabilitation, principles, forms and level of government financial and material participation to ensure its ownership of the Reconstruction/Rehabilitation, participation of Government administrations and technical structures (drilling, civil engineering, construction ...), communities participation, private sector participation, sound low-cost O&M schemes and principles.
9. Suggest a coordination structure for donor's participation

Education: Advance Diploma in Water related Sciences (Water Engineer), with good experience in strategic planning, fund raising and investment promotion;

Experience: At least 10 years' experience in water management and policy making, water legislation, institutional reforms; Knowledge and experience of Tajikistan Water Sector, strong Political and Administrative background.

Languages: Complete fluency in Russian, Knowledge of Tajik; English, an asset.

Other requirements: High sense of responsibility, resourcefulness, willingness to take initiative, excellent communication skills are important assets; Ability to work under pressure; Analytical and organizational skills; Ability to work as member of a team within a multi-cultural environment.

Terms of Reference

Post Title: Water Sector-Wide Strategy Working Group's consultant for the assessment and promotion activities of the Hydropower Development plan

Duration: 3 months

Duty Station: Tajikistan

The consultant will be in charge of assessing the national energy development program through the studies made so far by the Government and its partners (States, Companies and Financial Institutions), identify the chances and constrains of each of the dam projects in the pipeline for the ten coming years. Propose solutions and actions plans to avoid the pitfalls which could induce additional delay to financing and implementing the programme.

The consultant will particularly analyse the national and regional energy balance and market, in order to propose the actions which could improve the projects overall results, He will suggest how the investment environment could be improved to attract more private investments in infrastructure.

S/he will analyse the **Social and Environmental Assessment Studies** made and the mitigation plans proposed, their compliance with the international standards and propose actions to avoid additional delays in financial decisions to realize the projects.

Education: Advance Diploma in Energy / Infrastructure related studies with experience in management and policy definition.

Experience: At least 10 years' experience in water-Energy management and policy making, legislation, institutional reforms; Knowledge and experience of Tajikistan Water Sector, Knowledge of Central Asia regional water-energy nexus, strong economical background.

Languages: Complete fluency in Russian, Knowledge of Tajik; English, an asset.

Other requirements: High sense of responsibility, resourcefulness, willingness to take initiative, excellent communication skills are important assets; Ability to work under pressure; Analytical and organizational skills; Ability to work as member of a team within a multi-cultural environment.

Terms of Reference of the Working Group

Under the authority of the Ministry of Water Resources and Irrigation, the working group will draft the Water Sector-wide Strategy Paper defining the reforms to the legal/institutional framework, the Rehabilitation /Construction needs and priorities, the financing principles and different actors' roles and coordination.

It will particularly:

- Supervise the individual consultants, comment and suggest improvements to their medium term reports as well as the draft final report;
- Draft the Strategy Paper of Tajikistan Water Sector based on the attached outlines;
- Define the monitoring/coordination structures and procedures for the strategy's implementation.

The individual consultants are members of the Working Group and will assist all the meetings;

Duration: 3 months

Expected output: Draft Strategy Paper which will serve as a basis of all government and other actors' activity in the water sector for the future.