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EVALUATION OF THE TAJWSS WASH PROJECT

Mid-term Review

June 2021



TajWSS is a project of the Government of Switzerland implemented by Oxfam in partnership with United Nations Development Programme (UNDP) and government of Tajikistan

Acknowledgements

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Executive summary

The main role of the Mid-Term Evaluation was to conduct an independent review and assess the overall achievements and the quality of implementation of the Tajikistan Water Supply and Sanitation (TajWSS) Project, Phase III, financed by Swiss Development Cooperation (SDC).

The MTE evaluation exercise was carried out in Kulab, Muminobod and Rudaki Districts, where a number of villages, schools and health centres were visited. All the project sites were visited during the consultant mission in Tajikistan, in April 2021. All documents provided by Oxfam electronically and reviewed prior to the trip. An inception report, for primary and secondary data collection was prepared, and Oxfam organised a range of stakeholder meetings. The proposed methodology had the following angles of approach:

- *Technical*: focused on built infrastructure, its functionality and feedback from users.
- *Management*: focused on arrangements for operating systems and billing for water services.
- *Socio - Environmental*: focused on project impact and the benefits brought to ordinary people.
- *Policy*: focused on support provided by authorities and subsequent ownership of the models.

The Consultant also followed the guideline for evaluation based on OECD/DAC Criteria, namely: Relevance, Effectiveness, Efficiency, Impact and Sustainability.

Relevance

The TajWSS activities in Kulob, Muminobod and Rudaki are highly relevant, and in line with the water sector reform in Tajikistan and address real drinking water supply needs in rural areas. They contribute to cooperation and solidarity among the village populations, improved livelihoods, and better health outcomes. The inclusion of school, health centres and household (HH) sanitation components (toilets/latrines/handwashing stations), is a step-forward for increasing socio-environmental sustainability, as well as contributing to improved health benefits.

Effectiveness

The TajWSS project has been effective in addressing water needs in rural communities, in generating user participation and in establishing WUAs to assure the effective operation and maintenance of RWSS infrastructure. A strong programmatic approach has been developed to coordinate and team-up with Government structures, other stakeholders, and donors for the WASH sector. More urgency is required from some development partners to ensure timelier implementation of policy level activities to support the roll-out of infrastructure and management systems.

Efficiency

The project has also had a positive impact on generating international and local funding for RWSS – through a Water Trust Fund in Rudaki District. National and local counterpart funding of 49% was generated, with 51% of funding being provided by SDC. External donor funding will continue to be an important contribution in any future financial model. At the project level, beneficiaries, schools, health centres and government officials alike, are highly satisfied and appreciative with the infrastructure improvements provided. All the water supply equipment is operational for the schemes, and sanitation facilities in schools and health centres are being used. The DEWATS facility at Rudaki District was still under construction at the time of the Mid-term Evaluation. The current structure for

Policy Dialogue is inefficient and does not produce results in an efficient and timely manner. In future WASH projects, it would be wise to explore alternative mechanisms for implementing these activities.

Sustainability

The establishment of decentralised WUA type structures has created more social awareness and the concept of participation and accountability in the target locations. The establishment of WUAs, forms a good base for social sustainability. Ultimately, sustainability will largely depend on acceptable solutions regarding tariffs, taxation of WUAs and ownership of the systems, as well as on the inclusion of increased sanitation infrastructure in the future. Sustainability depend heavily on continuous income generation from water fees (tariffs and tariff collection) – for the operation and maintenance of RWSS. Financial sustainability depends on good leadership, transparency, regular follow up and support for RWS systems. Long-term support will be required moving forward if WUAs are to become fully autonomous in future. The inclusion of sanitation around schools and health centres (toilets / latrines), is a positive factor for socio-environmental sustainability. Further work is required to develop a suitable longer-term monitoring mechanism for institutional sanitation facilities, to ensure that the facilities are used in a consistent way. The inclusion of household (HH) sanitation activities through Sanitation Marketing (SanMart) in Phase III also encourages the uptake of better sanitation practices and increased ownership.

Impact

Anecdotally, the impact of having water service and better sanitation is significant. Access to clean water has an impact on prevalence of water borne diseases and facilitates the lives of women and children. Access to sanitation results in an improved school attendance as less time is required for women and children to be involved in fetching water. The project also triggers behavioural change which will affect future generations. One outstanding activity is to outline and develop a methodology to measure the impacts of the project, as outlined in Section 3.4 of this report. This will require some dedicated thought and preparation to ensure the parameters being used are ‘measurable’.

In conclusion, the TajWSS Project is on track to achieve its main goals despite the difficulties and the adverse effect of Covid-19, which severely affected project implementation. The project scores high on four OECD/DAC criteria mentioned above, and it remains to measure the project impact (final project evaluation). The very significant efforts and dedication of Oxfam staff, Project Partners, local authorities, Water User organisations, and communities is highly commendable. The Project has taken the right approach by involving the community from the start, and this has created a high level of awareness and project ownership. The greatest achievement of the project in all three Districts is the very significant community contributions and the positive engagement with the relevant Government structures and institutions. Efforts should be re-doubled to achieve all of the targets set out in the Revised Project Logframe, with particular emphasis on finalising the Policy Dialogue level outputs.

A series of recommendations and lessons learned are presented in this report to guide the current project stakeholders, and to also guide future WASH project designs. An important point is to ensure that the successes and the lessons learned from the project are recorded and disseminated through a variety of channels to inform not only those in Tajikistan directly involved in the provision of WASH services, but also those involved in the financing and implementation of WASH programmes at the global level.

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Abbreviations

ADB	Asian Development Bank
BCC	Behaviour Change Communication
CECK	State Sanitary Epidemiological Surveillance Service
DEQ	Detailed Evaluation Questions
FGD	Focus Group Discussion
EQ	Evaluation Questions
EBRD	European Bank for Reconstruction and Development
GDP	Gross Domestic Product
HLSC	Healthy Lifestyle Centres
IWRM	Integrated Water Resource Management
JMP	Joint Monitoring Programme
KII	Key Informant Interview
KPI	Key Performance Indicator
JICA	Japan International Cooperation Agency
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MoEWR	Ministry of Energy and Water Resources
MoH	Ministry of Health and Social Protection
NGO	Non-governmental Organisation
O&M	Operation and Maintenance
RWSS	Rural Water Supply and Sanitation
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goals
SDP	Sanitation Development Plan
SNIP	Tajikistan Unified System of Building Regulations
SUE KMK	State Unitary Enterprise Khochagii Manzilliu Kommunal
SUCE	State Unitary Communal Enterprise
TajWSS	Tajikistan Water Supply and Sanitation Project
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WASH	Water, Sanitation and Hygiene
WHO	World Health Organisation
WUA	Water Users Association

1 Introduction

1.1 Purpose of this Evaluation Report

The mid-term evaluation of the TAJWSS project Phase III is a formative research, using main methods such as qualitative, quantitative and mixed methods, to identify projects progress, the quality of intervention delivery and intended effects and draw concrete recommendations as to where mid-course corrections or improvements may be required..

1.2 Evaluation objectives

The objective of the MTE is to review the extent of achievement and/or progress within the project in order to assess the relevance, effectiveness, efficiency, impact and sustainability against the set objectives and outcomes. Within the scope of the MTE it is expected to assess the project achievements and progress towards the Logical Framework and identify concrete recommendations as to where any mid-course corrections or improvement may be required in the means of achievement (input, process setting and resource allocation) to attain output and outcome level indicators.

The evaluation objectives will be addressed through six 'Evaluation Questions' (EQs), each of which is broken down into a number of Detailed Evaluation Questions (DEQs). These questions are presented and discussed in Section 4.

Specific deliverables of the MTE are a) MTE Report and b) database against baseline achievement.

1.3 Structure of this document

The remainder of this report is structured as follows. Key terms used throughout the document are explained in Annex C.1.

Section 2 outlines the background to the Tajikistan Water and Sanitation (TajWSS) Project.

Section 3 presents key aspects of the TajWSS Project - Phase III design.

Section 4 outlines the Mid-term Evaluation (MTE) approach.

Section 5 outlines progress to date against the desired project outcomes.

Section 6 outlines partnerships and project team performance

Section 7 presents the key challenges, conclusions and recommendations for the TajWSS Project.

Section 8 presents a forward view for the TajWSS Project and for water and sanitation in Tajikistan.

Additional detail, including the Terms of Reference (ToR) for the evaluation, the project logframe and other important information is provided in the annex.

2 Background to the TajWSS WASH Project

2.1 Introduction

Although Tajikistan made significant progress from 2000 in providing access to improved drinking water sources, the country failed to reach the Millennium Development Goal (MDG) on drinking water. Access to improved or basic water increased from 45% to 71% for rural population, while in urban areas, over 80% of the population had piped water connections. Access to sanitation also improved, but Tajikistan continued to have some of the poorest conditions in Central Asia. Access to flush toilets connected to a sewer system in rural areas remained low, at only 1.7%, as opposed to 60% in urban areas, while Dushanbe accounted for more than four-fifths of all sewer connections across the country.

Tajikistan is a key player on global water resources. In June 2015, The Government hosted a High-Level Conference in Dushanbe for a comprehensive discussion on implementation of International Decade for Action "Water for Life 2005 - 2015". The conference was not only an occasion to look back, but to look to the future. The President of the Republic of Tajikistan also announced a new International Decade for Action under the motto 'Water for Sustainable Development', to promote the implementation of Sustainable Development Goals (SDGs) related to water". In June 2016 in Dushanbe, a second High-Level Conference launched the "Water for Sustainable Development 2018-2028 agenda, which focuses on: financing, investment in infrastructure, transition to 'green growth', the involvement of all stakeholders and trans-boundary cooperation.

2.2 SDC's involvement in Central Asia

Switzerland has been supporting the water sector in Central Asia since 1998, mostly with irrigation. From 2004, drinking water supply and sanitation was a new addition for support to the region. Water supply and sanitation programs have been highly effective. The sub-sector is one of the four priorities of intervention in Tajikistan under the new Swiss Cooperation Strategy for Central Asia (2012-2015).

Based on a Needs Assessment facilitated by UNDP in 2003 - 2005, the Government of Tajikistan adopted the "Program on the Improvement of safe drinking water supply to the population of the Republic of Tajikistan for 2008 - 2020", with an estimated cost of US\$ 1 billion, with 70% coming from donors and international investors. Tajikistan was one of the pilot countries for implementing the Millennium Development Goals (MDGs), including MDG 7, to substantially increase by 2015, the proportion of people with sustainable access to safe drinking water and basic sanitation.

2.2.1 SDC WASH commitments to Tajikistan

The Swiss cooperation supports Tajikistan in its efforts for reform of the water sector with a diverse project portfolio intervening at national, provincial and local levels, and covering all the provinces of the country. All projects include cross-level interventions with policy dialogue components and community level infrastructure development, building the capacity of authorities and empowering communities on water resource management and sanitation, integrating disaster risk reduction, conflict-sensitive project management (CSPM) and gender mainstreaming.

Several Swiss funded projects aim at improving the health and living conditions of the population by providing safe drinking water and fostering better hygiene practices. The sustainability of the interventions is a priority for all the projects. The projects implemented by Oxfam, UNDP,

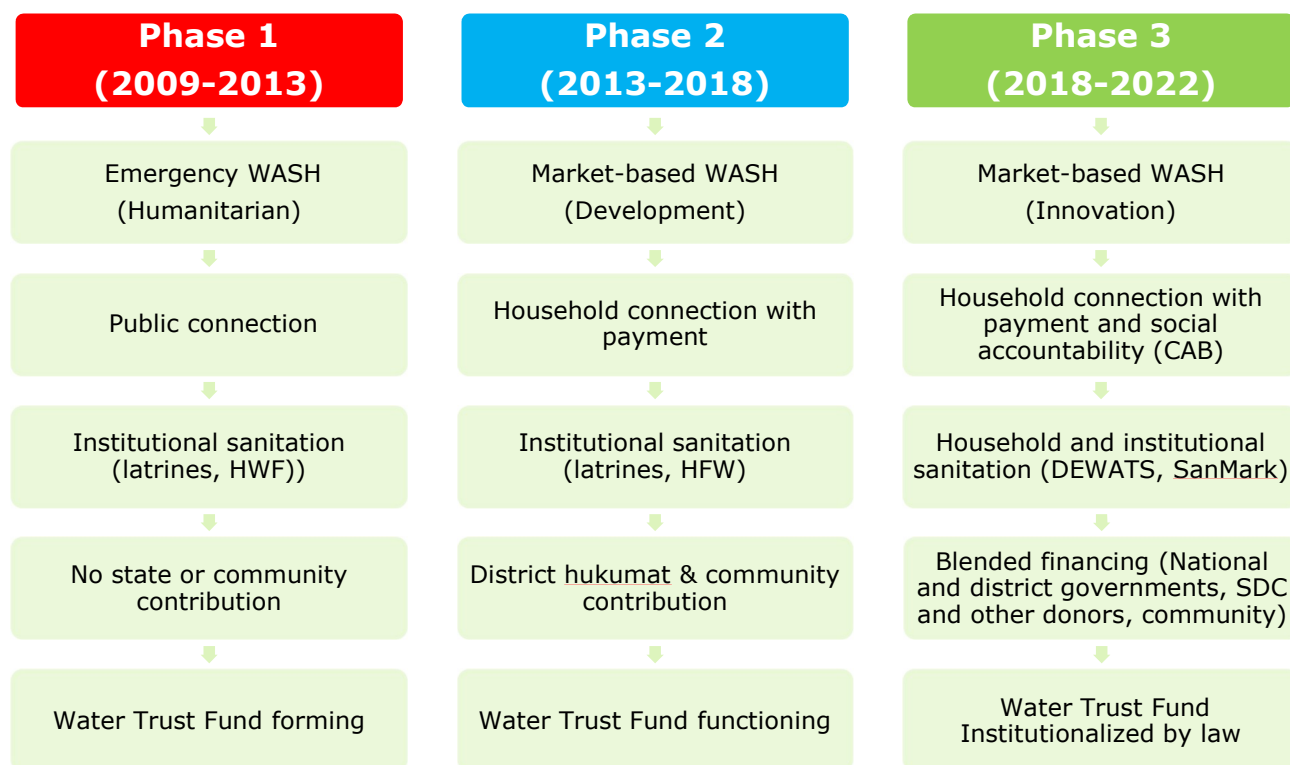
International Secretariat for Water (ISW) and the Aga Khan Development Network (AKDN) tackle sustainability by assisting the water authorities in the creation of an enabling environment and by empowering water users' associations as legal entities in charge of managing the systems put in place. Other interventions in the domain include urban water supply and sanitation (SECO), river basin and watershed management and disaster risk reduction. Tajikistan is one of the five Central Asian States where SDC facilitates transboundary and regional water resources cooperation.

The Swiss funded TajWSS project is implemented by OXFAM Great Britain, in partnership with UNDP (the policy component at national level). It started in 2009 as a 12-year project of three phases with first phase of 4-years aiming at resolving institutional issues and enhancing sustainability around decentralized water provision, by piloting different RWSS models in Muminobad district where SDC previously invested into the sector through CARITAS; and in Rudaki District.

2.2.2 Timeline of TajWSS Project Phases

Building on Phase II of the TajWSS Project, several key design choices were included in TajWSS Phase III. A timeline of the key stages, from Phase I to Phase III is shown in Figure 1 below:

Figure 1. Timeline of TajWSS Project and key stages



2.2.3 TajWSS Project Phase I

TajWSS Phase I was mainly focussed on providing access to clean drinking water and sanitation through public connections and institutional WASH facilities. The project was given a budget of 4.0 million CHF, in partnership with United Nations Development Programme (UNDP). The Ministry of Land Reclamation and Water Resources (MoLRWR) was the direct government partner. In total, nine villages in Rudaki and two villages and one town in Muminobad (total of 24,056 beneficiaries) gained access to improved water supply services. During the course of the project, the MoLRWR was restructured and became the Ministry of Energy and Water Resources (MoEWR). A move linked

to water sector reform that established links between drinking water, sanitation and the wider Integrated Water Resource management (IWRM) policy dialogue. A summary of key achievements in Phase I is given in Tables 1 below:

Table 1. Key Achievements from TajWSS Phase I

Water Supply Scheme	No. of Beneficiaries	Total Cost (TJK Somoni)	Cost/Capita (TJK Somoni)
Rohati	7,642	1,120,274	143
Dehlolo	627	876,397	1,395
Shululu	649	212,696	327
Barakat	464	603,341	1,300
Balkhi	1,281	732,224	571
Muminobod Centre	12,689	3,813,071	300
Darai Kalon	384	264,377	688
Anguli	320	498,424	1,557

2.2.1 TajWSS Project Phase II

TajWSS Phase II was mainly focussed on providing access to clean drinking water and sanitation through private connections and institutional WASH facilities. The project was given a budget of 5.0 million CHF, in partnership with United Nations Development Programme (UNDP). The Ministry of Energy Water Resources (MoEWR) and District level authorities were the direct government partners. In total, ten villages in Rudaki, Muminobod, and Kulob district, a total of 24,181 people, gained access to improved water supply services. Sanitation facilities were built in eight schools (Muminobod and Rudaki districts), six health centres (Rudaki and Muminobod districts). Three Water Users Associations (WUAs) and three Mahalla Committees were also established to ensure better management of the water systems. A Gender Action Plan, involving gender specialists, resulted in the creation of the TajWSS Network Gender Working Group (GWG), established in December 2015. Hosted by the Committee of Women and Family Affairs (CWFA) under the Government of Tajikistan. The foundations for scaling-up up the sanitation components of TajWSS were also laid during this project phase. A summary of key achievements in Phase II is given in Table 2 below:

Table 2. Key Achievements from TajWSS Phase II

Water Supply Scheme	No. of Beneficiaries	Total Cost (TJK Somoni)	Cost/Capita (TJK Somoni)
Dushanbecha WS (2 villages), Muminobod district	1,918	1,735,018	904
S. Shamsov WS (2 villages), Kulyab district	2,409	2,171,574	901
Taniyol village, Kulyab district	1,639	1,365,315	833
Choryakoron WS (3 villages), Rudaki district	11,800	6,360,029	539
M. Gafforov WS, Kulyab district	2,512	1,151,893	458
Delolo WS, Muminabad district	755	867,077	1,148
Tezgari Poyon WS, Rudaki district	3,148	2,037,387	522

3 TajWSS Phase III project design

3.1 Overview

The emphasis of TajWSS in Phases I and II was essentially on water supply. Phase III focuses on the need for long-term sustainability, possible synergies with private sector and greater government involvement in WASH, as well as exploring new avenues to support household-level and institutional sanitation. The objective is to deliver sustainable access to clean drinking water sources, improved sanitation facilities and hygiene promotion activities to at least 10,000 people. With a budget of CHF 3 million, Phase III of TajWSS includes a:

- **Strong emphasis systems strengthening** so that service delivery is sustained. Phase III also explores new avenues to support household-level sanitation and hygiene, bearing in mind the need for long-term sustainability and possible synergies with private sector and government activities in the field of wider WASH usage
- **Strong emphasis on innovative partnerships.** There is an expectation that “innovative” partnerships will lead to important learning, especially for consortium partners.
- **Strong emphasis on innovative interventions.** There is an expectation that Phase III will foster innovative interventions as suppliers are free to employ whatever approaches they want to hit their results targets.

3.2 Geographical focus

The main geographical focus of the project are the Khatlon region (Muminabad & Kulob districts) and Rudaki district from the DCS (Districts of the Capital Subordinate).

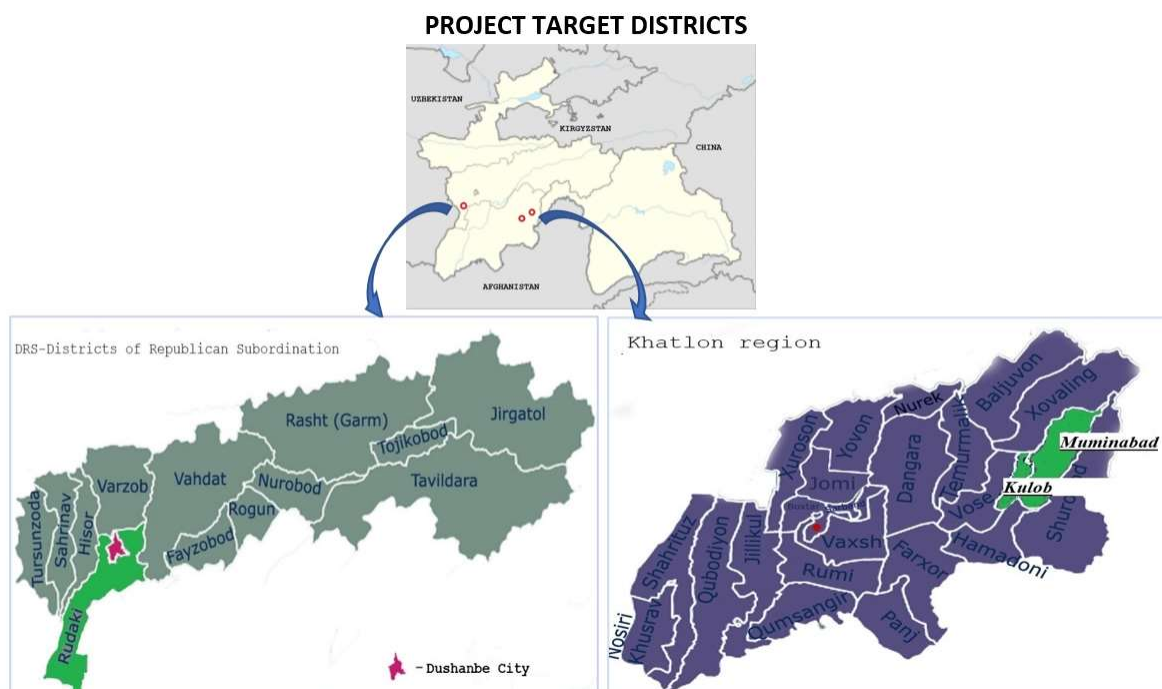


Figure 2. Map of the project intervention - TajWSS Phase III

3.3 Overarching project targets

The project's overall goal is to achieve "healthier population as a result of sustained access to safe drinking water and sanitation services and improved hygiene behaviour". The project implementation is divided into three outcomes that articulate providing access to drinking water, strengthening good governance and social accountability, as well as policy development and lobbying at the national level:

Outcome 1: *People benefit from innovative and sustainable water and sanitation services and improved hygiene practices (People).*

The outputs for Outcome 1 focus specifically on high quality implementation of WS&S, but also on providing more effective external support for WUAs and Vodokanal, as well as local government to ensure sustainable management of installed water and sanitation utilities. This focuses primarily on management and technical support and the evolution of WTFs. In addition, the outcome will aim to test business models, involve local private business and demonstrate to Government the potential for sanitation marketing and DEWATS.

Outcome 2: *Water governance bodies effectively manage drinking water supply and sanitation systems (System).*

Outcome 2 and its associated outputs link to the development of stronger WASH systems that are more socially accountable. The rationale for this is it will lead to more sustainable WASH outcomes, especially in the absence of NGO programmes. It will encourage Government (local Hukumat and KMK) and local service providers (KMK, WUA, Mahalla Committee, CBOs) to be more innovative in their service delivery approaches and advocate for the creation of a more favourable enabling environment to promote sanitation and wastewater management.

Outcome 3: *Conducive policy environment at national level allows for effective management of drinking water and sanitation systems in rural areas (Policy).*

Outcome 3 focuses on advocacy and influencing Government so promising approaches can be replicated and upscaled. It will also help to ensure WASH systems receive increased and assured financial and material support.

3.4 Planned project impacts

GOAL: Healthier population as a result of sustained access to safe drinking water, sanitation services & improved hygiene behaviour.

Key Indicators

- % reduction in WASH related diseases in project areas.
- 90% customer satisfaction with improved WASH provision in project areas.

4 Evaluation approach

4.1 Overview

The evaluation focuses primarily on Quality of the Work Done and Institutional Learning. The recommendations are designed to provide insights to support the WASH project management team and impact at both the local and national level in Tajikistan. A variety of techniques were used to collect information, including:

- Visiting different water supply systems targeted by the project and visually inspecting the infrastructure elements (source, infrastructure, environment, disinfection method, etc). Interviews with utility operators, and users' groups to assess performances and customer satisfaction.
- Investigating practices for water service billing and the role of local government in financial viability of the water supply systems. In addition, a rapid review of financial reports (if readily available) – operation, cash flow, percentage of bills paid in time, cost recovery, the tariff collection rate and transparency of expenditures.
- Meeting with beneficiaries, and collecting feedback about the project impact on the life of ordinary people, and about the sustainability of paying for the WASH services, etc. In addition, discrete information about transformative changes and/or behavioural changes in hygiene and sanitation practices in the target communities.
- Measure the level of policy achievements and seek to understand the involvement of local and central authorities with the project and try to determine the level of support the authorities provided for the implementation and ownership. Try to understand what policy challenges exist and how to improve it towards reaching targets.

4.2 Methodology

The MTE was carried out using a number of techniques, including: briefings with Oxfam WASH Team, a desk review of project documentation, interviews and visits. The methodology was framed by the Organisation for Economic Co-operation and Development / Development Assistance Committee (OECD/DAC) evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability. The methodology consisted of the following key in country activities:

- Key Informant Interviews: these included Oxfam WASH Team, UNDP, Consumers Union, and SDC. Key Government stakeholders, Local Authorities, BORDA, Water User Committees, Health Representatives, Community Representatives, and end users.
- Field Visits: stakeholder meetings were conducted in Rudaki, Kulob, and Muminobad. Differing aspects of the TajWSS project, particularly constructed infrastructure. During the visits, infrastructure was inspected, key informants interviewed, and any available information, such as financial records and O&M records consulted and photographed.
- Debriefing Stakeholders: Seminar debriefings with SDC and project partners in Dushanbe.

The consultant draws on his field experience and expertise in the humanitarian and development sector in strategy development, planning, coordination, partnerships, monitoring, evaluation, and research during the data collection and analysis.

Table 3. Timeline of MTE activities

Week 1	Week 2	Week 3	Week 4	Week 5
5 th – 9 th April	12 th – 16 th April	19 th – 24 th April	26 th – 30 th April	3 rd – 7 th May
Evaluation Inception	Field visits: Rudaki, Kulob, Muminobad, Stakeholder meetings.	Field visits: Rudaki. Partner/Stakeholder meetings. MTE presentations.	Draft report writing. Circulation of draft report.	Integrating comments & final report writing.

A detailed programme of MTE activities, including field visits and meetings is shown in Annex D.

4.3 Evaluation questions

The Evaluation Questions (EQ) are listed below. The Detailed Evaluation Questions (DEQ) will be used to gather information concerning the relevance, effectiveness, efficiency, impact and prospect for sustainability of the project.

Table 4. List of Detailed Evaluation Questions

EQ	Detailed Evaluation Questions (DEQ)
EQ1 Relevance: How appropriately was the TajWSS project designed for achieving equitable & sustainable WASH outcomes?	DEQ 1.1: Were the programme objectives clearly articulated?
	DEQ 1.2: To what extent was the overarching programme design appropriate for achieving the programme objectives?
	DEQ 1.3: To what extent were the scale and pace of the project appropriate to the implementing partners and national counterparts?
EQ2 Effectiveness: Under what sets of circumstances was the approach chosen by implementing partners effective?	DEQ 2.1: Were the programme output and outcomes achieved ?
	DEQ 2.2: Which factors affected the achievement of output & outcome objectives within the TajWSS project?
	DEQ 2.3: What was the effect of external factors on the achievement of project output & outcome objectives?
EQ3 Efficiency: has the project been designed & implemented in a cost-efficient manner?	DEQ 3.1: To what extent were the individual sub-projects designed and delivered in a cost-efficient and cost-effective manner?
	DEQ 3.2: Under which circumstances did of key project features affect cost-efficiency and cost-effectiveness?
	DEQ 3.3: How efficient was the project in terms of project management arrangements?
EQ4 Impact: Have processes related to implementation & outcomes in project occurred as intended?	DEQ 4.1: How likely is it that the project will achieve its health and non-health impacts ?
	DEQ 4.2: Under which circumstances did the TajWSS Project activities have any unintended/ unplanned positive or negative impacts?
EQ5 Sustainability: Will the outcomes achieved by the TajWSS project be sustained?	DEQ 5.1: To what extent was the project designed & implemented to maximise the likelihood of achieving long-term sustainable WASH outcomes & impacts?
	DEQ 5.2: Under which circumstances did the TajWSS Project contribute to enhanced sector learning to inform better evidence-based WASH policy & programming?

5 Progress on TajWSS Project outcomes

In this section, the evaluation focusses on the TajWSS Project – Phase III achievements at the outcome level. Contrasts are drawn against experiences based on best practice in water and sanitation projects at the global level.

Due to the Covid-19 Pandemic in 2020, contracts with Consumers Union, BORDA and Tayron were suspended between May and September 2020. The original logical framework was modified, and emergency Covid-19 activities were implemented, as shown in Section 5.4 of this report.

5.1 Progress on water supply, sanitation, and hygiene promotion

Outcome 1: People benefit from innovative and sustainable water and sanitation services and improved hygiene practices

Table 5. Outcome 1: Outcome Indicators vs Achieved Results

Outcome Indicators	Baseline Results/Achieved Results
1.1. 5,000 people (M/F) gained new access to safe and affordable drinking water	1.1. (Achieved) 6,791 people (3,806 women, 2,985 men) from four villages in Rudaki district gained new access to safe & affordable drinking water on 12 November 2020.
1.2. 10,000 of people (M/F) gained new access to adequate, equitable and safely managed sanitation services & hygiene practices	1.2. (Achieved) 11,066 people (10,401 from education institutions & 665 from HCF) gained access to adequate, equitable & safely managed sanitation & hygiene practices.
1.3. At least 200 households have invested into better hygiene, sanitation, safe drinking water, and handwashing products & equipment (<i>target: 200 households, baseline: 0</i>)	1.3. (Achieved) As of 2020, 218 households from three villages in Rudaki district invested into better hygiene, sanitation, safe drinking water & handwashing products & equipment.
1.4. 90% of target households in Rudaki (or at least 9,000 people, 50% women) District practicing handwashing at key times & adopting improved hygiene practices (<i>target: 90%, baseline: 50%</i>)	1.4. (In progress) As of 2020, 4,280 people (2,768 women or 65%, and 1,512 men) have attended hygiene promotion sessions.
1.5. 15,000 children in 20 schools adopt better hygiene & sanitation practices after 24 months of project start (<i>target: 15,000 children, baseline: 365 children</i>)	1.5. (In progress) As of 2020, 9,919 schoolchildren from 20 schools have been targeted through hygiene and sanitation sessions, including response to Covid-19 measures.
1.6. 400 medical staff in 17 health centres adopt better hygiene and sanitation practices after 24 months of project start (<i>target: 400 medical staff, baseline: 0 medical staff</i>)	1.6. (In progress) As of 2020, 86 medical personnel from 16 health centres were involved in ToT sessions in Kulob, Muminobad & Rudaki districts. A subsequent 701 medical staff received hygiene and sanitation training.

5.2 Progress on management of water supply and sanitation systems

Outcome 2: Water governance bodies effectively manage drinking water supply and sanitation systems

Table 6. Outcome 2: Outcome Indicators vs Achieved Results

Outcome Indicators	Baseline Results/Achieved Results
2.1. Drinking water tariff collection rate (2021 target: > 90%) (<i>target: 90% of new systems, baseline: 0%</i>)	2.1. (In progress) As of 2020, water tariff collection rate stands at 79% on average from 5 rural WS utilities: Tezgari Poyon WUA in Rudaki district - 87%, Choryakkoron WUA in Rudaki district – 80%, Ziraki SUCE ¹ in Kulob – 78%, Dahana SUCE in Kulob district – 76%, Delolo WUA in Muminobad district – 76%, Average tariff fee is 0.88 Somoni per m ³ .
2.2. Water users' satisfaction rate, incl. quality of response to customers' complaints (2021 target: > 90%), (<i>target: 90%, baseline: 20%</i>)	2.2. (Achieved) Customer satisfaction standards were developed. In a consumer satisfaction survey, on average 91% of users were satisfied with the services provided.
2.3. 90% water supply systems in target areas are functional, fulfilling key performance indicators on water quality, service quality, customer care, clean environment <i>2021 target: > 90% of water service utilities provide info. on water quality, satisfaction rate, bill collection rate, O&M cost & safe sanitary environment (target: 90%, baseline: 0%).</i>	2.3. (In progress) All 7 WS systems – one new plus six existing are functional. The complaints & feedback mechanism are set up for all utilities & data collection on KPI has started and ongoing. The KPI-driven accounting is collected on a quarterly manner & discussed in CAB meetings.
2.4. By 2021, seven community-based water service providers & customers have improved operational & commercial management systems in place (<i>target: 7 systems, baseline: 0 systems</i>)	2.4. (In progress) Seven (one new & six existing) community-based water service providers have functional operational & commercial management systems in place. Technical & financial support is ongoing.
2.5. % of women represented in water and sanitation management bodies (2021 target: ≥ 50%) (<i>target: 50%, baseline: 0%</i>)	2.5. (In progress) 14 women are represented in 7 WUAs (22% of staff). Moreover, 54 women are represented in 6 newly established Community Advisory Boards (CABs) within WUAs (43% of members). Overall, 68 women are represented in management & and governance bodies - constituting 36% of all WUA/CAB members.

¹ State Unitary Communal Enterprise

5.3 Progress against policy and advocacy targets

Outcome 3: Conducive policy environment at national level allows for effective management of drinking water and sanitation systems in rural areas

Table 7. Outcome 3: Outcome Indicators vs Achieved Results

Outcome Indicators	Baseline Results/Achieved Results
3.1. State Sanitation Plan developed in partnership with MoH & MoEWR (<i>target: 1 plan approved, baseline: 1 plan draft</i>)	3.1 (In progress) A letter of agreement still pending between MoHSP & UNDP for the development of the Sanitation Safety Plan.
3.2. Revised simplified norms & standards for construction of rural drinking water supply & sanitation systems approved by Government (<i>target: 1 norms & standards approved, baseline: 1 norms & standards draft</i>)	3.2 (Achieved) Technical guidelines for designing drinking water supply systems in rural areas was developed & approved on 20 th December 2019.
3.3. Technical guideline for 'Wastewater System Operation and Maintenance' developed & distributed (<i>target: 2 technical guidelines developed, baseline: 0</i>)	3.3 (In progress) ToR for Technical Guideline on Wastewater Management developed & contracting completed. Development of the guideline planned for completion by the end of the Year 3.
3.4. Fully recoverable tariff policy is endorsed by Anti-Monopoly Agency (<i>target: 1 tariff policy approved, baseline: 1 tariff policy draft</i>)	3.4 (Achieved) Practical guideline for tariff setting of drinking WS services was approved by AMA on 15 th September 2019.
3.5. Favourable taxation policy advocated for Government endorsement to practice in rural drinking water supply & sanitation services (<i>target: 1 taxation recommendation approved, baseline: 3 taxation policy recommendations drafted</i>)	3.5 (Achieved) A working group formed under MEWR supervision to assess current taxation practices in drinking water sector. Draft recommendations were developed & presented to relevant stakeholders during IMWG. Final draft of recommendations finalized and submitted to Government of the Republic of Tajikistan, particularly to Ministry of Finance.
3.6. Revised Law on Drinking Water submitted and approved by the Government (<i>target: 1 law approved, baseline: 1 law drafted</i>)	3.6 (Achieved) Revised Law on 'Drinking Water and Wastewater' was approved by the president of Tajikistan on July 19, 2019
3.7. At least five key water and sanitation policies documented and published (<i>target: 5 policy documents published, baseline: 0</i>)	3.7 (In progress) The first policy brief draft on full-cost tariff system was developed. Three remaining policy briefs are due.

5.4 COVID-19 Emergency Response

Due to the Covid-19 Pandemic, project activities were modified and an emergency WASH response was implemented to reduce the transmission in target districts. The emergency intervention targeted 20 schools and 16 healthcare centres in Kulob, Muminobad and Rudaki Districts from July to December 2020. The intervention included:

- Construction/rehabilitation of WASH facilities at schools and healthcare centres
- Distribution of hygiene kits
- Hygiene information sessions
- Visibility and outreach

Oxfam provided 9 schools and 8 healthcare centres with WASH facilities (water supply, water tank, latrine and handwashing facility) within 3 months from July to September 2021. In total, 8,460 school children and 99 healthcare workers will benefit from improved WASH facilities installed on premises.

The list of hygiene and medical kits were agreed with the Ministry of Health and Social Protection of the Republic of Tajikistan. The distribution has been carried out in August and as a result 40 packages were handed over to 20 schools and 16 healthcare centres in three target districts. In total, there were 20,323 beneficiaries from schools (17,975 schoolchildren, including 9,070 girls and 8,905 boys, 1321- teachers & technical staff), and 1,027 staff from healthcare facilities. The kits were selected to contribute to resilience against health risks, especially COVID-19.

A series of hygiene education sessions related to COVID-19 were held in 20 schools and 16 healthcare centres. Oxfam in partnership with the Republican Centre for Healthy Lifestyles conducted 28 Trainings-of-Trainers (ToT) on COVID-19 prevention and handwashing practices for 86 health workers, 42 schoolteachers and 200 school children. In addition, 20 community-level awareness sessions were organized involving 1,608 school children and 730 community members.

Oxfam developed a two-minute-long animation clip on personal hygiene and COVID-19 prevention and broadcast it on Jahonamo and Tojikiston TV channels. Moreover, an article named “Prevention is easier than treatment” in Hayati Solim in January 2021.

5.5 Impact Monitoring

GOAL

A healthier population as a result of sustained access to safe drinking water, sanitation services & improved hygiene behaviour.

Key Indicators

- % reduction in WaSH related diseases in project areas.
- 90% customer satisfaction with improved WASH provision in project areas.

These have not been assessed – measurement of the key impact indicators is planned for the final year of the project activities. Anecdotal evidence from Key Informant Interviews (KIIs), such as WUAs, CABs, Schools, Health Centres & Users highlighted several perceived benefits from the TajWSS Project including health benefits, time saving, investments in community gardens and willingness to pay for a reliable water supply. Observed evidence in line with global best practice for integrated WASH projects.

5.6 Discussion - Quality of project outcomes

5.6.1 Relevance

The TajWSS activities in Kulob, Muminobod and Rudaki are highly relevant, and in line with the government's Water Sector Reform Programme 2016-2025. They are in line with the water sector reform and address the real drinking water needs of the population in rural areas of Tajikistan. They contribute to cooperation and solidarity among the village populations, improved livelihoods, and better health outcomes. They are very relevant to the populations served in terms of having drinking water close to or inside their households. According to WUA representatives and CAB members, diarrheal diseases has been reduced since water supply was brought into different villages visited. Those interviewed cite they no longer access drinking water from irrigation canals. Many women also cited a reduced burden in terms of time and distance to collect drinking water for both women and children.

The inclusion of school, health centres and household (HH) sanitation components

(toilets/latrines/handwashing stations), is a step-forward for increasing socio-environmental sustainability, as well as contributing to improved health benefits. The combination of physical water and sanitation infrastructure, coupled with hygiene promotion, is relevant to increasing the health benefits of safe drinking water supply and improved sanitation.

Cooperation and synergies between TajWSS Phase III and government structures such as Ministry of Energy and Water Resources, Ministry of Health and Social Protection and the Republican Healthy Lifestyle Centres (RHLC), are important to derive optimal benefits for the investment – and for the health of beneficiaries. Vulnerable people at the village level are provided with tariff subsidies by WUAs if they are registered '*disabled*' people. WUAs also provide flexibility in payments, families may be accorded 3-months to pay their water bill before being cut off - this takes into account the prevalent economic situation in rural Tajikistan, where incomes fluctuate throughout the year. The addition of Community Advisory Boards (CABs) structures, who are trained for their functions, increases oversight and accountability of the WUAs, and ensures community members can report problems. CABs also contribute to better revenue collection by explaining the importance of paying for drinking water services.

Decentralised Wastewater Treatment

Oxfam created a partnership with BORDA, to pilot decentralised wastewater treatment. Decentralised sanitation systems (DEWATS) are highly flexible and adapted to local needs and conditions. The intervention was planned based on a feasibility study (BORDA, 2017).

DEWATS is being piloted in Rudaki District hospital, a partnership between Oxfam, BORDA and Tajik Government. DEWATS technology is almost unknown in Tajikistan, the construction of a pilot unit demonstrates the technology and establishes technical norms and standards.

The project itself consists of new sewer lines for wastewater collection, and a treatment system comprising: a settling unit, an equalisation tank; biological treatment; and post treatment. Further details are shown in **Annex F1**.

5.6.2 Effectiveness

Through TajWSS, a strong programmatic approach has been developed to coordinate and team-up with Government structures, other stakeholders, and donors for the WASH sector. This coordination could be strengthened further, particularly in relation to creating a more conducive policy environment at national level. More urgency is required from some of the development partners to ensure timelier implementation of policy level activities to support the roll-out of infrastructure and management systems at the community level. Major achievements from the policy dialogue

User Satisfaction

A user survey was conducted by Consumers Union to test people's appreciation of the services provided by the different Water User structures (WUA, SUCE, etc.) implanted by the TajWSS project. Issues related to technical problem resolution were also surveyed.

The survey consisted of cards being given to selected users, 100 - cards per water user entity. In total, seven entities were surveyed by CU, 700 respondents in total. The questions on the survey cards can be seen in **Annex F2**.

The results show that on average, 91% of users were satisfied with the services provided by various Water User structures. An analyse of technical issues reported to Water User structures highlights that all the problems were resolved by the relevant Water User entities. The results of the survey can be seen in **Annex F2**.

component started under Phase II include the passing by Parliament the Law on Drinking Water and Wastewater. The MoEWR also indicated that work is being done on tariff setting and taxation for drinking water – effectively MoEWR is lobbying the Anti-monopoly agency to increase tariffs and to eliminate taxes on drinking water supply.

TajWSS functions in an evolving 'enabling environment'. One example is related to regulation: SUE KMK was appointed the national operator and regulator for both urban and rural water supply subsectors – however, there is a conflict of interest in holding both roles. The MoEWR indicated that the Ministry is currently working on legislation, supported by the World Bank (WB), to separate the regulatory

and operational functions and to establish the regulatory/sector monitoring function as a core responsibility of MoEWR. This is considered a positive step, to separate operations from regulation, and reflects the ongoing policy discussions initiated by TajWSS around the governance and management of water and sanitation in Tajikistan.

The TajWSS project has been effective in addressing water needs in rural communities, in generating user participation and in establishing WUAs to assure the effective operation and maintenance of RWS infrastructure. Impacts on the target populations are multiple. Access of drinking water close to the household is a convenience and reduces health risks. Women, who in some instances spent half a day with their water fetching chores, now dedicate their spare time to family and vegetable gardening. In all areas where WUAs are operational, women were encouraged to start investing in kitchen gardens.

The introduction of a sanitation component in TajWSS Phase III is not only logical in terms of better health outcomes but is also an effective way to engage with children and health staff in the project target areas. It has also raised the quality of institutional sanitation infrastructure, with additional water supply being provided in many cases to provide the means for handwashing. All of the institutional sanitation infrastructure targets will be achieved by the end of Phase III. The MoH also indicated that an additional 30 million Euro funding, through UNICEF, is planned for investment in institutional sanitation infrastructure in the next five years.

WUAs and SUCEs are effective in operating and managing RWSS, as the communities are more actively engaged in running and maintaining them. Institutional structure for district-level governance and management of drinking water supply and sanitation sector in Tajikistan have been adopted by the TajWSS network in Phase I. Despite the low tariffs that exist for drinking water in Tajikistan, often less than one Somoni (approx. USD 0.10) per cubic metre, WUAs and SUCEs have been successful in adapting their structures to these prevailing low tariffs – often, WUAs can only support two or three staff salaries maximum. The addition of Community Advisory Boards (CABs) brings additional support to support the O&M of the WSSs. CABs help identify problems, encourage tariff collection, and provide oversight for the WUAs. The creation of CABs structures by implementing partners (Consumers Union), has created additional space for the participation of women at the community level. The role of women in WUAs remains somewhat limited, but the CABs structure has increased participation, even though such participation is often limited to health and hygiene education related issues.

The TajWSS network provides a forum to improve sector coordination and communication among key WASH stakeholders. TajWSS works at the local, district and national level as a bonding agent to advocate for good governance at all levels. To a large extent, the TajWSS platform has been dormant for the past year due to the Covid 19 pandemic. However, in the past the platform has shown itself to be a useful forum for sharing of best practice, and for exchanges of policy solutions. As an NGO, Oxfam does not directly participate in policy dialogue with the government but does so through UNDP. However, the tangible results of the Policy Dialogue component are ‘modest’ as highlighted in Table 7. In the future WASH projects, policy/advocacy dialogue could be enhanced using more results orientated targets to ensure workstreams are finalised in a timelier manner.

5.6.3 Efficiency

The project has also had a positive impact on generating international and local funding for RWSS – through the establishment of a Water Trust Fund in Rudaki District. National and local counterpart funding of 49% was generated, with 51% of funding being provided by SDC. External donor funding will continue to be an important contribution in any future financial model.

The Water Trust Fund² model is an interesting model, but further work is required to develop this into a more scale-able model that can increase financial investment in the RWSS sector. To replicate and scale-up on the various models developed by the TajWSS project; such as village water supply schemes, sanitation infrastructure for schools and health centres, etc. additional financial resources are required. For future WASH interventions, this could be achieved through a ‘District Wide Approach’ where several financial stakeholders are encouraged to invest in achieving District wide coverage. Although outside the scope of the current project, this requires high level advocacy work and more detailed planning with key stakeholders such as the main Development Banks, UN Agencies, Private Investment Funds and Government. A first step is to developing thinking around ‘blended finance’. The latest OECD report on financing water indicates that the blended finance approach is a promising approach to scale-up financing flows for water in low-income countries through mobilization of funds from public and private sources (commercial, grants, credit with interest-rate).

² The Water Trust Fund in Rudaki District was created to diversify funding for WASH infrastructure or scheme. The Fund is managed by Hukumat, including finances, and is also a mechanism for post-project monitoring.

At the project level, beneficiaries, schools, health centres and government officials alike, are highly satisfied and appreciative with the infrastructure improvements provided under the current Phase III and in previous phases. All the water supply equipment is operational for the schemes covered by the project. Overall, sanitation facilities in schools and health centres are being used. However, more stringent monitoring of latrine 'usage', through observation and Focus Group Discussions (FGDs) with user groups is desirable to ensure latrines/toilets are being used in a consistent manner on a daily basis. *The DEWATS facility at Rudaki District was still under construction at the time of the Mid-term Evaluation.*

The TajWSS Phase III project has an enhanced M&E system, with a dedicated M&E Officer providing support to the WASH Team to monitor both outputs and outcomes. Baseline data is at the heart of an effective M&E system, and the project is able demonstrate the starting point for the various activities. One outstanding issue is to outline and develop a methodology to measure the project impact, as outlined in Section 3.4 of this report. This will require some dedicated thought and preparation to ensure the parameters being used are 'measurable'.

Thought is also required about how the monitoring systems in place can be transferred to the relevant government partners. The results of M&E will need to be seen in the years to come and transferring the responsibility to the relevant government institutions is crucial. A plan should be developed to identify the government institution best placed to carry out the function, to identify the assets required to perform the task and then provide the necessary support and training as the project phases out. Key issues such as data protection concerns need to be addressed within such a plan.

The current structure for Policy Dialogue is inefficient and does not produce results in an efficient and timely manner. In future WASH projects, it would be wise to explore alternative mechanisms for implementing these activities. This could include embedding staff in the key relevant ministries, supported by external expertise working under performance related contracts. Alternatively, payments for activities from development partners could be linked to a 'payment by results' mechanism. This would ensure that policy development follows project progress more closely.

Diversifying Funding (Oli Somon Scheme)

In Phase II of TajWSS contributions were typically 70% SDC and 30% from the Government and communities. In Phase III, funding is more diversified:

Table 8. *Funding contributions in TajWSS Phase III*

Funding Source	Contribution
SDC	51%
Other donors	18%
National government	2%
Local government	15%
Community	14%

Previously, national government didn't contribute, community contributions were not greater than 5%, and local government contributions were less than 10%. In Phase III, all these contributions have been increased through the Water Trust Fund mechanism. A detailed breakdown of contributions for the Oli Somon WSS scheme is shown in **Annex F3**.

5.6.4 Sustainability

The establishment of decentralised WUA type structures has created more social awareness and the concept of participation and accountability in the target locations. The establishment of WUAs, forms a good base for social sustainability. Ultimately, sustainability will largely depend on acceptable solutions regarding tariffs, taxation of WUAs and ownership of the systems, as well as on the inclusion of increased sanitation infrastructure in the future. Sustainability depend heavily on continuous income generation from water fees (tariffs and tariff collection) – for the operation and maintenance of RWSS. Financial sustainability depends on good leadership, transparency, regular

follow up and support for RWS systems. Long-term support will be required moving forward if WUAs are to become fully autonomous in future.

Sanitation Marketing

The aim was to improve household sanitation in three villages in Rudaki District and demonstrate proof of concept. Formative research identified a desire for better household latrines and a lack of suitable product options.

The intervention introduced new sanitation technology options through the private sector. Advertising expertise was provided by Tyron, a marketing company, while capacity building was provided through a Technical Training College. The approach focusses on generating demand for improved sanitation through the private sector, facilities being financed directly by users.

A financial services company was integrated to provide finance to eligible consumers to facilitate purchases. However, families were reluctant to use these services preferring to use informal family finance mechanisms. A plan to develop a sludge treatment unit and a business for pit emptying was cancelled due to the pandemic.

Overall, the sanitation marketing activities were successful at small-scale. The challenge is to take the sanitation marketing concept to a larger scale. Further details are shown in **Annex F4**.

During the Soviet era most services were free, including water and sanitation. Paying for water is therefore a change of mindset, not only amongst the population, but also amongst political leaders. It is difficult and will take time for people, especially older generations, to adjust to the new realities. But the project has allies within the government systems, particularly the MEWR, who see the value of setting tariffs at suitable levels and ensuring cost recovery. Collecting money for the systems is important for operating and maintaining them daily, however, the scope for what is classified as ‘full cost-recovery’, see *Annex C.1*, is limited given the fragile economic situation in many rural areas. At best, cost recovery is only likely to cover operation costs and some capital maintenance. Currently capital maintenance is covered mainly through periodic collections of funds

from users, organised by WUAs, to replace broken equipment. A better system for covering capital maintenance needs should be developed, this may require suitable mechanisms for asset management, where the life-time cost of critical equipment can be integrated into the cost-recovery and tariff calculations.

For unmetered water supply systems, i.e. stand posts, families pay a monthly tariff according to the number of family members. Anecdotal evidence suggests that such unmetered systems are unequitable intermittent in terms of operation. All of the water schemes monitored by TajWSS Phase III have water meters fitted to reduce wastage, improve revenue collection and improve equity. Yard connections are metered, and tariffs are levied according to cubic meters (m³) used per month. Tariff

collection varies; in Muminobad, Kulab and Rudaki Districts they are between 76% and 87%. However, the water meters themselves are often low-quality, and thus subject to breakage. The system of housing multiple meters in metal meter boxes increases the risk of damage to the meters in extreme cold weather. Although WUAs endeavour to protect such meter boxes from freezing, multiple meters can freeze and may require replacement, increasing the operating costs of the WUAs. It would be worthwhile to a) explore the potential economic of installing better quality water meters; and, b) exploring alternative mechanisms for housing water meters and in protecting them from the cold.

The inclusion of sanitation around schools and health centres (toilets / latrines), is a positive factor for socio-environmental sustainability. Tajikistan is blessed in that institutions such as schools and health centres have dedicated cleaning staff, key to ensuring facilities are cleaned regularly. Further work is required to develop a suitable longer-term monitoring mechanism for institutional sanitation facilities, to ensure that the facilities are used in a consistent way. The District MoH Epidemiology Structure (SES), is responsible for public health at the District level and have the ability to intervene in the case of non-compliance.

The inclusion of household (HH) sanitation activities through Sanitation Marketing (SanMart) in Phase III also encourages the uptake of better sanitation practices and increased ownership. Although the Phase III results are modest, the approach highlights the importance of promoting rather subsidising HH sanitation. However, a more suitable finance mechanism is required to ensure that HHs can access the necessary finance to upgrade their sanitation facilities.

TajWSS has developed an exit strategy for the closure of TajWSS Phase III to ensure the sustainability of the related project activities. The exit strategy is discussed in more detail in **Section 8 – the Forward View**.

5.7 Project rating using the OECD DAC Criteria

The development criteria of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD) were used to rate TajWSS Phase III Project, see **Annex E.1** for more details. The overall rating of the project is shown in Table 9 below:

Table 9. TajWSS - Phase III Project rating using OECD DAC Criteria

DAC Criteria	Rating	Justification
1. Relevance	1	TajWSS Phase III is highly relevant, and in-line with SDG6, government's water sector reform, multiple strategies & policies developed by International funding organizations such as World Bank, SDC, EU, etc.
2. Effectiveness	1	TajWSS is effective in addressing WASH needs in rural communities, in generating user participation and in establishing management structures.
3. Efficiency	2	TajWSS is efficient in developing implementation, management and accountability mechanisms for the development of RWSS schemes. Policy Dialogue at the national level is lagging behind other project activities.
4. Impact	0	Not assessed – measurement of the key impact indicators is planned for the final year of the project activities.
5. Sustainability	2	TajWSS demonstrates several models such as WUAs and SUCes, with potential for longer-term sustainability into future – risks however exist with government operators, political leadership and low tariff environment.

Scoring for DAC Criteria

The corresponding numbers (0 - 4) represent the rating of the sub-criteria. The corresponding rating values are: 0 = not assessed; 1 = highly satisfactory; 2 = satisfactory; 3 = unsatisfactory; and, 4 = highly unsatisfactory.

6 Partnership and Team Performances

6.1 Partnership Level

Partner name		Description	Key Project Role
1	United Nations Development Programme (UNDP)	<p>UNDP's Tajikistan Country Office opened in 1994. UNDP plays a role in supporting the country's reform efforts and developing a national strategy for poverty alleviation. The government of Tajikistan has – with UNDP's assistance – developed a National Development Strategy, 2016-2030. The strategy outlines the policies and investments necessary to reach the SDGs on time by 2030. UNDP has been one of the key TajWSS Project partners since the inception of the project in 2010.</p> <p>https://www.tj.undp.org/content/tajikistan/en/home.html</p>	<p>UNDP, along with other development partners, has invested substantially to help Government of Tajikistan improve water sector reform coordination. Supporting the adoption of improved policy & landmark legislation, including: new Water Code, new Law on Drinking Water Supply & Sanitation & new Law on WUAs.</p> <p>Currently UNDP is developing a National Sanitation Plan in partnership with MoH, and a series of five Policy Briefs.</p>
2	Consumers Union of Tajikistan (CU)	<p>Consumers Union (CU) is a national non-profit consumer association, founded in 2002. CU's mission is assisting in consumer rights protection and building up fair market relations in Tajikistan. In December 2007, it became a national consumer association and renamed itself the Consumers Union of Tajikistan. CU has three offices, Dushanbe (Head office), Khujand and Qurghon - Teppa City.</p> <p>CU has a rich practical experience in protection of water consumers, its wider involvement in drinking water supply and sanitation sector of Tajikistan since 2009. CU works in close partnership with development agencies, government officials, public utilities, and local communities.</p> <p>https://www.consumersinternational.org/members/members/consumers-union-of-tajikistan</p>	<p>Promoting social accountability, based on principles of transparency, accountability & participation. Approach builds on experiences from Tajikistan Drinking Water Supply & Sanitation Sector Improving Social Accountability (TWISA). CU's inputs empower citizens to exercise their consumer rights to safe, reliable water & sanitation services, by;</p> <ul style="list-style-type: none"> • Capacity building of service providers: performance indicators, consumer rights, better customer care, & monitoring mechanisms. • Promoting transparent, accountable & inclusive decision-making for service providers. • Elaborating and promoting policy recommendations for the sector improvement. • Information & practical support for consumers, service providers & relevant state authorities.

3	BORDA	<p>BORDA e.V. (Bremen Overseas Research & Development Association) is an expert NGO specialising in full-cycle decentralised sanitation, with over 40 years of award-winning solutions that have empowered people and set new standards in more than 20 countries around the world. Their aim is to play a leading role in international efforts to achieve the 2030 Agenda for Sustainable Development.</p> <p>BORDA works with governments, local enterprises and partner organisations, to improve communal planning processes, sanitation supply structures and basic needs services. We tackle unsolved problems and bring tried-and-tested solutions to challenging places.</p> <p>https://www.borda.org/</p>	<p>To provide solutions improving sanitation in the institutional sector and improving faecal sludge management.</p> <p>For the institutional sector, BORDA developed a plan for dissemination of decentralised sanitation approaches based on a threefold strategy:</p> <ul style="list-style-type: none"> • Demonstration of DEWATS in hospitals and health centres • Capacitate relevant stakeholders from the sanitation and health sector • Develop an DEWATS upscaling strategy for the health sector in Tajikistan <p>The project is being implemented jointly in Rudaki District Hospital with financial support from government. Learning will be disseminated with the relevant Government Institutions such as MoEWR, COAC, MoHSP and KMK.</p> <p>The activity for improving faecal sludge management was cancelled due to the Covid-19 Pandemic.</p>
4	"Tayron" (LLC "Reklama & Ideas")	<p>Tayron is an advertising agency with over 20 years' experience promoting goods and services in Tajikistan. Tayron creates, organizes and conducts events to promote brands, as part of various marketing campaigns. Tayron can also produce professional photographs and video.</p> <p>Tayron has worked with several organisations over the years, including: UNDP, UN Women, UNICEF, Helvetas, and Oxfam (TWISA Programme).</p> <p>https://tayron.agency/</p>	<p>Tayron was responsible for conducting the marketing activities of the Sanitation Marketing element of the TajWSS Phase III Project. This included:</p> <ul style="list-style-type: none"> • Consumer surveys • Focus Group Discussions • Marketing materials

6.2 Main National Partners

Partner name		Description	Project Relationship
1	Ministry of Energy & Water Resources (MoEWR)	MoEWR was established in 2013. Its function is the policy & regulation of water issues. Activities include implementing water & energy policies, strategy development, water resource management, regulation, capacity development & water resource protection.	Coordination with other state bodies, local executive bodies of state power, public & international organizations. MoEWR also expresses interest in improved sanitation solutions as a means to protecting water resources.
2	Ministry of Health & Social Protection (MoHSP)	Ministry of Health and Social Protection is the central executive body of Republic of Tajikistan responsible for the development and implementation of a unified state policy and regulation of legal norms in health and social protection. http://moh.tj/?page_id=7295&lang=en	Implementation with Republic Centre for Healthy Lifestyle & Department for Sanitary and Epidemiological Safety. MoH also expresses interest in community engagement approaches & in institutional sanitation issues.
3	KMK SUE	State Unitary Enterprise “Khojagii Manziliyu-Kommunal” was established in 2001. It was established to coordinate policy in development & operation of housing & utilities infrastructure from use of state property to obtain profit from service provision.	KMK SUE is currently the operator & regulator for the provision of water and sanitation services in Tajikistan. KMK SUE is the parent organisation for District level Vodakanal and Tojik Obi Dekhot structures.
4	Local Governments Rudaki, Kulob & Muminobad	District Government structures (Hukumat) & the related Jamoat & village structures that administer the populations under their jurisdiction on behalf of central government. Hukumat’s receive an annual budget for operational & development purposes.	District level structures are empowered by the decentralisation process and law to provide services to the population under their jurisdiction. Hukumat’s provide political & financial support to TajWSS.
5	Tojik Obi Dekhot – Rudaki District	A subsidiary of State Unitary Enterprise “Khojagii Manziliyu-Kommunal” that is responsible for the provision of water & sanitation services at the District Level in selected locations.	Responsible for the O&M of the Oli Somon water scheme in Rudaki District, and for the collection of fees and customer care in four villages targeted by TajWSS Phase III.
6	Committee on Architecture & Construction (CoAC)	Committee on Architecture & Construction (CoAC) is central executive body performing activities for carrying out state policy, normative legal regulation, rendering services & implementation of state control in sphere of architecture & construction.	A technical relationship exists to approve all the technical designs for TajWSS Phase III. CoAC also expresses interest in innovative technical solutions such as DEWATS technology.

7	Alif Sarmoya	Alif Sarmoya is a fin-tech start-up organisation that started in Tajikistan 2015. The company started as an organization bringing financial, retail, corporate & private banking services to people using informational technologies and launched by three Tajiks educated in UK & US.	A relationship was developed to provide loans for the Sanitation Marketing activities in Rudaki District. Unfortunately, due to Covid-19, the contract was not operationalized during the project.
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6.3 Team Performance

The Project Team, led by Oxfam, has demonstrated considerable dedication and commitment to achieve the overall project goals. As of April 2021, the project is in track to achieve most of the targets as outlined in the Revised Project Logframe. However, efforts need to be re-doubled to ensure that the Policy Dialogue work (Outcome 3) is brought back on track, as this is an area where the Project is lagging behind.

There is evidence, under the leadership of Oxfam, that there are identifiable and actionable steps being taken to achieve the project goals. The Logframe is being monitored on a regular basis by a dedicated MEAL Officer, and the management team act based on the data provided. The addition of a series of Key Performance Indicators (KPI) to monitor water system management performance will provide additional tools for monitoring project performance.

The Organigram for the main Project Team is shown in **Annex B2**. The evaluator considers that the team is the right size for the TajWSS Project, and that the mix of skills and specializations, as outlined in the organigram, are optimal for project implementation. The addition of four key partners, UNDP, Consumers Union, BORDA and Tayron have brought many several positive additions to the core team. However, stronger leadership is required to ensure Policy Dialogue (Outcome 3) keeps pace with the project as a whole.

The Project Team has developed an extensive network of contacts, at all levels (community/local authorities/national authorities), and there is evidence of good and clear communication both internally and externally within the project. The Project Team bring together a range of skills that are complementary to the work being undertaken.

There is evidence of high levels of motivation in the Core Project Team, and effective management structure in place, where the roles and responsibilities of the team members are valued. Project Team members are able to express ideas freely, share opinions and to accept responsibility for their areas of work. Overall, there is a feeling of 'ownership' by the Project Team for the project deliverables and outcomes. Oxfam GB, led by the Country Director, should be commended for creating such a dynamic and inspiring project implementation environment.

7 Conclusions and Recommendations

7.1 Challenges

- Covid-19: Project was severely disrupted through Covid and subsequent Covid related lock-downs, in particular 'soft community activities' were disrupted. The planned faecal sludge treatment plant, part of the Sanitation Marketing activities with BORDA, was also cancelled because of the Covid-19 disruption.
- Minor technical issues, particularly around water meters (quality & freezing); taps on handwashing stations; and consistent usage of latrines in schools³. Further investigation is required regarding the best type of taps and water meters for the Tajikistan context, looking at aspects of reliability and cost-effectiveness.
- Changes in District & Jamoat Level structures, or 'abuse of power' by officials, result in quality WUA Heads being replaced by under-performing individuals - evidence of 'irrational' scheme expansion. Absence of active CABs results in lack accountability & transparency.
- Tojik Obi Dehot (TOD) a Government State Enterprise, lacks accountability & financial transparency in its operations, technical competencies are also in doubt. During the MTE, Oli Somon WSS was reported non-operational by users – the technical problem was resolved. Better accountability for users is required, this includes: developing a complaints mechanism, improving breakdown response time and increasing financial accountability within Tojik Obi Dehot.
- The main blockage to scaling-up TajWSS approach is lack of access to finance, particularly for system investment in rural RWSS projects. Further engagement is required with the responsible Ministries and with Global Financial Institutions (WB, ADB, ERDB, etc.).
- School sanitation facilities need to be used consistently, by girls and boys, on a day-by-day basis. Old sanitation blocks should be physically demolished to encourage use of the new facilities. Consistent latrine usage is one of the key requirements for sustainable sanitation.
- The finance mechanism through Alif Bank for household sanitation loans was not universally popular amongst users. Users were reluctant to take loans & they were linked to costlier materials. The bank was also considered unenthusiastic about the venture.

7.2 Conclusions

- Over the project cycle, from Phase I of TajWSS to the current Phase III, the project has developed a logical sequence of activities that builds on the achievements made in previous phases. Essentially the project has moved from what were activities initially aimed at increasing access, to a fully integrated water and sanitation project that focusses not only on systems management, but also the enabling environment as well as introducing new approaches to identified problems.
- TajWSS Phase III continues to deliver results: 23,202 access water through RWSS; 10,401 people accessed school sanitation; 665 people accessed HC sanitation; 218 HHs improved

³ A behavioural challenge

their sanitation & 9,919 children received hygiene training. Supplementary Covid prevention activities were also integrated during the project.

- Water User Associations (WUAs) & Community Advisory Boards in combination with good Government Leadership (Jamoat & Hukumat) are effective structures for managing rural water supply. They permit transparent revenue collection mechanisms to be established and permit accountability mechanisms to be integrated through Community Advisory Boards (CABs).
- The Water Trust Fund used for the Oli Somon WSS scheme is an efficient mechanism for engaging stakeholders and for leveraging contributions towards the overall investment. The stakeholder groups making contributions, included: communities, government (National & Regional) and traditional donors. The TajWSS Phase III was successful in leveraging counterpart contributions totalling TJK Somoni 2,640,932 (USD 240,085).
- The role of a sanitation marketing approach in Tajikistan has been achieved in creating supply and demand in project target areas. Work undertaken to encourage the take up of better sanitation infrastructure was successful, but more work is required around access to finance. The infrastructure upgraded in the project target area was financed by individual households, through informal family loans, rather than through use of the finance mechanism that was set up. Having a workable finance mechanism alongside the existing 'informal' mechanisms would add value to sanitation marketing activities.
- Several government institutions have engaged actively with TajWSS Phase III – Tajik Technical University; Commission for Architects & Construction; Republican Healthy Lifestyle Institution.
- Policy, advocacy & influencing activities of lag-behind project implementation & need to be implemented in a timelier fashion. Key findings against evaluation questions (matrix).

7.3 Recommendations

- **Impact & Outcomes:** An independent endline survey should be designed to be conducted before project closure. The endline survey should be designed to measure the project impact and the uptake of household handwashing and hygiene practices, improved hygiene behaviour in schools, and improved sanitation and hygiene practices in health centres (1.4, 1.5 & 1.6).
- **High Level Advocacy:** A strategy for high level advocacy is required to sustain gains where sustainability is under threat. This should include identifying how to access to key decision makers; develop community complaint mechanisms; and, media campaigns. The strategy should be developed with key stakeholders, and a risk assessment should be a key element of the strategy, this will prevent harm to individuals, communities, project partners or the implementing organisation. Training should be provided to communities on how to 'claim their rights' and 'initiate a complaints process'.
- **WASH Governance:** The rights of communities to elect their WUAs representatives needs to be protected. A strategy to deal with 'abuse of power' by local government officials is needed along with training on 'how to respond' to such abuses. The Consumers Union should be encouraged to develop a training package to address such issues.

- **Scaling-up RWSS:** In partnership with key stakeholders, initiate the development of a draft strategy to leverage more financial investment from International Financial Institutions, Donors, Private Donors and Financial Institutions. Consider implementing through 'District wide' approaches. Advocate at all levels of government to coordinate interventions, to maintain quality & coherence and to focus resources in specifically targeted Districts.
- **Enterprise Development:** Continue developing an entrepreneurial approach to HH sanitation. In particular, 'market' improved sanitation nationally & at District & Jamoat levels; explore suitable financial mechanisms that allow HHs to access the required finance. The experiences of rolling out Sanitation Marketing in Tajikistan should be fully documented as an individual case-study if possible.
- **Innovation & Influencing:** Promote new technologies such as DEWATS through high level advocacy & site visits with decision makers (e.g. 1st Deputy Ministers). Document lessons learned, disseminate through several channels (LL Paper, video, animation) in different languages.
- **Sub-Partner Contracts:** In future, use results-based contracts to ensure partner outputs are delivered in a consistent and timely manner.
- **Monitoring:** Develop a practical and realistic strategy for the inclusion of key Government structures (national and/or local) in monitoring water and sanitation related indicators. This should include: access, system reliability, collection rates, etc.. Identify, train and equip key Government structures and develop a plan to hand over data and monitoring activities to these structures.
- **Learning:** Research in more detail the different management models trialled during the TajWSS Project and document the advantages and disadvantages of the different models and include a detailed financial analysis. Produce a series of learning products, including case-studies; conference papers; animations and a TajWSS video.

8 Forward View

8.1 Outcome phase plans and targets

8.1.1 Likelihood of achieving targets by June 2022

A common feature of Outcome plans across the TajWSS Project is an emphasis on fostering a greater role for government agencies in supporting and enabling the sustainability of RWSS. This includes securing the continued use and maintenance of sanitation and water supply facilities installed under TajWSS, and the continued practice of good hygiene at critical times. The project also seeks to strengthen sector management and coordination by government at local, regional and national level, enabling effective approaches applied by the project be continued and applied more widely in support of national goals. For schools, the focus of attention will shift from direct implementation to securing ongoing hand-washing promotion within the curriculum, and at the same time consolidate latrine use and hygiene behaviour change.

The TajWSS Project has achieved or even exceeded a good number of the key outcome indicators despite restrictions due to the Covid 19 Pandemic in Tajikistan. Understandably, many of the delays in implementation are around activities requiring social gatherings, such as hygiene training sessions and community information sessions, etc. There have also been delays due to the availability of government partners. Covid 19 restrictions are now becoming less restrictive in Tajikistan, and the Project should now focus its attention on ensuring the outstanding targets are met, or even exceeded, wherever possible. Preventative Covid 19 measures should always be followed, such as maintaining social distancing and wearing masks, etc.

Specific attention is required from UNDP to plan and schedule the outstanding work around policy documents and to ensure relevant government partners have ownership of the different workstreams to ensure continuity. The key outstanding outcome indicators are listed in Table 10 below:

Table 10. Outstanding Outcome Indicators – Likelihood of Success

Outstanding Outcome Indicators	Comments	Likelihood of Success
1.4. 90% of target households in Rudaki (or at least 9,000 people, 50% women) District practicing handwashing at key times & adopting improved hygiene practices.	TajWSS should develop a plan to complete hygiene promotion sessions to reach at least 4,720 ⁴ people with hygiene in Rudaki District. <i>An end line survey to measure the take up of improved hygiene practices to be conducted.</i>	YES
1.5. 15,000 children in 20 schools adopt better hygiene & sanitation practices after 24 months of project start.	TajWSS should develop a plan to reach at least 5,081 children with hygiene promotion sessions in schools. <i>An end line survey to measure the take up of improved hygiene practices by children in schools to be conducted.</i>	YES

⁴ The outstanding people that need to be reached by the end of the project.

2.1. Drinking water tariff collection rate (2021 target: > 90%)	As of 2020, water tariff collection rate stands at 79% on average from five RWSS utilities. The current economic situation makes it unlikely revenue collection can be increased substantially in next 12-months. <i>The successes & limitations of revenue collection from RWSS schemes in Tajikistan should be documented.</i>	POSSIBLE At least 80% + is achievable
2.3. 90% water supply systems in target areas are functional, fulfilling key performance indicators on water quality, service quality, customer care, clean environment <i>2021 target: > 90%</i> of water service utilities provide information on water quality, customer satisfaction rate, water bill collection rate, O&M cost & safe sanitary environment.	Seven WS systems – one new plus six existing are functional. The complaints & feedback mechanisms set up for six utilities & data collection on KPI has started & on-going. A detailed plan is required for the roll-out of the KPIs and complaints mechanisms to all seven schemes. Attention should be given to ensuring complaints mechanisms are handed over to a responsible & trained body.	YES
2.4. By 2021, seven community-based water service providers & customers have improved operational & commercial management systems in place.	Seven (one new & six existing) community-based water service providers have functional management systems in place. A detailed plan is required to provide the required technical & financial support. <i>The successes & limitations of revenue collection should be documented.</i>	YES
2.5. % of women represented in water and sanitation management bodies (2021 target: \geq 50%)	Overall, 68 women are represented in management & governance bodies - constituting 36% of all WUA/CAB members. Efforts should be re-doubled to increase the participation of women in water governance.	POSSIBLE At least 40% + is achievable
3.1. State Sanitation Plan developed in partnership with MoHSP & MoEWR	A detailed schedule for conclusion of this activity is required from UNDP in partnership with Government partners.	YES
3.3. Technical guideline for wastewater management developed & distributed	A detailed plan & schedule for conclusion of this activity is required from UNDP in partnership with Government partners.	YES
3.7. At least five key water and sanitation policies documented and published.	A detailed plan & schedule for conclusion of this activity is required from UNDP in partnership with Oxfam and SDC.	YES

8.1.2 Exit strategy for monitoring activities

It is also important to monitor equity aspects explicitly so that operational approaches can be adjusted where necessary to ensure a truly inclusive approach. Project monitoring might, for example, reveal the need to modify water tariff structures to ensure affordability for the poorest households.

A practical and realistic Monitoring Framework, to measure key parameters, should be designed before the closure of the project. It is important to identify, which Government agency can take on responsibility for measuring these parameters as the TajWSS Project phases out. Government staff will need to be trained on the monitoring approach, and it will be necessary to ensure the government structures have the necessary equipment for the monitoring tasks.

8.2 Prospects for sustainability

Prospects for sustainability refers to the duration of programme benefits after the project has ended, not just up to the end of the Outcome Phase, during which the management structures in place, will remain active in the target communities. At this point, the best prospects for sustainability arguably lie with the systems that are managed by WUAs, where customers are willing to pay for reliable water supply directly to the household. The WUAs provide a flexible management model, which allows them to incorporate subsidies for poorer families and allow flexibility for late payments, which is important given chronic economic uncertainty. The SUCs also provide a viable management option for RWSS schemes, in appearance, their modus operandi is similar to the WUAs, in spite of a different legal structure. The Government run state utilities, such as Tojik Obi Dehot, are not yet displaying the capacities required to operate water schemes successfully over an extended period of time.

For RWS, the projects have benefited from the use of appropriate, high quality, durable water supply hardware. This is commendable. Nevertheless, sector experience shows that community management requires a supportive local environment, in terms of technical and motivational support from local government agencies and government leaders. A key concern is the capacity and motivation of government agencies to play this supportive role to secure the long-term functionality of water supply schemes.

8.3 Prospects for behaviour change

Increasing the drinking water tariff collection rate is one of the key objectives of TajWSS project and requires a change in people's behaviour, i.e. being prepared to pay for water services. The project has set a target collection rate of at least 90% in the project areas. This is felt to be an ambitious but achievable target for the project. Currently the collection rate stands at 79% on average across all the project locations. More work is required to better understand the 'blockages' to improved tariff collection, and the mechanisms required to increase the tariff collection rate.

Handwashing and hygiene behaviour change is more difficult to achieve. A review of behaviour change achievable by handwashing with soap interventions, produced for Evidence on Demand with the assistance of UK Department for International Development (DFID), found that overall, successful interventions achieved between **14% - 67%** increase in handwashing behaviour when measured by observation (Huda et al. 2012; Biran et al. 2014; Gautam et al. 2015) and between **4% - 46%** as measured by self-report (Scott et al. 2008; Langford et al. 2013).

Therefore, the target of 90% of target households in Rudaki District practicing handwashing at key times & adopting improved hygiene practices is a very ambitious target for TajWSS to achieve in practice. A suitable endline survey will be required to measure the adoption of improved hygiene practices accurately. There is no target for children to adopt better hygiene & sanitation practices, all that is required is an improvement.

8.4 Prospects for impact

Based on anecdotal evidence, the project appears to be on track for the delivery of improved health outcomes through the delivery of water, sanitation, and hygiene activities. Several people interviewed during the MTE, including community leaders, community members and health professionals highlighted numerous benefits from a functioning and affordable water supply system, in particular, a perceived improvement in health outcomes due to improved water supply. Previously, communities relied on open irrigation channels for water.

A more formal evaluation of the TajWSS Project Impact needs to be organised between now and the end of the project. This will determine the health benefits delivered by the project and it will also determine whether the prospects for maintaining long-term impacts are viable.

8.5 Exit plan for TajWSS Network

As Oxfam phases out, the most likely scenario for the TajWSS project is the creation of a locally based spin-off organization, that will take on the role of 'TajWSS Coordinator'. This scenario is the most likely, according to Oxfam, out of proposed four scenarios⁵. In this scenario, Oxfam can transform the TajWSS network into the expert working group, potentially led by 'Equidev', as part of its offer to the sector. The network legacy can be passed on to 'Equidev' a local consulting organization that will be run and managed by former Oxfam professionals and experts.

That requires a re-design of the project products such as TajWSS network, making it a demand-driven and consultative platform oriented for a maximum of 20 - 25 experts. It will be very important to select members from the government, private sector, international and local NGOs, media and communities. They will represent the voice of their respective institutions and people, and report back the results and/or decisions taken. However, this will require funding to ensure the network has 'leadership/secretariat' to guarantee follow-up and commitment to the network. Adequate funding for the TajWSS network is critical to ensure it functions regularly, as effective network management is labour-intensive work. Funding will also be required for activities and events.

8.6 Lessons Learned

- **Inclusive project management:** The inclusive approach adopted by Oxfam through the water trust fund and social accountability framework is a major contributing factor to the project's success. The government officials and community members have devoted generous amounts of their time, expertise and finance to this project which has greatly contributed, but more importantly to the ownership of the WASH facilities. It is worth mentioning the commitment and cooperation of the Hukumat staff in Rudaki district was an important factor to the success of the project. The Hukumat has played a central role in the project site selection and design process, the permit acquisition procedures, the selection of appropriate contractors, and the monitoring and evaluation of project implementation through Water Trust Fund meetings.

⁵ Please see Annex XXX. The other scenarios are a) handover to the government of Tajikistan; b) handover to the local civil society organization; c) Status-quo/exit; d) handover to Oxfam's spin-off organization.

- **Personality issue:** The commitment and enthusiasm of some WUA chairmen has been a key to smooth implementation of the project. The WUAs whose management has proved successful is mostly due to personality traits. It is therefore important to give the community the right to select their candidates for management roles. Those whose candidacies were endorsed by communities are more successful than those endorsed by Hukumat.
- **Social accountability:** Human rights-based approach and good governance with main pillars of transparency, accountability and participation are noted by consumers as the pre-requisite for sustainability of infrastructure management in WSS sector. The established situation had been such that consumers are willing to pay water tariff but refuse to do so due suppliers' lack of contact with consumers.
- **Policy Environment:** Although the series of resolutions naming SUE KMK as the sole agency responsible for the WS&S sector is seen as a positive development, this decision does however, present several concerns and difficulties. As SUE KMK and its affiliates are operators in many jurisdictions across the country, the fact that it has now assumed a major regulatory function creates a conflict of interest with respect to this dual responsibility. This situation needs to be addressed by SUE KMK and the MEWR, in order to provide more clarity concerning its new roles and responsibilities. The speed of policy dialogue needs to be increased to keep pace with other elements of the TajWSS project.
- **Behavioural Change:** There is still understanding in majority of population that the state should provide all the investment and communal services free of charge. The transition to private connections with meters is very slow⁶ and requires at least one year to convince the population about the rationale behind their payment.
- **Tariff system:** Low tariffs systems, especially in Tojik Obi Dekhots, are a major obstacle to cost recovery, which includes full-operating costs and the costs of capital maintenance. The government authorities are reluctant to approve or support higher tariff calculations, especially during the Covid-19 pandemic, because of the expected backlash from local residents, while the prevailing public perception still views water as a free resource which was heavily subsidised during the Soviet era.
- **Institutional WASH:** The team has realized that working with schools and healthcare facilities has a paramount impact on overall livelihoods and public health of the community. It is very important to strengthen this component and establish a solid foundation on WASH through work with institutions and local Jamoats/Mahallas. Children are the most flexible in terms of behavioural change. Plus, providing drinking water and decent sanitation conditions at school factors positively in their development.
- **Role of women:** This is crucial for securing the sustainability of a water system. In the end, the women and children are the main short-term beneficiaries of the program – easier access to potable water, more time for productive activities or for the family, better school attendance, healthier families and new possibilities for the citizens to achieve their potential.
- **Sustainable sanitation:** The disposal of faecal sludge and a cost-effective pit emptying service remains a problem. Although the communities are realistic and know that a centralized wastewater collection and treatment systems is not currently feasible. At the same time, the population need to be aware of the risks.

⁶ Normally, it takes 6-12 months to work with the community to establish a trustful relationship & ownership over asset maintenance & management, as the community is not homogenous, there are always blockers, supporters & neutrals.

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Annex A Terms of Reference (TOR)

A.1 MTE Terms of Reference

This annex provides the terms of reference (TOR) for the Mid-term Evaluation.



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

**Swiss Agency for Development
and Cooperation SDC**



Consultancy Terms of Reference (ToR) for Project Mid-Term Evaluation of

“Tajikistan Water Supply and Sanitation Project” (TajWSS) Project, 2018-2022

Oxfam in Tajikistan invites qualified consultants to submit proposals to conduct Mid-term Evaluation for the Tajikistan Water Supply and Sanitation phase 3 project funded by Swiss Agency for Development and Cooperation (SDC).

Organisation: Oxfam International in Tajikistan

Practice Area: Water, Sanitation and Hygiene (WASH)

Announcement start and end date: 01-31 July 2020, 12:00 pm, Dushanbe time

Duration: 15 days; **Expected start day:** 26 October 2020

The TajWSS project is a 4-year-long project funded by the Swiss Agency for Development and Cooperation (SDC) and implemented by Oxfam in Tajikistan, in partnership with UNDP in Dushanbe.

1. Background, rationale and purpose of the evaluation

Recent estimates provided by the World Bank (2017) for Tajikistan put improved water supply access at 74% with national access to improved sanitation at 95%. However, there is high disparity between urban and rural populations and national averages hide the fact that many WASH systems have subsequently broken down or deteriorated post construction. It is estimated that only 15-20% of the population in Tajikistan have access to sewerage, while the water sector development strategy reports that water supply infrastructure in Tajikistan has declined by 70% (UN, 2016). This has significant implications for poverty alleviation, health and the achievement of the Sustainable Development Goals (SDGs).

Rural areas are particularly badly affected and progress in achieving sustainable water supply and sanitation services has been frustratingly slow for these populations. For example, the proportion of rural households who gained access to improved water supply on their premises largely remained unchanged from 2000-2016. Where “improved” water supply services do exist, consumers reported problems with intermittent supply, reduced access and high water scarcity in the summer months (World Bank, 2017). **This implies a stronger focus on sustaining water supply systems post construction is required.**

Access to sanitation and hygiene services, and the wider management of faecal sludge, also gives grounds for concern. In 2017, nearly 5.7 million people in Tajikistan (of which 97% live in rural areas) do not have sewerage, and many are reliant on pit latrines. Even where sewerage is available, grey water is usually discharged into open drains. The rehabilitation of sewerage and treatment facilities has not been conducted over the past 20 years, and this has resulted in minimal wastewater treatment. In small towns and rural areas, wastewater produced by households and industries is discharged into the soil and environment without treatment. About 70% of all infectious diseases in Tajikistan are intestinal and most of them water and hygiene related. **This requires systems to be put in place – both hardware and software – to implement and sustain sanitation and sewage services, and hygiene behaviors.**

Oxfam’s water, sanitation and hygiene approach for Phase III, which is funded by SDC and being implemented in partnership with the United Nations Development Programme (UNDP) and Consumers Union (CU), draws heavily on lessons learnt in Phases I and II. In Phases I and II the project focused primarily on improving the governance and management structures and policies associated with the rural drinking water supply and bringing about positive changes in hygiene behaviours and awareness of consumers’ rights and responsibilities in water and sanitation services. Nevertheless, three main issues remain open that require to be addressed in Phase III to sustain the trajectory of positive change: a) integration of sanitation into water supply service to ensure holistic WASH milestones, b) management support to local service providers to upgrade their services through drinking water, sanitation improvement and hygiene promotion in rural areas, c) engagement of private sector in rural WASH sector development for partnership with service providers. **Phase III therefore focuses on strengthening the “systems” component so that WASH service delivery is sustained.** That said, given the emphasis of Phases I and II was essentially on water supply, Phase III will explore new avenues to support household-level sanitation and hygiene, bearing in mind the need for long-term sustainability and possible synergies with private sector and government activities in the field of wider WASH usage.

The project’s overall goal is to achieve *“healthier population as a result of sustained access to safe drinking water and sanitation services and improved hygiene behaviour”*. The project implementation is divided into three outcomes that articulate providing access to drinking water, strengthening good governance and social accountability, as well as policy development and lobbying at the national level:

Outcome 1: People benefit from innovative and sustainable water and sanitation services and improved hygiene practices (People)

Outcome 2: Water governance bodies effectively manage drinking water supply and sanitation systems (System)

Outcome 3: Conducive policy environment at national level allows for effective management of drinking water and sanitation systems in rural areas (Policy)

The outputs for Outcome 1 focus specifically on high quality implementation of WS&S, but also on providing more effective external support for WUAs and Vodokanal, as well as local government to ensure sustainable

management of installed water and sanitation utilities. This focuses primarily on management and technical support and the evolution of WTFs. In addition, the outcome will aim to test business models, involve local private business and demonstrate to Government the potential for sanitation marketing and DEWATS. Outcome 2 and its associated outputs link to the development of stronger WASH systems that are more socially accountable. The rationale for this is it will lead to more sustainable WASH outcomes, especially in the absence of NGO programmes. It will encourage Government (local Hukumat and KMK) and local service providers (KMK, WUA, Mahalla Committee, CBO) to be more innovative in their service delivery approaches and advocate for the creation of a more favorable enabling environment to promote sanitation and wastewater management. Outcome 3 focuses on advocacy and influencing Government so promising approaches can be replicated and upscaled. It will also help to ensure WASH systems receive increased and assured financial and material support.

We anticipate Phase III of the project will provide multiple benefits. **The first** benefit is improved water supply, and/or sanitation/ hygiene services for a total of 30,000 women, men and children. Of them, 25,000 people (at least 50% women) will be reached through socially accountable improved water supply and new sanitation/hygiene services. The remaining 5,000 beneficiaries (50% women) will be reached through construction of new WS scheme(s) and establishment of sustainable water governance models in three districts. **The second** benefit concerns improved management structures that have increased ability to sustain service delivery in water and sanitation sector. This will be achieved through improved technical support to water utilities. **The third** beneficial factor relates to increased equity and social inclusion as a result of specifically promoting the rights of women, disabled and marginalized groups in society. This will also include making people aware of their rights as citizens and consumers. **The fourth** benefit concerns improved monitoring and evaluation so the programme leaves a legacy of knowing what works. The evidence will be a key to support the policy changes envisioned under the project.

The Logical Framework summarizing the project and highlighting the indicators, outputs, assumptions guiding the above objectives can be found in Annex 1.

The project officially started on the 1st of July 2018 and is funded by SDC to the amount of CHF 3,000,000. The project is being implemented by Oxfam Tajikistan.

2. Specific object and objectives of the evaluation

The mid-term evaluation of the TAJWSS project is a formative research, using main methods such as qualitative, quantitative and mixed methods, to identify projects progress, the quality of intervention delivery and intended effects and draw concrete recommendations as to where mid-course corrections or improvements may be required.

The **objective** of the MTE is to review the extent of achievement and/or progress within the project in order to assess **the relevance, effectiveness, efficiency, impact and sustainability** against the set objectives and outcomes. Within the scope of the MTE it is expected to assess the project achievements and progress towards **the Logical Framework** and identify concrete recommendations as **to where any mid-course corrections or improvement may be required in the means of achievement (input, process setting and resource allocation)** to attain output and outcome level indicators.

Specific deliverables of the MTE are a) MTE Report and b) database against baseline achievement.

3. Key questions of the evaluation

The MTE will try to find answers to the following questions with the explicit focus on the access to drinking water and sanitation services, rights and responsibilities of consumers, quality of the local level intervention and national level policy advocacy work. Key questions of the evaluation will be related to the following principles:

Relevance = Are we doing the right thing? Are project activities relevant to project goal? (consistency with beneficiary requirements & country needs, partner and donor policies)

Effectiveness = Are we achieving the project objectives? (indicative analysis as per Logframe)

Efficiency = Are the result being achieved efficiently by the project? (ratio of funds allocated to outcomes/impact achieved)

Sustainability = Are positive outcomes lasting? (likeliness of continuation of the project outcomes after the end of external financial and technical support)

Impact = Does the project help achieve overarching development-policy goals? (Long-term perspectives on institution/service's economic viability and beneficiaries' health status)

Equity/gender = Does the project address the needs of vulnerable groups? (any specific measurement to institutionalise the inclusion of excluded groups)

Lessons learned = What lessons have particularly been extracted? (specific lessons taken from service delivery cases)

Partnership and Synergies = To what extent is the project set to build synergies and coordination with the government and donor-funded programmes (including SDC-funded or beyond)?

Project Team Performance = How is the capacity and performance of the team to achieve or improve the achievement of project objectives?

4. Scope of the evaluation and approach and methods

TAJWSS phase 3 project is being implemented in three different districts, have different entry points and levels of implementations and should adopt a variety of methodologies, we can group the districts and villages based on the project interventions:

1. Rudaki district

Jamoat Choryakkoron: Choryakkoron, Chavliboi and Gizhdalobod settlements (3)

Jamoat Zaynabobod: Ikboli 1, Sharaf 3, Oli Somon and Kishovar settlements (4)

Jamoat Guliston: Tezgari Poyon village (1)

2. Kulob city

Jamoat Dahana: Tanyol village (1)

Jamoat Ziraki: Ziraki and Kalot villages (2)

Jamoat Mahmatali Gaffor: Fayzobod village (1)

3. Muminabad district

District center

Jamoat N. Nazarov: Dehlolo village (1)

Jamoat Dehi Daland: Dushanbecha village (1)

Jamoat Balkhobi: Shululu village (1)

Thematic focuses in all three districts will be a) Water Supply & Sanitation (WS&S) Infrastructure, b) Water Governance and Infrastructure Maintenance, c) Sanitation Marketing and Household Sanitation, d) WASH facilities in schools and healthcare facilities, e) Hygiene education and promotion in schools and among communities, f) Policy reforms in WASH sector in Tajikistan

Methodological Recommendation

The evaluation will focus primarily on **Quality of the Work Done** and **Institutional Learning** upon which the recommendations will be produced with insights to supporting local governance in Tajikistan. Therefore, the proposed methodology has the following angles of approach:

Technical

The consultant will visit different water supply systems targeted by the project and visually inspect the infrastructure elements (source, quality, sanitation areas around the water sources, delivery pump, disinfection method, etc). Consultant will also interview utility operators and technical persons. Consultant will also assess if WUAs achieve their KPIs.

Financial sustainability

The consultant will ask about the practices for water service billing and role of local government in financial viability of the water supply systems. In addition, the consultant will perform a quick review of financial reports (if ready available) – operation, cash flow, percentage of bills paid in time, cost recovery, etc. Will also ask about the tariff collection rate and transparency of expenditures.

Social

Consultant will ask to meet with the members of the beneficiaries. The interviewers should be gender diverse. The questions will be about the impact of the project on the life of ordinary people, about the sustainability of paying for the WASH services, etc. The questionnaires will be prepared in advance and consulted with the project staff. The consultant will discretely ask about transformative changes and/or behavioral change in terms of hygiene and sanitation upgrades that the introduction of water service brought in the community.

Policy level

The Consultant will measure the level of achievements comparing to logframe indicators, seek to understand the involvement of local and central authorities with the project, and will try to determine the level of support the authorities provided for the implementation of it and if authorities assumed the ownership of the model. The consultant will also try to understand what some challenges in policy work are and how to improve it towards reaching targets.

The most important principles of the evaluation are:

- Objectivity of the evaluation process
- Participation of all parties
- Reliability of data
- Outreach of Recommendations

The MTE will be carried out using mixed methods, including qualitative and quantitative methods and desk reviews. Based on the project documents the consultant will develop the methodology for primary and secondary data collection. The research tools and guidelines will be shared with Oxfam for its comments before finalization and application, and it will include both quantitative and qualitative questions.

5. Profile of Consultant for Evaluation

The evaluation will be conducted independent of Oxfam and SDC's intervention and performed externally to ensure impartiality, criticism and off-side review. Consultant must not have vested interests and must be given full freedom to access information, to conduct his/her evaluative work impartially and to present the findings based on the analysis of available evidence available. Impartiality is a requirement for independence. It necessitates that evaluations are free from influences that may bias their selection, conduct, findings, conclusions, recommendations and reporting. The consultant should be an evaluation expert with:

- Advanced Master's, in areas of overseas development/humanitarian action/economics or social science. Master's degree in these areas and extensive (more than 7 years) managerial experience in the relevant fields would compensate for the absence of PhD degree;
- More than 10 years of experience in research and strategy/organisational development/project management and review (work experience in Central Asia is an asset);
- Proven knowledge and capacity to develop a socio-economic and empirically verifiable research methods to understand and analyse the scope of work and its attribution to target groups and institutions
- Practical work and/or consultancy experience in WASH projects, water governance, sanitation marketing, community-based water management and hygiene education
- Extensive experience of working with international organisations globally and specifically in complex environments (Central Asia is an asset) in the field of WASH, environmental engineering, water governance, society engagement, public budgeting and institutional development
- Excellent attention to detail and evidence of quality outputs from previous assignments;
- Fluent in English (Russian/Farsi is an asset);
- Good qualitative and quantitative analytical skills;
- Good reporting and presenting skills;
- Punctuality and availability to complete the work on time;

6. Process of the selection of the evaluator or evaluation team and expectations for evaluation proposal

A short list of consultants fitting the profile mentioned above will be invited to interviews. The evaluation of the offers will be based on the best value for quality criterion covering technical quality (feasibility within time limitations, evaluation design, and review team), and price. The review of proposals will be set out to assess how the candidate will operationalize the task and refine the methodology to meet the requirements mentioned in the ToR.

The table on selection criteria:

Criteria		Scale (1-5) 1 being the lowest, 5 being the highest
Consultant/Team qualification	Area expertise • experience in WASH-related projects	1-5
	Consulting experience • consulting work in similar projects	1-5
Proposed Approach	Structure/Content • relevance of the proposals with all required information and combination of right approaches with clear structure (methods, activities, deliverables, feasibility and timeline)	1-5
	Presentation • Writing of proposal and presentation skills during the interview	1-5
Budget	Price • Comparative advantage to other consultants	1-5
	Structure • Budget structure and clarity of items (fixed/daily)	1-5
Other criteria (this is not a defining factor but an advantage. The selection will be made based on fitness and merit)	Prior experience in Central Asia or Tajikistan	Yes/No
	Knowledge of Russian/Farsi	Yes/No

Requirements for the MTE proposal:

The MTE proposal should address the following aspects:

- Understanding of context and purpose of the MTE;
- Understanding of the research questions;
- Proposed data collection and analysis tools;
- Schedule of activities (including estimation of days);
- Budget;
- CV of consultant and profile of ideal members.

NB once the selection process has been completed, the ToR should be updated accordingly (eg methodological section).

7. Schedule, budget, logistics and deliverables

Schedule: It is anticipated the evaluation will take approximately 15 days, including 5 days for field visit provisionally from 26 to 30 October. Dates are subject to change and will be discussed in advance to ensure the all risk factors related to COVID-19 crisis in Tajikistan.

Due to the current COVID-19 crisis, the proposed timeline is subject to change in accordance with risk level, travel regulations and availability of the target communities and stakeholders. The dates could be deferred based on these factors and Oxfam will notify selected candidate in advance of any potential risk of that kind.

Tentative workplan:

Timeline	Activity	Responsible
Day 1-3 (pre-field phase)	<ul style="list-style-type: none"> • Detailed workplan • Desk review of key documents • Initial briefing about the project; • Draft Inception report, detailing evaluation tools, methodology and detailed evaluation schedule; • Final inception report no later than the 3rd days 	<ul style="list-style-type: none"> • Oxfam responsible for sharing all relevant documents and arranging meetings with key staff and stakeholders; • Consultant responsible for interview programme and inception report production;
Day 4-9 (field phase)	<ul style="list-style-type: none"> • Data analysis; • Field visit to project areas • Presentation of key findings 	<ul style="list-style-type: none"> • Oxfam responsible for logistics and arranging meeting with beneficiaries/stakeholders

	<ul style="list-style-type: none"> Draft evaluation report which is circulated internally for comments; 	<ul style="list-style-type: none"> Consultant for presentation
Day 10-12 (post-field phase)	<ul style="list-style-type: none"> Draft report for feedback; 	<ul style="list-style-type: none"> Consultant for draft report Oxfam for consolidated feedback
Day 13-15 (post-field phase)	<ul style="list-style-type: none"> Final report for submission to Oxfam Authorization by Oxfam 	<ul style="list-style-type: none"> Consultant to submit Oxfam to authorize

The consultant will be required to develop a detailed workplan for the assignment. Project Management team will coordinate to prepare schedule and with specific timeline.

Logistics: All travel, accommodation and meeting related logistics will be arranged by Oxfam and UNDP in advance in consultation with the selected candidate.

Deliverables: The following will be the expected deliverables from the consultant:

- Methodology design (pre-field phase)
- Inception report (pre-field phase)
- Quantitative and qualitative data collection and analysis (field phase)
- Presentation to Oxfam and partners about key findings (field phase)
- Draft MTE Report for comments/remarks (post-field phase)
- Final report with annexes (post-field phase)

8. Evaluation responsibilities and management arrangements

Oxfam WASH Programme Manager and MEAL officer will be responsible for:

- Finalising the MTE ToR;
- Recruiting and approving a consultant(s);
- Approving changes to MTE work plans and budget;
- Analysing and commenting on draft final reports;
- Providing a management response to the final report;
- Arranging visits to target areas and meetings with beneficiaries and partners;
- Supporting evaluator on disseminating and following up on findings and recommendations to all colleagues, partners and key stakeholders across the project, and sharing with any other interested parties, including SDC;
- Providing venue for presentation of the findings and recommendations of the evaluation;
- Provide independence and impartiality of the evaluation;

The consultant will be responsible for:

- Identifying a relevant sampling methodology, drawing a sample,
- Providing the training to enumerators, if necessary
- Testing the questionnaire and administering the questionnaire in face-to-face interviews with key informants.
- Perform data analysis based on the collected data.
- Drafting the report and submission for comments/feedback.
- Finalizing the report with incorporation of suggestions.
- Follow Oxfam's Code of Conduct, safeguarding policy and other ethical procedures, that will be shared with consultant.

9. Dissemination strategy, plan and responsibilities for sharing and using the findings.

The consultant will present to project staff and stakeholders the preliminary findings, results and recommendations of the midterm evaluation in the following formats:

- Submission of the preliminary evaluation findings and receipt of feedback
- A stakeholder workshop to discuss the preliminary findings and collection of feedback
- Submission of the final evaluation report with supporting documents

Any other dissemination of the findings will be discussed with Oxfam Communication Coordinator. All of the findings and relevant to project data is property of Oxfam and should be kept confidential.

Annex B TajWSS Phase III Logframe and Team Structure

B.1 Project Logframe (Revised – December 2020)

This annex presents the TajWSS logframe as designed. This forms the basis for this evaluation, with the evaluation questions set out in **Section 4**.

Hierarchy of objectives Strategy of Intervention ①	Key Indicators ①	Data Sources Means of Verification ①	
Impact (Overall Goal) ①	Impact Indicators ①		
Healthier population as a result of sustained access to safe drinking water and sanitation services and improved hygiene behaviour	<ul style="list-style-type: none"> % reduction in water and sanitation related diseases in target districts (Subject to baseline versus end line assessment at the beginning and end of the project) (target: TBD with SES, baseline: TBD with SES) 90% of customer satisfaction with improved WASH service provision (target: 90%, baseline: 0) 	Government and UN/WHO statistics Local Health facility data Oxfam's Monitoring Reports Baseline & End line Survey/Assessments	
Outcomes ①	Outcome Indicators ①		External Factors (Assumptions & Risks) ①
Outcome 1: People benefit from innovative and sustainable water and sanitation services and improved hygiene practices	<ul style="list-style-type: none"> # people (M/F) gained new access to safe and affordable drinking water (2021 target: 5'000 people, at least 50% women, baseline: 0) # of people (M/F) gained new access to adequate, equitable and safely managed sanitation services and hygiene practices (2021 target: 10'000 people, at least 50% women, baseline: 0) At least 200 households have invested into better hygiene, sanitation, safe drinking water, and handwashing products & equipment (target: 200 households, baseline: 0) 90% of target households in Rudaki (or at least 9,000 people, 50% women) district practicing handwashing at key times and adopting improved hygiene practices (target: 90%, baseline: 50%) 15'000 children in 20 schools adopt better hygiene and sanitation practices after 24 months of project start (target: 15'000 children, baseline: 365 children) 400 medical staff in 16 health centres adopt better hygiene and sanitation practices after 24 months of project start (target: 400 medical staff, baseline: 0 medical staff) 	<ul style="list-style-type: none"> Baseline & End line reports Pre- and Post-KAP surveys at HH and institutional level on WASH practices WTF protocols on fund allocation Contracts/Bank statements on co-financing Records of sales and installation of sanitation, handwashing, drinking water and hygiene products at HH level Monitoring reports in partnership with local Hukumat 	A1: High customer demand for improved drinking water supply R1: Low (or no) financial contribution by WTF/local government to WS construction pre-defined by MoF (15% from central government, 10% from local government) A2: High household demand for sanitation goods and services R2a: Difficulty in generating demand for sanitation/hygiene/hand-washing products and services R2b: Lack of financial support by WTF/local government to DEWAT/FSM infrastructure A3: Sanitation, handwashing, drinking water, hygiene goods and equipment can be sourced, produced, or installed locally to a sufficient standard in partnership with local private sector players

Hierarchy of objectives Strategy of Intervention Q	Key Indicators Q	Data Sources Means of Verification Q	
			<p>R3a: Lack of interest of local private sector in outsourcing, production and management of water and sanitation equipment and services</p> <p>R3b: Difficulty in ensuring appropriate and timely supply of products and financing solutions</p> <p>A4: DEWATS technology is feasible, well implemented and safely managed</p> <p>R4a: DEWATS is not sustainable due to limited revenue generation and post-construction support</p> <p>R4b: Schools, health centres and community do not engage sufficiently in infrastructure management and provision of hygiene products</p>
Outcome 2: Water governance bodies effectively manage drinking water supply and sanitation systems	<ul style="list-style-type: none"> Drinking water tariff collection rate (2021 target: > 90%) (target: 90% of new systems, baseline: 0%) Water users' satisfaction rate, incl. quality⁷ of response to customers' complaints (2021 target: >90%), (target: 90%, baseline: 20%) 90% water supply systems in target areas are functional, fulfilling key performance indicators on water quality, service quality, customer care, clean environment (2021 target: >90% of water service utilities provide information on water quality, customer satisfaction rate, water bill collection rate, O&M cost and safe sanitary environment) (target: 90%, baseline: 0%) By 2021, seven community-based water service providers and customers have improved operational and commercial management systems in place (target: 7 systems, baseline: 0 systems) % of women represented in water and sanitation management bodies (2021 target: ≥ 50%) (target: ≥ 50%, baseline: 0%) 	<ul style="list-style-type: none"> Baseline & Endline survey/assessment Records of billing efficiency Records of leakage and non-revenue water Asset inventory records Grievance mechanism Record of grievances documented and addressed (ratio) Customer satisfaction surveys 	<p>A1: Institutional roles and responsibilities clearly defined</p> <p>R1: Limited resources provided to help local government perform their duties</p> <p>A2: High demand for training and capacity-building activities within water utilities and communities</p> <p>R2: High staff turnover within water service providers and unwillingness of communities (especially women due to cultural constraints) to improve water service quality</p>
Outcome 3: Conducive policy environment at national level allows for effective management of drinking water and sanitation systems in rural areas	<ul style="list-style-type: none"> State Sanitation Plan developed in partnership with MoH and MEWR (target: 1 plan approved, baseline: 1 plan drafted) Revised and simplified norms and standards for construction of rural drinking water supply and sanitation systems approved by the Government (target: 1 norms and standards approved, baseline: 1 norms and standards drafted) Technical guideline for wastewater management and safeguarding developed and distributed (target: 2 technical guidelines developed, baseline: 0) 	<ul style="list-style-type: none"> New state sanitation program submitted to the government for implementation New SNiP approved by the government Technical guideline for wastewater management published in partnership with 	<p>A1: Advocacy campaigns maintain momentum and have impact during Water Decade (2018-2028) in Tajikistan</p> <p>R1: Limited political will to implement new policies and strategies</p> <p>A2: High public and private sector engagement in water and sanitation service improvement and investment through public campaigns</p>

⁷ Customer satisfaction standards for water supply and sanitation services will be specified as a checklist in the first 3 months of the project start

Hierarchy of objectives Strategy of Intervention Q	Key Indicators Q	Data Sources Means of Verification Q	
	<ul style="list-style-type: none"> Fully recoverable tariff policy is endorsed by Anti-Monopoly Agency (target: 1 tariff policy approved, baseline: 1 tariff policy drafted) Favourable taxation policy advocated for Government endorsement to practice in rural drinking water supply and sanitation services (target: 1 taxation recommendation approved, baseline: 3 taxation policy recommendations drafted) Revised Law on Drinking Water submitted and approved by the Government (target: 1 law approved, baseline: 1 law drafted) At least five key water and sanitation policies documented and published (target: 5 policy documents published, baseline: 0) 	<ul style="list-style-type: none"> Committee on Architecture and Construction Revised tariff policy methodology endorsed by AMA Revised taxation policy published Revised law on drinking water and wastewater approved with indication on decentralised water management 5 policy documents and analyses published 	R2: Limited understanding and skills of key stakeholders in Tajikistan with regard to private sector engagement in water/sanitation sector
Outputs (per outcome) and costs Q	Output Indicators Q		
For outcome 1: People benefit from innovative and sustainable water and sanitation services and improved hygiene practices			
Output 1.1 Constructed water supply systems are used and maintained.	<ul style="list-style-type: none"> One new water supply system constructed, and six existing systems maintained (target: 7 WS systems, baseline: 0 WS systems) At least 10% of fund allocation from local government achieved for new water supply system construction (target: 10%, baseline: 0%) At least 5% of rural community contribution (in-kind or cash) for new water supply system construction (target: 5%, baseline: 0%) Water service performances increased through improved operational and commercial management systems (subject to baseline results in Y1) 	<ul style="list-style-type: none"> Records of assets constructed and target beneficiaries WTF protocols on fund allocation Contracts/Bank statements on co-financing Baseline & End line assessments Records of improved operational performance against baseline survey Technical assessment of water utilities 	A1: Asset inventories completed R2: Limited monitoring and oversight A2: High quality construction and supervision R2: Poor operation and maintenance leads to reduced standards of service A3: Fund allocation by local government as part of Water Decade in Tajikistan (2018-2028) R3: No or limited resource allocation due to financial crises
Output 1.2 Decentralized waste (incl. wastewater) management systems are in place	<ul style="list-style-type: none"> (This indicator was replaced by Emergency WASH activities to COVID-19 as indicated on Output 1.4) One decentralised wastewater treatment (DEWATS) for 3 hospitals (35m³/d) (target: 1, baseline: 0) At least 10% of fund allocation from local government achieved for new sanitation infrastructure (DEWATS/FSM) construction (target: 10%, baseline: 0%) 	<ul style="list-style-type: none"> Record of assets constructed Monitoring reports of system performance e.g. service reliability, soil infiltration WTF protocols on fund allocation Contracts/Bank statements on co-financing 	A1: Sufficient customer demand for sewage services A2: DEWATS technology is appropriate, feasible and well implemented R1: DEWATS are not sustainable due to limited revenue generation and post construction support
Output 1.3 Market-based approaches piloted to enable	<ul style="list-style-type: none"> Market-based mechanism in place to source, promote and sell the range of WASH products⁸ (target: at least 500 units of improved 	<ul style="list-style-type: none"> Records of sales and installation of sanitation, handwashing, safe 	A1: Reliable, committed and capable private sector players willing and able to engage in partnership

⁸ Ring, pitfall wall, slab, lid, shelter (wall, roof) , doors, ventilation pipe, squat pan or latrine hole, siphon with pipe, cement, bricks, etc

Hierarchy of objectives Strategy of Intervention 🔗	Key Indicators 🔗	Data Sources Means of Verification 🔗	
access of households in peri-urban areas to hygiene and sanitation products and equipment	sanitation parts sold by private input suppliers are purchased by private households, baseline: 0) <ul style="list-style-type: none"> At least 10 masons trained to repair, install or construct sanitation facilities in households as per national standards (target: 10 masons trained, baseline: 0) 	drinking water and hygiene products <ul style="list-style-type: none"> Records of paying and non-paying connections to wastewater treatment system Record of sales and business activity by private sector players Letter of intent by management of private sector players 	R1: Market-based players face business difficulties (or excessive government scrutiny)
Output 1.4 Good hygiene practices adopted and sanitation systems effectively managed at household and institutional level	<ul style="list-style-type: none"> 200 improved pit latrines procured and installed by the population in Rudaki district. (target: 200 latrines, baseline: 0) 90% of target households in Rudaki (or at least 9,000 people, 50% women) district practicing handwashing at key times and adopting improved hygiene practices (target: 90%, baseline: 50%) # of schools installed with WASH facilities⁹ (target: 10 schools¹⁰, baseline: 0) # of health centers installed with WASH facilities (target: 10 health centers¹¹, baseline: 0) # of schools and health centers provided with hygiene and medical kits (target: 20 schools and 16 health centers, baseline: 0) At least 90% of latrines installed in schools and health centres in Phase 2 are operational with functional desludging system (target: 90% in 7 schools and health centres, baseline: 0%) 15'000 children in 20 schools adopt better hygiene and sanitation practices after 24 months¹² of project start (target: 15'000 children, baseline: 365 children) 400 medical staff in 16 health centres adopt better hygiene and sanitation practices after 24 months of project start (target: 400 medical staff, baseline: 0 medical staff) 	<ul style="list-style-type: none"> KAP survey of hygiene practices before and after intervention Record of rewards granted for sustained behavior change Survey of utilisation and maintenance of assets. 	A1: Benefits of new latrines will contribute to better hygiene practices and change of behaviour for improved household waste management R1: School, health centres and communities do not engage sufficiently in infrastructure management and provision of hygiene products such as soaps A2: Affordable prices for consumers to improve their sanitation facilities in houses through service provider R2: Lack (or poor) of access to low interest rate loans offered by micro-credit institutions or bank to communities
Costs of outputs for outcome 1: CHF 912'303 In case of joint projects: 1) amount of SDC contribution CHF 912'303 2) in % of total cost: 31% 3) Total cost: CHF 3'000'000			
For outcome 2: Water governance bodies effectively manage drinking water supply and sanitation systems			

⁹ Water supply, latrine and handwashing facility

¹⁰ One per request by Rudaki district government (following the Water Trust Fund meeting on 24th October 2018) and nine schools selected by Oxfam as WASH response to COVID-19

¹¹ Two per request by Rudaki district government (following the Water Trust Fund meeting on 24th October 2018) and eight health centres selected by Oxfam as WASH response to COVID-19

Hierarchy of objectives Strategy of Intervention 🔗	Key Indicators 🔗	Data Sources Means of Verification 🔗	
Output 2.1 Operational and institutional capacity of local water utilities is strengthened to sustain efficient and effective service delivery to consumers	<ul style="list-style-type: none"> 3 district authorities' staff completing capacity building training courses on sustainable WASH operation and management (target: 15 staff members, baseline: 0) Operation of water supply systems meets national¹³ & international service performance criteria¹⁴ (Target: 7 WS systems, baseline: 0) % increase in water supply (hours/day) (subject to baseline results in Y1) 90% of water quality samples free from contamination (subject to baseline results in Y1) (target: 90%, baseline: 0%) % increase in revenue generation (subject to baseline results in Y1) (target: TBD, baseline: TBD) Cost effectiveness analysis (CEA) of newly constructed and maintained WS & S facilities % increase in reporting by water service providers through open sources (subject to baseline results in Y1) By 2021 at least one WTF has published sustainability plan coupled with assured financial support. (target: 1 WTF sustainability plan, baseline: 0) 	<ul style="list-style-type: none"> WASH Training Module developed Training attendance records Staff survey on identification of knowledge/skills needs Number of staff completing training courses Number of staff actively addressing operational, environmental and commercial management problems CAB/WTF meeting protocols/list of participants Records of operational, environmental and commercial performance 1 CEA report Action plan and record of improvements undertaken 	<p>A1: Increased focus on sustainability R1a: Limited external support R1b: Over emphasis on building WASH services, rather than keeping them working R1c: Staff turnover/lack of leadership</p>
Output 2.2 Social accountability mechanisms established by CBOs and/or consumers in three project districts.	<ul style="list-style-type: none"> 7 CABs established to ensure timely identification of problems, efficient use of public oversight and technical assistance over accountability, finance and management for service providers and consumers. (target: 7 CABs, baseline: 0) Grievance mechanisms in place for water utilities (target: 7 water utilities, baseline: 0) 90% of customer complaints addressed satisfactorily in a timely manner (target: 90%, baseline: 0%) Improved billing and payment systems in place for water utilities (target: 7 water utilities, baseline: 0) 	<ul style="list-style-type: none"> Record of grievance mechanisms and structures Billing efficiency and payment records Customer satisfaction surveys Records of customer concerns being addressed 	<p>A1: Demand to reform and strengthen institutional capacity R1: Limited willingness to reform by WUA and local government A2: Training and capacity building leads to improved performance R2: No increased resources to improve performance of local government</p>
Output 2.3 Sanitation models replication/upscaling strategy is available	<ul style="list-style-type: none"> One technical guideline on construction of improved sanitation at household level (target: 1, baseline: 0) One marketing guideline on sanitation products (target: 1, baseline: 0) 	<ul style="list-style-type: none"> Publication of documents Dissemination of documents Promotion of service availability in Rudaki 	<p>A1: Service delivery is centralised under the supervision of water service provider in partnership with private sector who will be able to provide HH level sanitation facility improvement</p>

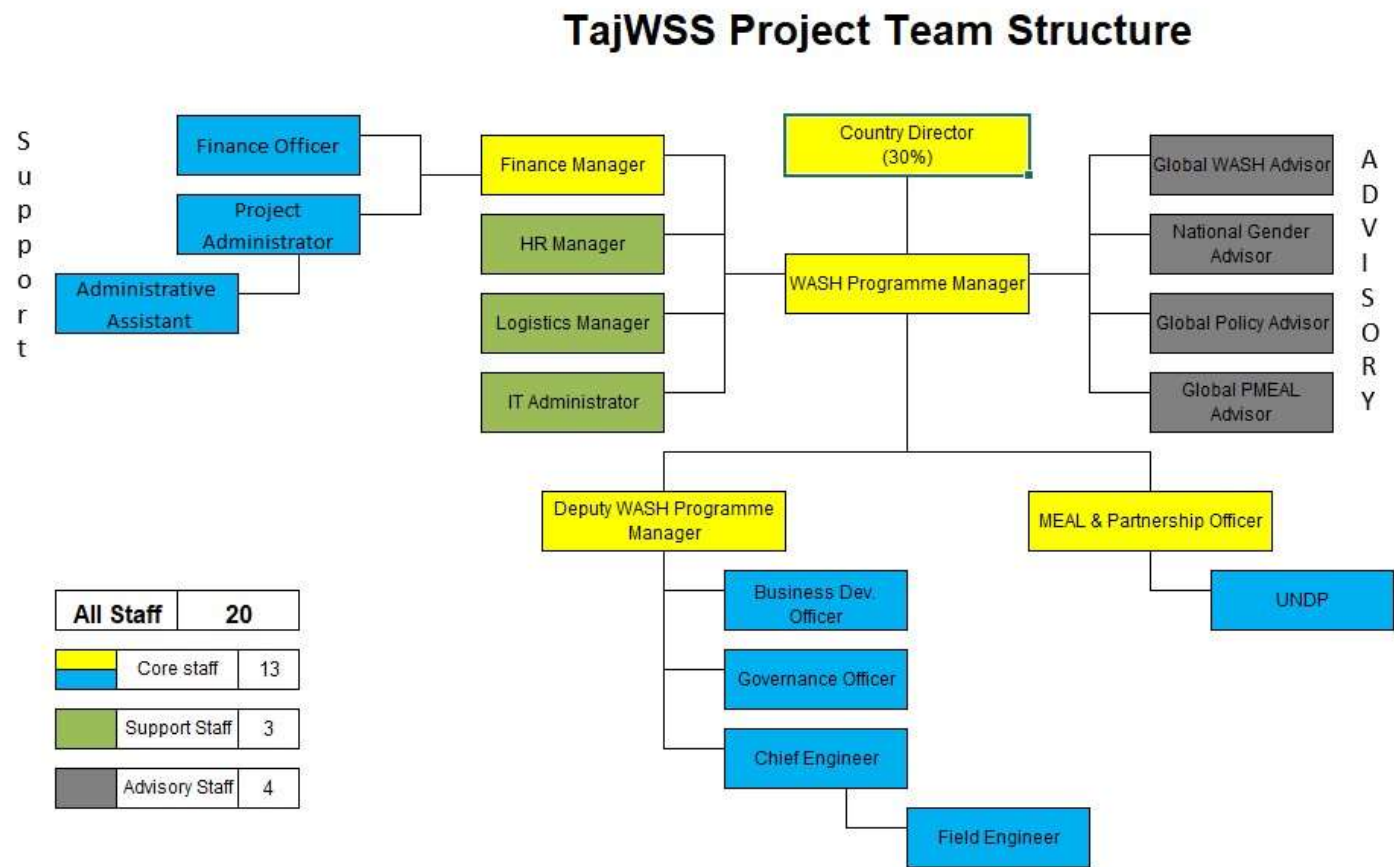
¹³ "Water Code of the RT" on use of water resources, "Law of the RT on Drinking Water and Water Supply" on regulation of drinking water supply, "Law of the RT On the Protection of Consumer Rights" on purchase and use of goods, works and services, "Public Water Supply and Sewer Usage Rules in th RF" on regulation public management of water supply and sanitation areas, GOSTs (State Standards), SNIPs (Construction Standards) and SanPiNs (Sanitary Regulations and Standards) on engineering and safety requirements of water supply and sanitation facilities and/or delivery services

¹⁴ Guidelines for Drinking Water Quality, 4th edition, WHO 2011 (Roles and responsibilities in drinking water management). The *guidelines for drinking water quality* is a successor to previous WHO *International standards for drinking water*.

Hierarchy of objectives Strategy of Intervention 🔗	Key Indicators 🔗	Data Sources Means of Verification 🔗	
	<ul style="list-style-type: none"> One information guideline for households and institutions about sanitation improvement services run by private sector (target: 1, baseline: 0) 		R1: Low economic incentives of private sector players' engagement in sanitation value chain development due to high tax and loan conditions
Costs of outputs for outcome 2: CHF 157'500 In case of joint projects: 1) amount of SDC contribution: CHF 157'500 2) in % of total cost: 5% 3) Total cost: CHF 3'000'000			
For outcome 3: Conducive policy environment at national level allows for effective management of drinking water and sanitation systems in rural areas			
Output 3.1 Key water policies enacted (taxation, tariff, water quality, construction norms and standards).	<ul style="list-style-type: none"> Revised technical norms and standards for construction of water supply and sanitation systems endorsed by the government (target: 1, baseline: 0) Fully recoverable tariff calculation methodology approved by the government (target: 1 methodology approved, baseline: 1 methodology drafted) Policy recommendations approved on taxation policy (target: 1 recommendation approved, baseline: 3 recommendations drafted) Law on Drinking water approved with new edition (target: 1 approved, baseline: 1 drafted) 	<ul style="list-style-type: none"> Revised SNIP approved and published Laws published and distributed in print and electronic forms Official approval and/or letter of endorsement from relevant government agencies on acceptance and execution of recommended editions 	<p>A1: Once passed, increased resources provided to enact new laws</p> <p>R1: Limited funding or capacity to enact all laws and policies</p>
Output 3.2 Key sanitation regulations developed: wastewater management and disposal, public private partnership	<ul style="list-style-type: none"> State Sanitation Plan approved with specific action plans (target: 1 action plan, baseline: 0) 1 technical guideline on wastewater developed for sanitation sector operators (target 1 guideline, baseline: 0) 	<ul style="list-style-type: none"> Official approval and/or letter of endorsement from relevant government agencies on acceptance and execution of recommended editions 	<p>A1: Once approved, increased capacity provided to execute guidelines</p> <p>R1: Limited capacity to enact all laws and policies.</p>
3.3. Policy briefs and analyses on water and sanitation sector reforms	<ul style="list-style-type: none"> At least 4 key water and sanitation policy briefs documented and published (target: 4 policy documents published, baseline: 0) 1 research paper on financial contribution of GoT and development partners in water and sanitation sector (target: 1 research paper, baseline: 0) 	<ul style="list-style-type: none"> 4 policy briefs published 1 research paper published 	<p>A1: Simplified policy messages and findings outreach to wider public for awareness of reform agenda in water and sanitation sector</p> <p>R1: Limited data and capacity of GoT to generate statistical evidences for analysis</p>
Costs of outputs for outcome 3: CHF 457'460 In case of joint projects: 1) amount of SDC contribution: CHF 457'460 2) in % of total cost: 15% 3) Total cost: 3'000'000			
Activities (per output) 🔗	Inputs 🔗		

B.2 TajWSS Project Team Structure

Figure 3. The TajWSS Phase III Team Structure and Organigram



Annex C Detail on terminology

C.1 Key terms used in this document

The following table explains key terms used throughout this document.

Key term	Explanation
Implementing Organisation	The main organisation managing the implementation of the project in Tajikistan, in partnership with key implementing partners.
Stakeholder	The organisations and people who are closely involved in the design and implementation of the project and have a stake in the findings, namely SDC, Implementing Partners, Government Structures and Communities.
Impacts	Higher-level results such as improved health, better educational results, increased income, and improved quality of life. Impacts describe the ultimate benefits enjoyed by WASH service users ¹⁵ .
Outcomes	The use of improved water supply and sanitation services; maintenance, care & financing of water supply & sanitation facilities, and the practice of good hygiene. In accordance with the TajWSS logframe, outcomes in this document refers to: <ul style="list-style-type: none"> • Number of people using and continuing to use clean drinking water sources; • Number of people using and continuing to use improved sanitation facilities; • The number of people hand washing with soap and undertaking other hygienic practices at critical times.
Outputs	Those physical and non-physical items which are delivered by WASH programmes, such as taps, toilets, newly-established WASH User Associations, enhanced skills and knowledge. In accordance with the TajWSS logframe, outputs in this document refers to: <ul style="list-style-type: none"> • The number of people gaining access to clean drinking water; • The number of people gaining access to improved sanitation facilities; • The number of people reached through hygiene-promotion activities.
Users	The target population that is intended to benefit directly from the TajWSS project activities. Users are also considered to be 'consumers', as they are expected to pay for a 'service'.
Equitable	Refers to fairness. An equitable approach means taking account of the particular needs of different sub-groups within society. The outcome of an equitable approach is that all are included, regardless of gender, age (young & old), disability (including mental & physical disabilities), illness (including chronic illness e.g. HIV/AIDS), poverty, ethnic origin, caste, occupation, political affiliation, religion, sexual orientation, language or physical location. Those who tend to be neglected or

¹⁵ This definition differs from the OECD's definition of 'impacts', which refer to any causal effects of the programme – at output-level, outcome-level, or 'impact'-level.

	marginalised, whether unconsciously or deliberately, are referred to as “excluded” individuals or groups.
Scaling Up	Scaling up in the WASH sector means “doing something in a big way to improve some aspect of a population’s well-being”. It can be applied to scaling up inputs; outputs (access, scope, quality, efficiency); outcomes (coverage, utilization) or impact (reducing morbidity or well-being).
Sustainable	Sustainability is about whether or not WASH services and good hygiene practices continue to work and deliver benefits over time, thus delivering permanent beneficial change in WASH services and hygiene practices. This is determined by a variety of factors. In this evaluation we will therefore approach sustainability in two steps. First, we will examine if and why outputs and outcomes were sustained until 2022 as intended by the project. Secondly, we will adopt a forward-looking approach, examining the factors which would determine the likelihood of outcomes being sustained beyond the lifetime of the project.
Cost Recovery	Cost recovery can be defined as being the recouping of some or all of the financial and economic costs of service delivery, through the implementation of a charge or tariff that users pay and which is effectively collected. Financial costs to recover include costs of operations, costs of capital maintenance charges and costs of servicing capital. Economic costs to recover include scarcity (opportunity) costs. To be effective, a policy is usually required that sets out what costs a WASH programme can charge for.
Cost of Operations	Operating costs include employment costs, power costs, costs of materials and hired and contracted services. They exclude the costs of third-party services and exceptional costs such as restructuring (as these can vary considerably from year to year and distort underlying trends). Costs related to assets such as depreciation and infrastructure renewals are excluded from operating costs. <i>Capital spending and the costs of financing capital are also excluded.</i>
Costs of Capital Maintenance	Service deliverers also incur capital maintenance costs to maintain the capability of their assets to ensure continuity of service for current and for future customers. These are by operational asset classification and by accounting asset clarification. Operational assets mean mostly above ground assets (well heads, surface distribution systems, pumping stations, etc.). A current cost depreciation charge is applied to such assets based on their expected economic life.
Costs of Servicing Capital (return on capital) Or Full Cost Recovery	The return on capital is the difference between the income generated from service provision (via user charges, etc.) and costs of the project - both the operating costs and the capital maintenance charges. This is the minimum return that: Providers of capital (usually Development Banks or Government lenders) require their investment or loan to be paid back. In this case, it is a cost the service provider has to cover as it represents the level of remuneration the programme has to pay back to the providers of the investment (likely a combination of donors - development bank and/or Government). The cost of servicing capital may cover interest repayments owed on a loan; repayments of both the interest & principle loan, or even a return in the form of profits delivered to equity shareholders.

Annex D Detailed MTE Activities

D.1 Schedule for field visits and meetings

No.	Activity/Organization	Date	Time	Meeting Structure	Person/people to meet	Facilitator
April 12, 2021						
1.1	Meeting with WASH team	April 12	11:00 - 13:00	Meeting	WASH Team	
1.2	Interview with HLC (Republic Centre for Healthy Lifestyle)	April 12	14:00 - 15:00	Interview	Davron Doniyorovich	
1.3	Interview with Consumers Union	April 12	15:30 -16:30	Interview	Ilkhom Abidov	
1.4	Interview with Tayron	April 12	17:00 -18:00	Interview	Shahnoza Hamdamova	
April 13, 2021 – Travel to Kulob district						
2.1	Meeting with Hukumat of Kulob City/district	April 13	11:00 – 12:00	Meeting	Representative of Hukumat	
2.2	Meeting with Dahana WUA	April 13	13:20 – 14:00	Meeting	Bozorkhon Rasulov	
2.3	Meeting Dahana CAB members	April 13	14:00 – 14:30	FGD	8 members	
2.4	Healthcare centre in M. Gafurov village in Kulob city (Covid-19)	April 13	15:00- 15:30	Meeting	Representative of health centre	
2.5	Visit to School # 50, Kulob city	April 13	16:00 – 16:30	Meeting	Representative of school	
April 14, 2021 – Travel to Muminobod district						
3.1	Meeting with Hukumat of Muminobod district	April 14	09:00 - 10:00	Meeting	Representative of Hukumat	
3.2	Meeting with Dehlolo WUA	April 14	10:20 – 10:50	Meeting	Hamrokhon Ibrohimov	
3.3	Meeting Dehlolo CAB members	April 14	10:50 - 11:30	Meeting	8 members	
3.4	Visit healthcare centre Dehlolo (Covid)	April 14	11:40 – 12:00	Meeting	6 medical staff Davlatov Jumakhon	
3.5	Visit to Boarding school of Muminabad (Covid)	April 14	13:00 – 13:30	Meeting	School representative Ayniddinov Amriddin	
April 15, 2021- Visit to Rudaki district						

4.1	Meeting with Tezgari Poyon Water Users Association	April 15	09:00 - 10:00	Meeting	Rustam Nabiev	
4.2	Meeting with Tezgari Poyon CAB members	April 15	10:00 - 11:00	FGD	8 members	
4.3	Meeting with BORDA	April 15	14:00 - 15:00	Interview	TBC	
4.4	Meeting with Committee of Architecture and Construction	April 15	16:00 - 17:00	Meeting	Representative of CoAC	
April 16, 2021 – Visit to Rudaki district						
5.1	Meeting Hukumat Rudaki district	April 16	09:00 - 10:00	Meeting	Representative of Hukumat	
5.2	Meeting with Tojikobdehot in Rudaki district	April 16	10:10 - 11:10	Meeting	Sulton Allayorov	
5.3	Meeting: hospital Somoniyon centre (DEWATS)	April 16	11:30 - 12:10	Interview	Representative of Central Hospital Rudaki	
5.4	Meeting School #8 in Rudaki	April 16	13:20 – 13:50	Meeting	Boronov Kahramon	
5.5	Visit school (boys & girls) school N12, Iqbol village, Rudaki district	April 16	14:20 – 15:20	FGD	10 schoolboys 10 schoolgirls	
5.6	Meeting with group women in Kishovarz village, Rudaki	April 16	15:30 – 16:30	FGD	10 rural women Uljanoi Head of Kishovars HF	
April 19, 2021						
6.1	HH visits Choryakkoron village Rudaki for Sanitation Marketing	April 19	8:30-12:30	HHs visits	4 Households	
6.2	Meeting with UNDP	April 19	15:00 - 16:00	Interview	Khurshed Kholov	
April 20, 2021						
7.1	Meeting with MoHSP	April 20	13:00 -14:30	Meeting	Representative of MoHSPP	
7.2	Meeting SUE KMK & TOD	April 20	14:30 - 15:30	Meeting	Representative of SUE KMK	
April 21, 2021						
8.1	Drafting a report and key findings	April 21	9:00-17:00	Office work	Tim Foster	
April 22, 2021						
9.1	Meeting with SDC (project donor)	April 22	10:00 - 11:00	Meeting	Alisher Shabdolov	
9.2	Meeting with MoEWR	April 22	14:00 -15:00	Meeting	Representative of MEWR	
April 23, 2021						
10.1	Debrief visits, findings & recommendations & feedback	April 23	9:00-12:30	Workshop Set-up	WASH team	

Annex E Project assessment tool for SDC interventions

E.1 OECD DAC Assessment Grid Criteria

Tool 7: Assessment Grid for the DAC Criteria

Assessment Grid for project/programme evaluations of the SDC interventions

Version: 30.06.2020

Note: this assessment grid is used for evaluations of SDC financed projects and programmes (hereinafter jointly referred to as an 'intervention'). It is based on the OECD Development Assistance Committee evaluation criteria.¹⁶ In mid-term evaluations, the assessment requires analysing the likelihood of achieving impact and sustainability. All applicable sub-criteria should be scored, and a short explanation should be provided.

Please add the corresponding number (0-4) representing your rating of the sub-criteria in the column 'score':

- 0 = not assessed
- 1 = highly satisfactory
- 2 = satisfactory
- 3 = unsatisfactory
- 4 = highly unsatisfactory

Key aspects based on DAC Criteria	Score (put only integers: 0, 1, 2, 3 or 4)	Justification (please provide a short explanation for your score or why a criterion was not assessed)
Relevance Note: the assessment here captures the relevance of objectives and design <i>at the time of evaluation</i> . In the evaluation report, both relevance at the design stage as well as relevance at the time of evaluation should be discussed.		

¹⁶ For information on the 2019 revisions of the evaluation framework see: Better Criteria for Better Evaluations. Revised Evaluation Criteria. Definitions and Principles for Use, OECD/DAC Network on Development Evaluation, 2019.

1. The extent to which the objectives of the intervention respond to the needs and priorities of the target group.		Click here to enter text.
2. The extent to which the objectives of the intervention respond to the needs and priorities of indirectly affected stakeholders (not included in target group, e.g. government, civil society, etc.) in the country of the intervention.		Click here to enter text.
3. The extent to which core design elements of the intervention (such as the theory of change, structure of the project components, choice of services and intervention partners) adequately reflect the needs and priorities of the target group.		Click here to enter text.
Coherence		
4. Internal coherence: the extent to which the intervention is compatible with other interventions of Swiss development cooperation in the same country and thematic field (consistency, complementarity and synergies).		Click here to enter text.
5. External coherence: the extent to which the intervention is compatible with interventions of other actors in the country and thematic field (complementarity and synergies).		Click here to enter text.
Effectiveness		
6. The extent to which approaches/strategies during implementation are adequate to achieve the intended results.		Click here to enter text.
7. The extent to which the intervention achieved or is expected to achieve its intended objectives (outputs and outcomes).		Click here to enter text.
8. The extent to which the intervention achieved or is expected to achieve its intended results related to transversal themes.		Click here to enter text.
Efficiency		
9. The extent to which the intervention delivers the results (outputs, outcomes) cost-effectively.		Click here to enter text.
10. The extent to which the intervention delivers the results (outputs, outcome) in a timely manner (within the intended timeframe or reasonably adjusted timeframe).		Click here to enter text.

11. The extent to which management, monitoring and steering mechanisms support efficient implementation.		Click here to enter text.
Impact		
12. The extent to which the intervention generated or is expected to generate 'higher-level effects' as defined in the design document of the intervention. Note: when assessing this criterion, the primary focus is the intended 'higher-level effects'. In the event that <i>significant</i> unintended negative or positive effects can be discerned, they must be specified in the justification column, especially if they influence the score.		Click here to enter text.
Sustainability		
13. The extent to which partners are capable and motivated (technical capacity, ownership) to continue activities contributing to achieving the outcomes.		Click here to enter text.
14. The extent to which partners have the financial resources to continue activities contributing to achieving the outcomes.		Click here to enter text.
15. The extent to which contextual factors (e.g. legislation, politics, economic situation, social demands) is conducive to continuing activities leading to outcomes.		Click here to enter text.

Additional information (if needed): Click here to enter text.

Title of the intervention: Click here to enter text.

Assessor(s): Click here to enter text.

Date: Click here to enter text.

Annex F Innovations and new approaches

F.1 Decentralised Wastewater Treatment

There is a need to improve sanitation and wastewater treatment in Tajikistan. To cover this demand in rural and peri-urban areas (e.g. small towns), within an acceptable budget and timeframe, requires alternatives to centralised wastewater treatment systems. As a result, Oxfam created a partnership with BORDA, to pilot decentralised wastewater treatment approaches. BORDA contributes 40 years global experiences in the field of decentralised sanitation solutions. Decentralised sanitation systems are highly flexible and easily adapted to local needs and conditions, particularly in peri-urban and rural areas. Decentralised sanitation systems (DEWATS) are proven to be sustainable and cost-efficient solutions in many developing countries.

The role out of DEWATS in Tajikistan was planned based on a feasibility study (BORDA, 2017). The dissemination of the DEWATS approach is based on a strategy of:

- Demonstrating DEWATS in hospitals and health centres
- Capacity building of relevant stakeholders in sanitation and health sector
- Developing a DEWATS upscaling strategy for the health sector

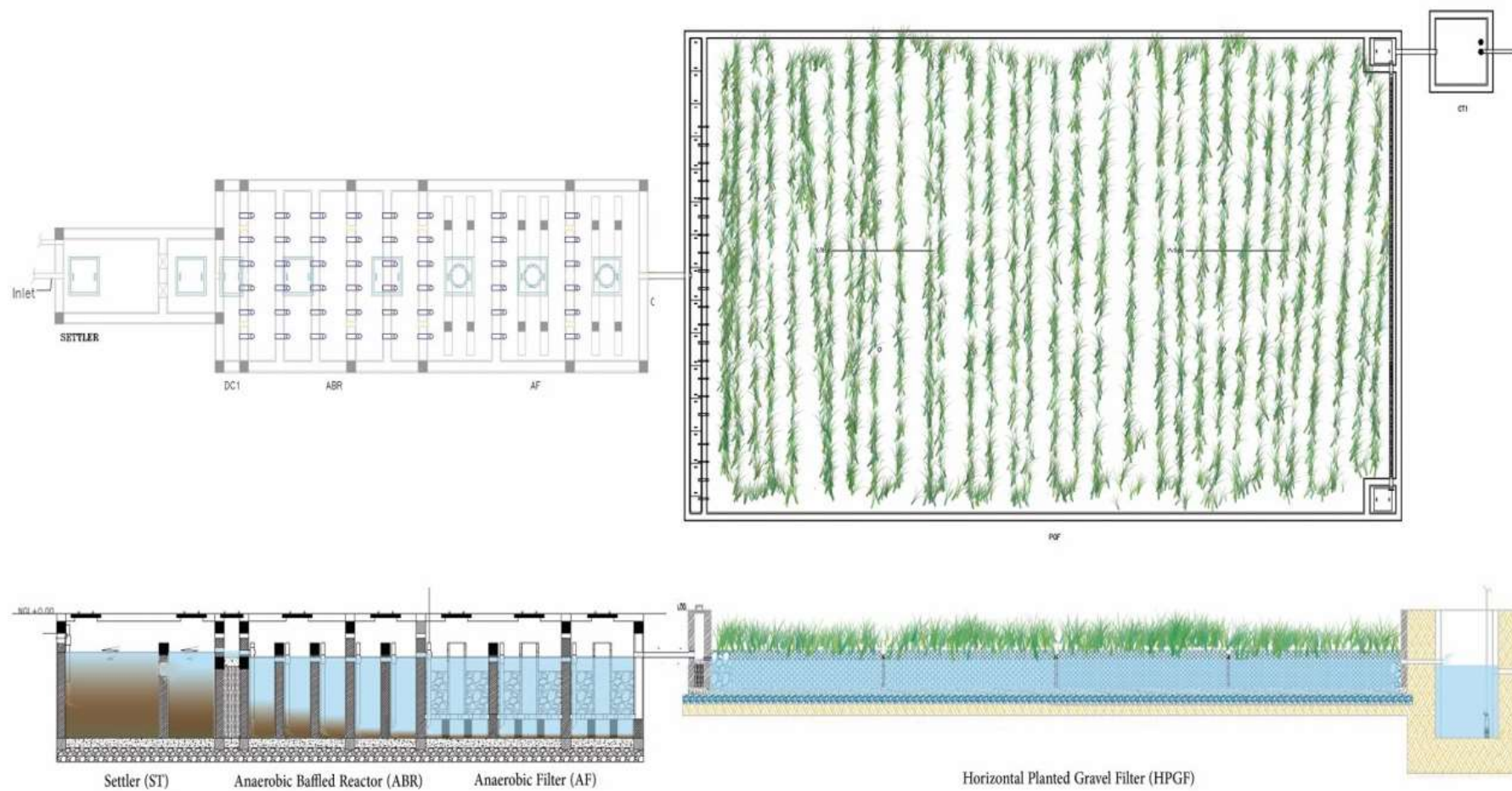
The selected site for the pilot is Rudaki district hospital, and constitutes a partnership between Oxfam, BORDA and Tajik Government, who contributed financially to the project. The hospital is connected to a municipal sewer and discharges to a local treatment plant. Both the sewer system and treatment plant are undersized. In addition, the treatment plant partially functions and the sewers leak.

DEWATS technology is almost unknown in Tajikistan. The construction of a pilot unit allows the technology to be demonstrated, to establish technical norms and standards, and wastewater regulations. Most wastewater policies and technical regulations are from soviet times and have not been amended for decades.

The project itself consists of new sewer lines for wastewater collection from different hospital buildings. The wastewater is then treated in a system comprising: a settling unit for solids separation; an equalisation tank to guarantee a uniform flow to the treatment unit; a biological treatment takes place in an Anaerobic Baffled Reactor (ABR) and an Anaerobic Filter (AF). Post treatment, a Planted Gravel Filters (PGF) is used. A typical DEWATS treatment sequence with ABR, AF and PGF is shown in Figure 2, with the effluent from the system being discharged to a drainage ditch close to hospital complex.

At the time of writing, the DEWATS unit was under construction, so no further information can be added about its performance at this stage.

Figure 4. A typical scheme of the proposed BORDA DEWATS



F.2 Consumer Satisfaction Survey

The level of customer satisfaction with the quality of service of drinking water service providers. 100 feedback cards were distributed to public councils to survey consumers in their mahala on the quality of drinking water supply services, the results are shown in Table 12 and 13 below.

Table 11. Results from a user satisfaction survey conducted by Consumer Union in March 2021

Organization name		No. of respondents	No. satisfied with service quality	No. unsatisfied with service quality
1	State Communal Unitary Enterprise (SCUE). "Dahana Khismatrason" Dahana village, Kulob city	100	100	0
2	State Unitary Enterprise (SUE) "Water supply: Muminabad District", Villages Dushanbecha & Anatarosh	100	86	14
3	Water Users Association (WUA) "Obi nushokii Dehlolo", Dehlolo village, Muminabad district	100	87	13
4	State Communal Unitary Enterprise (SCUE). "Ziraki Khizmatrason", Ziraki village, Kulob City.	100	87	13
5	Organization of Public Initiative (OPI). "Obi nushokii Tezgari Poyon". Tezgari Poyon village, Rudaki District	100	94	6
6	Organization of Public Initiative (OPI). "Water Supply System of Choryakkoron village". Rudaki District.	100	96	4
7	Government Agency (GA) Tojikobdehot. "Water supply in Zainabobod Jamoat", Rudaki district)	100	90	10
			91 % Average	

Table 12. Number of consumer appeals for 2 months (March - April 2021)

Organization name		No. of Appeals	No. Resolved	Type of Appeals
1	State Communal Unitary Enterprise (SCUE). "Dahana khismatrason" Dahana village, Kulob city	15	15	- Pipe replacement - Replacement of water meters - Elimination of accidents
2	State Unitary Enterprise (SUE) "Water supply: Muminabad District", Villages Dushanbecha & Anatarosh	30	30	- Water scarcity - Replacement of water meters - Accidents
3	Water Users Association (WUA) "Obi nushokii Dehlolo", Dehlolo village, Muminabad district	22	22	- Replacement of water meters - Replacement of pipes - Elimination of accidents
4	State Communal Unitary Enterprise (SCUE). "Ziraki Khizmatrason", Ziraki village, Kulob City.	27	27	- Replacement of valves - Elimination of accidents - On questions of water meters
5	Organization of Public Initiative (OPI). "Obi Nushokii Tezgari Poyon". Tezgari Poyon village, Rudaki District	25	25	- Water quality - Replacement of valves - Minor accidents
6	Organization of Public Initiative (OPI). "Water Supply System of Choryakkoron village" Rudaki District.	-	-	-
7	Government Agency (GA) Tojikobdehot. "Water supply in Zainabobod Jamoat", Rudaki District)	15	15	- Replacement of water meters - Water scarcity

* Water users registered in the "Murojiat" program

Survey question cards (Consumers Union)

Figure 5. The user satisfaction survey card

КВДК "ЗИРАКИХИЗМАТРАСОН"

Ному насаб _____

Ҷинси худро интихоб кунед: мард / зан

Ҷавоби интихобнамудаатонро дар дохили давра гиред:

1. Ба фикри Шумо сифати оби нӯшокии интиқолмешуда қаноатбахш аст? ХА / НЕ
2. Ба Шумо сифати хизматрасонии ташкилоти обрасон писанд аст? ХА / НЕ
3. Оё дар шартномаи байни Шумо ва ташкилоти обрасон реҷаи таъминоти об муқаррар шудааст? ХА / НЕ
4. Оё таъминкунандаи оби нӯшоқӣ реҷаи таъминоти оби нӯшокиро риоя мекунад? ХА / НЕ

Ҳошиямандем сифати хизматрасонии таъминкунандаи оби нӯшокиро баҳогузори намоед.
(Баҳои 1 бад ва баҳои 5 аъло. Баҳои мувофиқро дар дохили давра гиред)

1 2 3 4 5

There were two types of feedback cards distributed by CU with the support of CABs to population.

First card questions - On the quality and safety of water

1. Your name: _____
2. Gender: _____
3. Do you think that the quality of drinking water is satisfactory? Yes/No
4. Do you like the quality of water supply services? Yes/No
5. Is there a water supply schedule in the contract between you and the water supplier? Yes/No
6. Does the drinking water supplier follow the drinking water supply schedule? Yes/No
7. Please rate the quality of drinking water supply service

(Grade 1 bad and grade 5 excellent - Put the appropriate grade in circle) – 1, 2, 3, 4, 5.

Second card questions – On reliability and norms of water consumption

1. Gender: _____
2. Whether there is any accident accrue in your local drinking water system? Yes/No
3. Do the accidents occur more than 3 times? Yes/No
4. Are accidents resolved/repared quickly? (If the cycle is eliminated within 3 hours, select the Yes option.) Yes/No
5. Is the amount of drinking water delivered enough to meet your needs? Yes/No
6. When the drinking water supply is cut off for more than a day, does the supplier provide you with water by other means (such as water trucks)? Yes/No

(Grade 1 bad and grade 5 excellent. Put the appropriate grade in circle) – 1, 2, 3, 4, 5.

F.3 Contributions for Water Trust Fund – Oli Somon Construction

Table 13. Financial contribution by key stakeholders to the Rudaki District Water Trust Fund

Donors		TJS	USD	% share financed	% construction completed	Progress
1	TajWSS project (SDC)	2,783,915	253,083	51	100	Completed
2	Embassy of Japan (pipes)	813,120	73,920	16	100	Completed
3	OSCE (pumps)	131,953	11,996	2	100	Completed
4	Rudaki Hukumat (road rehab)	812,819	73,893	15	100	Completed
5	KMK contribution (reservoir rehab)	104,724	9,520	2	100	Completed
6	Community (private connection)	778,316	70,756	14	100	Completed
TOTAL		5,424,847	493,168	100		
TOTAL Non-SDC Contributions		2,640,932	240,085			

Exchange Rate: 1 USD = 11 Tjk Somoni

F.4 Sanitation Marketing

The sanitation marketing component aimed to improve sanitation at the household level in three villages of Rudaki district and to demonstrate proof of concept of a market-based approach to sanitation which is capable of scaling in the peri-urban context in the country.

In terms of public health, the following three critical gaps in sanitation have been identified:

1. Unsanitary and unsafe latrine user interfaces
2. Unhygienic anal cleansing practice
3. Inadequate management of faecal sludge

Formative research identified both a desire to have a higher standard of household latrine and a lack of suitable product options to meet this demand.

The intervention introduced new sanitation technology options through the private sector, working with them to expand their market beyond city centres and to focus on the market potential of peri-urban areas. Advertising expertise was provided by Tyron, a Tajik marketing company, while capacity building for local mason's was provided through a Government run Technical Training College.

The approach focusses on generating demand for improved sanitation provided through the private sector. Marketing and selling new toilets and upgrades to latrines will also be the entry point to addressing hygiene improvements. The private sector will sales to introduce a wider range of hygiene and sanitation product offerings, including those which enable safe and hygienic handwashing and anal cleansing practice. The intervention uses the attractiveness of new toilet upgrades to reward the target population for positive hygiene practice. The observed sanitation facilities are well built and financed directly by the users. Those interviewed, highlighted their satisfaction with the mason's that undertook the work, and the information provided through the marketing exercise. They also highlighted their preference to use 'finance' within their family network.

A financial services company was integrated into the intervention to provide financing offers to eligible consumers to facilitate purchases. However, families were reluctant to use these services due to economic uncertainty, and a lack of faith in such companies. Those investing in new sanitary facilities preferred to use informal finance mechanisms, essentially through family members working in Russia.

Due to the Covid-19 pandemic, it was not possible to develop the activities related to faecal sludge disposal. A plan to develop a sludge treatment unit and a business for pit emptying was cancelled due to the pandemic.

Overall, the sanitation marketing activities were successful at small-scale, and it is highly likely that families benefitting from the project will adopt more positive sanitation and hygiene behaviours, and that the changes observed will be permanent. The families display strong ownership. The challenge now will be to take the sanitation marketing concept to a bigger scale and to integrate a financial mechanism into concept that people trust. The key to unlock household sanitation 'sustainability' in future is to also develop in an affordable service for pit emptying and faecal sludge treatment.

The TajWSS Phase III component to develop a pit emptying service and faecal sludge treatment facility, in partnership with BORDA, was cancelled due to the Covid-19 pandemic. Future WASH projects should include such a component as part of a wider sanitation marketing strategy.

Figure 6. The sanitation marketing brochure produced by Tayron

Тозагӣ гарави саломатии шумост!



ОРОИШИ НАВУ ЗАМОНАВӢ ҲУСНИ ҲОҶАТХОНАИ ШУМОРО ЗЕБО ГАРДОНИДА, САЛОМАТӢ ВА БЕХАТАРИРО БАҲРИ ШУМО МУСОИД МЕОРАНД!

ДАР БИСЁРЕ ДЕҲАҶО АЗ ЧУНИН ҲОҶАТХОНАҶО ИСТИФОДА МЕБАРАНД.



БАРОИ СОХТАНИ ЧУНИН ҲОҶАТХОНАҶО ТАХМИНАН ТО 4 ҲАЗОР СОМОНӢ САРФ МЕНАМОЕМ





- ❌ Бадбӯй
- ❌ Зараровар
- ❌ Хиҷолатовар
- ❌ Ифлос
- ❌ Сироятангез
- ❌ Хатарнок

МАСОЛЕҶИ ЗАРУРӢ БАРОИ СОХТАНИ ҲОҶАТХОНА ВА АФЗАЛИЯТҲОӢ ОН

Замоне, ки ҳоҷатхонаҳо аз лою тахта сохта мешуданд, кайҳо гузашт. Акнун барои мустаҳкам сохтану солҳои тӯлонӣ истифода бурдани ҳоҷатхона ва кам кардани хароҷоти иловагӣ ҳоҷатхонаро бо истифода аз монолит ва семент сохтан лозим аст. Барои нигоҳ доштани тозагии дохили ҳоҷатхона ва зебо гаштани он, заминашро фарши оҳану бетонӣ намуда, деворҳояшро бо кафел ороиш диҳед ва ҳар шахсро имкон ҳаст, ки ҳатто дар деҳаи дурдасттарин баҳри ҳуду наздиконаш ҳоҷатхонаи замонавӣ бунёд намояд.



ҲАЛҚА
аз 250 то 350 см.



СЕМЕНТ
аз 40 то 45 см.



ХИШТИ ПУХТА
аз 1,20 дир.



ТАХТА
1 м аз 16 то 21 см.



СЕМЕНТБЛОК
аз 2,4 см



ШИФЕР
аз 15 то 45 см

Об ва собун кафили солимии шумо!



Тавре маълум аст, баъди ҳар дафъаи қазои ҳоҷат бо собун шустанӣ дастон воситаи оддӣ самарабахши пешгирӣ намудани бемориҳо, аз ҷумла бемории Covid-19, дарунрав ва инфекцияҳо мебошад. Аз ин рӯ, вучуд доштани об ва собун дар назди тамоми ҳоҷатхонаҳо гарави саломатии ҳар як инсон ба шумор меравад.

ФАРОМӮШ НАСОЗЕД:

- Шустани даст танҳо бо об кифоя нест, ҳамеша собунро истифода бурдан лозим аст.
- Баъди қазои ҳоҷат, пеш аз ҳӯрокхӯрӣ, шуштуш кардани кӯдакон ва ҳангоми кӯдаконро ба ҳоҷатхона бурдан, инчунин баъди даст расонидан бо ҳайвонҳои хонагӣ дастонро ҳатман бо собун шустан лозим аст.








Барномаи мазкур дар ҳамкории Шӯъбаи Ассоциатсияи Оксфами Бритонии Кабир(БК) дар Ҷумҳурии Тоҷикистон ва Агентии рекламивӣ "Тайрон" бо маблағгузории Агентии Швейтсария оид ба рушд ва ҳамкорӣ амалӣ шуда истодааст.

Феҳрасти мазкур танҳо ба хоҳири беҳтар намудани шароити санитарияи гигиенӣ буда, сармоягузор (Oxfam) ба ин феҳраст ягон гаразе надорад.

Annex G TajWSS Project Network and Transition

TajWSS Project Network Evolution and Transition Scenarios 2018-2022

Context

The water and sanitation sector in Tajikistan had an acute need for an arena where stakeholders could meet and share experience, ideas, views, knowledge and particular experiences related to the WASH (Water, Sanitation and Hygiene) sector. To respond to this need, Oxfam, in consultation with the government and the Swiss Agency for Development and Cooperation (SDC), as well as other stakeholders, initiated the network.

The Network of Stakeholders on Sustainable Water Supply and Sanitation was launched in November 2009 with the support of the Government of Tajikistan (GoT). The government was represented at the launch by the First Deputy of the Prime Minister of the Republic of Tajikistan (RT). The network's financial support was provided by the Swiss Agency for Development and Cooperation (SDC) and facilitation was taken forward by Oxfam as an implementer of the SDC-funded Tajikistan Water Supply and Sanitation (TajWSS) project, Phase I.

In 2010, the network contributed to the development of national legislation on drinking water and played a crucial role during the stakeholder consultations for setting national targets under the Water and Health Protocol in 2013. The network also made contributions to national policy, regulations and laws (for example the development of a national methodology to calculate water tariffs) that concerned tariffs, the taxation system, ownership of water supply systems and construction permits.

The objectives behind the Network initiation were:

- Greater sustainability and effectiveness in the water and sanitation sector through sharing best practices and implementing innovative pilot projects.
- A contribution to policy formulation through the development of recommendations and policy briefs that can be used by the GoT to determine policy and procedures.
- The promotion of new policies and its implementation, as well as pilot projects
- The facilitation of information and learning in order to initiate a wider debate with the intention being to create solutions to key problems in the water and sanitation sector
- Ability to attract and keep donors and private sector's interest in the sector

The structure of the network consists of a steering committee chaired by the Ministry of Energy and Water Resources that act as focal points on water policy from the government side. The SDC plays the role of a donor that supports the water sector reform in Tajikistan and remains an active stakeholder in WASH policy reform and development. The network also forms task groups to address needs and requests coming from its members for discussion and promotion of the issue at the national level.

Evolution

The network has been growing since June 2010, and it is now represented by more than 70 stakeholder organizations from the government, parliament, the UN, donors, academia, INGOs, civil society, the private sector and the media. The TajWSS Network, managed by Oxfam, is playing a convening role in the water sector by bringing together stakeholders to coordinate and discuss issues. Network data captured during interviews provide some insight into the extent of the network around Oxfam, and how this differs from other stakeholders. There are many joint activities running under the network umbrella that have been implemented or financed through cooperation by the members. These include research, the piloting of innovative solutions, evaluations, training and advocacy. This is a positive indication that the network has flourished and fulfilled the needs of its members – and consequently those of the people in need.

The dynamics of network members shows that most of the stakeholders are interconnected in one or another way. And these ties are important factors to influence change. The government institutions mostly engage with a range of both government and non-government stakeholders that appear to help it broker the reform process. The second important stakeholder network is donors and INGOs, and strong ties between them are a second important dynamic that helps stakeholders providing strong support to align behind common objectives through knowledge, innovation and investment.

These two network factors are both evident in network meetings and considered as positive dynamics that support the national government authority to improve performance. Oxfam can support this process by encouraging the donor and INGO community to remain committed to reform process in WS&S sector and can use network mapping to identify where network ties that may be important for reform implementation are missing or complementary.

Transition

Several interesting network dynamics have had a positive effect on the WASH sector in Tajikistan. Oxfam has been playing a central role, particularly in facilitating the TajWSS network, and benefits of this role are perceived by stakeholders at the national level and in districts. Going forward, Oxfam has opportunities to continue characterizing and facilitating network interactions. However, for the sake of strengthening local capacity in network facilitation and management, it is of greater importance to gradually hand over the knowledge accumulated over the last 10 years to local or national players who could transfer the network into a knowledge hub in WASH in Tajikistan.

Given the fact that the MEWR has already evolved into a institution since 2014 to facilitate and coordinate the Water Sector Reform in Tajikistan through its Coordination Unit and National Policy Dialogue with all stakeholders, it has somehow replaced the role of TajWSS Network. Oxfam thinks that for better representation of all voices in Water and Sanitation Reform, the TajWSS Network should transform into the platform of civil society and private sector with various degree of government engagement, to bring their perspectives to the GoT's reform agenda in WASH sector. For that reason, four scenarios are proposed to consider for the smooth transition.

Scenario 1: Hand-over to the Government of Tajikistan. The most likely institution to handover the TajWSS Network as a platform for discussion of progress in SDG 6 is the Ministry of Energy and Natural Resources, which is a key focal point for UN's SDG 6 implementation (not for sanitation part though).

Strength	Weakness	Opportunity	Threats
<ul style="list-style-type: none"> Strong capacity and knowledge to coordinate different stakeholders through Coordination Unit and NPD and track investment projects in water The focal point for SDG 6 in Tajikistan The higher level of influence on stakeholders in water reforms 	<ul style="list-style-type: none"> Less prioritization of sanitation in water reform Lack of strategy on private sector engagement in water service delivery Less role in critical knowledge generation around WASH 	<ul style="list-style-type: none"> Strong coordination among stakeholders Increased commitment among stakeholders and state agencies on water sector reform Direct influence on policies and agenda 	<ul style="list-style-type: none"> Less enthusiasm to take over the network, which will duplicate MEWR-led platforms The expectation for financial resources to lead this network Unavailability of staff who might be in charge of it

Brief conclusion: Although the opportunities for hand-over to the GoT are high, in the background of MEWR's coordination load of Coordination Unit and NPD, which has the slightly same objective as of TajWSS Network, the likelihood of duplication is definite. This will diminish the status of TajWSS Network, which is more project-oriented, and discredit its value over time. This scenario requires additional fund for capacity-building of MEWR staff on multi-stakeholder coordination with fewer perspectives on its institutional sustainability.

Scenario 2: Hand-over to local civil society organisation. Oxfam implemented projects in partnership with local NGOs and has a good record of partnership with local NGOs in Tajikistan. However, no any partnership has been established to run the Network. Having said that, piloting with NGOs for Network coordination is required to explore main gaps and opportunities for planning.

Strength	Weakness	Opportunity	Threats
<ul style="list-style-type: none"> Representation of civil society in WASH reform Increased knowledge on WASH reform in Tajikistan and participation in the reform process Formation of dynamism in bringing together civil society organisations and government as true partners 	<ul style="list-style-type: none"> Low capacity in managing and coordination multi-stakeholder Less connected to donors, government agencies, INGOs, the private sector and media Low capacity on project management, research and network coordination 	<ul style="list-style-type: none"> Higher engagement of civil society organisations in WASH reform Increased capacity and knowledge on WASH to influence the government and donors Higher chance to get funded for innovations and research projects 	<ul style="list-style-type: none"> Resource allocation to build the CSO capacity Time allocation for capacity building (2-4 years) High staff turnover once capacity is built

Brief conclusion: This scenario looks promising and target-oriented once the resources are available to build the capacity in the right direction so that the CSOs are institutionally able to influence the GoT's agenda through strong ties in local communities to represent their voices, especially women. Although the

process for this hand-over might take 2 to 4 years, the end result is tangible if the strong partnership with INGOs is built upon to support and enhance their quality to the required level. However, one of the expected results will be the TajWSS Network will transform into CSO-led platform that will help the GoT (MEWR in particular) to hear WASH issues in rural areas and address them adequately in the reform process.

Note: Oxfam conducted a partnership assessment across the country to identify potential NGO partners specialized in WASH, agriculture, gender and policy advocacy. Related to WASH, total of 7 NGOs was identified with various degree of capacity, however, no relationship has been established yet. Based on the assessment, only 2 NGOs were highly recommended, 3 recommended and 2 recommended with caution:

NGOs	Highly Recommended	Recommended	Recommended with Cautions	Grand Total
AIN		1		1
ASDP NAU		1		1
ASTI	1			1
Nasli Javoni Tojikiston		1		1
Obi ZII	1			1
Saodat			1	1
Zarzamin			1	1
Grand Total	2	3	2	7

Scenario 3: Status-quo. In this scenario, Oxfam will continue its leadership role to facilitate and coordinate information exchange and discussion on WASH issues triggered by the Water Sector Reform, Water Decade (2018-2028) and reforms to be taken in sanitation field.

Strength	Weakness	Opportunity	Threats
<ul style="list-style-type: none"> Proven knowledge and experience in the WASH sector in Tajikistan Established ties and connections with stakeholders Strong capacity to lead the networking process Higher reputation and branding 	<ul style="list-style-type: none"> Duplication of state-led platform projects Institutional exhaustion about the arrangement of network events (resource diversion from actual project work) 	<ul style="list-style-type: none"> Impartiality in data analysis and presentation Quality delivery and proven strategies on project management/WASH International and/or transboundary connection and experience 	<ul style="list-style-type: none"> Continued low interest and trust to work with CSOs compared to INGOs Resource allocation for staff allocation to Network management Monopolization of discussion scene by donors and government agencies

Brief conclusion: The status quo will hold the Network under Oxfam management and continue its operation as 'business as usual'. However, the status quo will have less effect on the Network's continuity as the representation of all voices on the table of WASH reform discussions led by the government. The likelihood of this status quo will lead to the Network's closure as a part of the TajWSS project given its strong attachment (resource) to it.

Scenario 4: Spin-off organization. In this scenario, Oxfam will transform the network into the expert working group as part of its spin-off organization “Equidev”. In this scenario, the network legacy will be passed on to “Equidev” consulting organization that will be run by former Oxfam professionals and experts. Equidev will be specialized in WASH, agriculture, energy and gender with potential links extended to Afghanistan, Uzbekistan and Kyrgyzstan. Once a registered entity, the network activities could be reanimated as part of the future projects funded by donors.

Strength	Weakness	Opportunity	Threats
<ul style="list-style-type: none"> • Mobile, flexible and manageable expert group • Strong familiarity with the context and donor interest areas • Maintenance of past legacy • Continuation of the network activities with more engagement of CSOs • Expert level consultation and recommendations • Facilitate knowledge and expertise to other platforms (Coordination Unit, DCC etc) 	<ul style="list-style-type: none"> • Limited funding due to a new emergence • More efforts for recognition as Oxfam’s spin-off • Lack of organization experience to apply for traditional fundings such EU, GiZ, SDC etc 	<ul style="list-style-type: none"> • Play a facilitator role in-between government-led meeting or DCC as a Tajik NGO • Provide expert-level comments/recommendations to policies in Water Sector • Transform into a consultancy group in the future • Expansion to Central Asia and Afghanistan • Early seed funding from existing projects (TajWSS) to build up project portfolio for future fund raising 	<ul style="list-style-type: none"> • Risk of closure after Oxfam’s exit in 2022 due to lack of funding • Less interest in participation of senior government officials due to its status

Brief conclusion: In this model, Oxfam will discuss with SDC the hand-over of TajWSS Network legacy to its spin-off organization “Equidev”. That requires a re-design of the network being demand-driven and consultative platform oriented for a max. 20-25 experts. It will be very important to select members from the government, private sector, international and local NGOs, media and communities. They will represent the voice of their respective institutions and people, and report back the results and/or decisions taken. However, this will require a funding to develop Equidev portfolio and follow-up commitment to the network.

Conclusion

It was mainly Oxfam who took a central role in data collection, processing of that data, communication, arrangement and follow-up actions that requires adequate resources. The following factors should be considered seriously if any decision is taken for one of these proposed scenarios:

- **Having high-level support.** TajWSS Network has evolved into a multi-stakeholder platform for discussion of WASH issues due to strong support from the GoT. It is not always easy to ensure engagement and involvement of members at the national level. It is equally important to incentivize civil society organisation and private sector entities to be involved in this process. Their engagement in the last 5 years was not high and will not happen if they don't see any incentive (information, projects and contribution).
- **Networking requires resources.** The resources are paramount to revitalize the process and transform the network into the knowledge hub. In addition, relevant staff and skills are needed to support its function as working in a network is not easy, which requires huge networking and communication skills.
- **Networks need clear and strong facilitation.** Oxfam has taken on the responsibility for facilitation and networking since its inception. However, to ensure its functionality beyond TajWSS project there is a need to build a strong capacity for the institution who will take in charge of it.
- **Flexibility.** The networking should flexible and responsive to members' needs. The platform should not only be focused on meetings, which will make it less interesting for participants in the long run. The network should conduct policy briefs, researches and produce killer facts and/or interesting facts to generate a strong complementarity with all stakeholders' vision and strategies.
- **Re-design and formatting.** It is advised to re-design the arrangement of the Network meetings and update its members to find out the key people who could commit their time and knowledge to the discussion of various WASH themes. Once updated, the Network should be formatted into the expert-level working group of max. 20 people where the issues are being discussed as a support to MEWR-led Coordination Unit and IMWG. This is supposed to transform the network from large-scale meeting into small-scale but more mobile and specific task force which will be easier to manage and coordinate.

**Meeting notes from meetings of stakeholders active in
Water Sector Reform in Tajikistan
10 December 2019 – 17 March 2020**

Summary & Key Takeaways:

There was broad interest from government agencies with regards to the role of TajWSS Network within the WASH sector. However, there are a number of factors which would make the Network to transform to address the changing needs of the country's progress in Water sector reform:

- There is a need to transform the Network into an expert platform due to availability of government-led coordination networks in the sector. The TajWSS Network could fill in the gap in the IMWG and Coordination Unit through propositions and expert-level consultancies. Therefore, the Network would have to come from the angle where it is as a 'corrector' and 'shaper' of policies in the background.
- The network needs to identify key economists, engineers, political analysts, journalists and specialists in WASH sector from government, private sector, local NGOs and international development partners who are linked to the Water Sector reform and would be able to remain as the active members of the network. The composition of the network should not exceed 15-20 people and members should not change in every session.
- There is a possibility to partner with the National Parliament of Tajikistan and work with the WGs within the parliament as an expert group to foster policy discussions and reforms.
- The network could be a body of experts who can make a statement in the sector, conduct monitoring of WASH activities and make suggestions to the government in line with the ongoing reform policies.

Given the feedback below, the given recommendations are worth testing and discussing with DCC WG on Water, Climate Change and DRR. In the interim there is a possibility to organize such a meeting in September or October 2020 (after restrictions taken away related to COVID-19).

Meeting at the National Parliament of Tajikistan (10 March 2019)

Mr. Rustam Latifzade – Chairman of the Committee on Agrarian, Water and Land Resources

The parliament has an important role on the WASH sector as the approver of all WASH related legislation and has the ability to enter unlimited articles and adopt resolutions. There is strong recognition from Parliament of the importance of water and ensuring the President's and government's objectives are supported through Parliament. During the meeting an overview of both Oxfam and TajWSS Network was given. Parliament were aware of the network led by Oxfam and the concept was discussed.

The chairman proposed a development of partnership with the Parliament and suggest working with their experts too in addition to those of Ministries. He expressed his oddness regarding alienating the parliament from such discussions and putting the parliament as the last resort. He highlighted that the more inclusive the network to other players the faster the decisions will be from the government. He proposed his experts to be included in the Network and/or hold some sessions in the Parliament among small group of experts.

He doesn't support large scale meeting format which curbs the actual discussion. He advised to keep the Network meeting small and mobile where experts can provide practical solutions to the ongoing water sector reform.

Meeting at the Ministry of Energy and Water Resources (12 December 2019)

Mr. Jamshed Shoimzoda – Deputy Minister

Mr. Shoimzoda expressed his gratitude for Oxfam's contribution to the policy reform and legislative amendments. He is also well aware of Network's work and achievement. He thinks it is a good initiative to bring together institutions and agencies of diverse background and status. Moreover, he liked the participation of active NGOs and community members, which is rare in government-led meetings. He, therefore, highlight the role of Oxfam in ensuring such a diverse participation in Network events.

However, he also mentioned that the Ministry is very overloaded with Water Sector Reform Coordination Working Unit, National Policy Dialogue and IMWG. Moreover, there are such network level meetings are being held in Energy sector. He stressed that the Ministry doesn't have any resource to take over the Network as it requires administrative and staffing cost. However, it would be good to have a partnership agreement with Oxfam over the Network Management so that we can appoint a dedicated person to handle administrative parts of the meetings from our side.

He is ready to support Oxfam's initiative and appoint a focal point for that. His experience with such platforms is rich and would suggest scaling down the participation of people to max. 20-30 where people could feel free to express their concern and have a meaningful discussion. In a venue of 50-100 people, people do not tend to speak out because their opinion will probably concern a small number of people. If we manage to collect a pool of experts from government, development agencies and local NGOs, community members and private sector, it would be a very good opportunity to support our platforms with solid suggestions, ideas and recommendations.

Meeting at the Ministry of Health and Social Protection (16 December 2019)

Mr. Komolzoda – Deputy Minister, MoHSP

Mr. Komolzoda is in close contact with UNDP to ensure the development of State Sanitation Plan.

It was his first time to take part at the Network event in November 2019. He mentioned that he has a very good network of experts. He said that he is too busy to attend such meetings and he doesn't think this kind of gathering yield a result. He is very supportive of having close-group meeting of experts where he can easily discuss things timewise and get feedback from likely-minded people.

He asked Oxfam to help MoHSP in supporting public healthcare facilities in rural areas and equipping them with necessities. He liked our partnership with WHO over experimenting WASH FIT in target project areas in Kulob, Muminabad and Rudaki districts. He has assured to support Oxfam in this process and have more intense collaboration.

Meeting at the SUE KMK (18 December 2019 and 12 March 2020)

Mrs. Marhabo Nurali – Deputy Chairman (18 December 2019)

In 2010 with donor and government support KMK undertook research to assess how much investment would be needed to fulfil their water action plan. It was estimated that \$2bn on investment would be needed in the sector to provide safe drinking water (building water supply infrastructure and maintenance of existing systems).

She mentioned about the smooth organization of Project Steering Committee Meeting back in 2019 where concrete themes were put on table and resolved. She liked kind of meetings and believes that it is more useful.

She also mentioned that if Oxfam organizes the Network events with more than 50 people, it would be better to do so once a year because the workload of KMK and other ministries are very hectic. This doesn't let them prepare in advance for big events if it is organized frequently.

She is more into having small-group and expert-level gatherings where the professional inputs are given and taken into action.

Mr. Jamshid Taborzoda – Chairman (12 March 2020)

He highlighted the lack of government financing for the water sector, although legally the government is meant to allocation 10% of capital costs to water related projects. However, he approved the allocation of 10% from KMK towards "Tojik Obi Dekhot" in Rudaki district.

He was supportive of the idea of Network and is keen to stay involved in order to ensure coordination of priority areas and issues with development partners. He is more interested in participation of private sector in such a discussion and working with international commercial companies who can share their expertise and knowledge with KMK through the Network.