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Technical Assistance to Afghanistan for  
Natural Resources Management and  
Poverty Reduction  
(Cofinanced by the Global Environment Facility  
and the Poverty Reduction Cooperation Fund)

The attached Report is circulated for the information of the Board. The President approved the technical assistance on 23 December 2004.

For Inquiries: A. Azimi, South Asia Department  
(Ext. 6819)

TAR: AFG 38039

Technical Assistance to the  
Islamic Republic of Afghanistan for  
Natural Resources Management  
and Poverty Reduction  
(Cofinanced by the Global  
Environment Facility and the  
Poverty Reduction Cooperation  
Fund)

December 2004

**Asian Development Bank**

## CURRENCY EQUIVALENTS

(as of 7 December 2004)

Currency Unit	–	afghani (AF)
AF1.00	=	\$0.022
\$1.00	=	AF45.00

## ABBREVIATIONS

ADB	–	Asian Development Bank
ATO	–	Afghan Tourist Organization
DFID	–	UK Department of International Development
DFRM	–	Department of Forest and Range Management
GEF	–	Global Environment Facility
IRA	–	Islamic Republic of Afghanistan
MISFA	–	Micro Finance Investment and Support Facility for Afghanistan
MIWRE	–	Ministry of Water Resources, Irrigation and Environment
MRRD	–	Ministry of Rural Rehabilitation and Development
TA	–	Technical Assistance
UNEP	–	United Nations Environment Programme

## TECHNICAL ASSISTANCE CLASSIFICATION

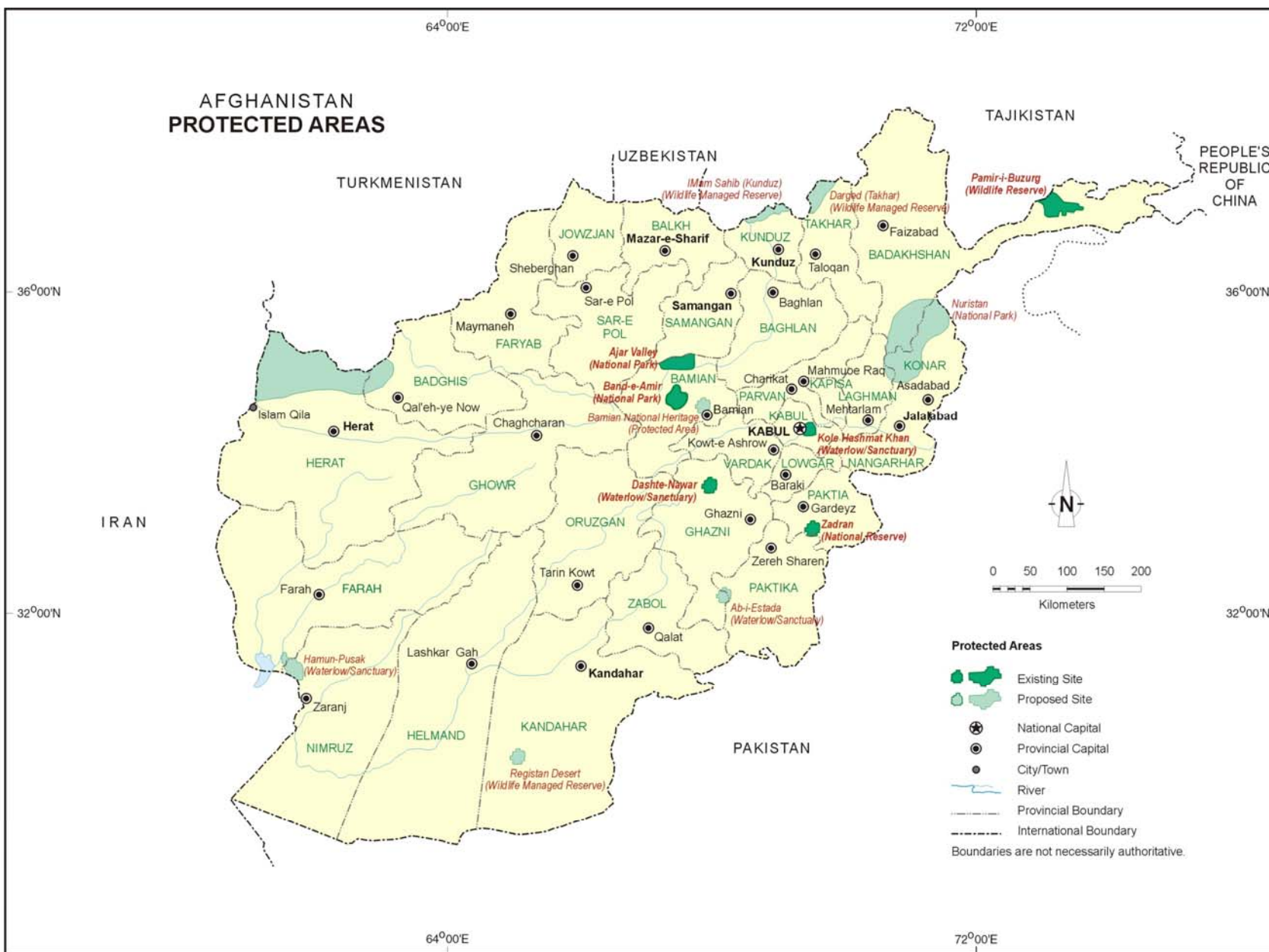
<b>Targeting</b>	–	General intervention
<b>Classification</b>	–	Agriculture and natural resources
<b>Sector</b>	–	Environment and biodiversity
<b>Subsector</b>	–	Environmental sustainability
<b>Theme</b>	–	Natural resources conservation
<b>Subthemes</b>	–	

## NOTE

In this report, "\$" refers to US dollars.

This report was prepared by A. Azimi.

# AFGHANISTAN PROTECTED AREAS



## I. INTRODUCTION

1. During the Country Strategy and Program Update Mission in March 2003 the Government of Afghanistan requested Asian Development Bank (ADB) technical assistance (TA) to revitalize the country's protected areas and improve the development profiles of local communities within nature reserves and their buffer zones.<sup>1</sup> The 2004 Country Strategy and Program includes advisory TA for implementing the subject program.<sup>2</sup> Against this background and at the request of the Government, from 15 to 30 July 2003 the ADB fielded the Fact-finding Mission for the TA for the natural resources management and poverty reduction in Kabul.<sup>3</sup> The TA was endorsed by the Global Environment Facility (GEF) and by the Poverty Reduction Cooperation Fund in January 2004. The Fact-finding Mission in July 2003 reached an understanding with the Government on the goals, purpose, scope, implementation arrangements, cost, financing arrangements, and terms of reference. The TA framework is in Appendix 1.

## II. ISSUES

2. Over two decades of devastating war have had a severe impact on the biodiversity of Afghanistan. Endangered species of plants and animals found in all representative ecosystems, ranging from the arid deserts of the southwest to the alpine valleys of the Hindu Kush, are under severe threat. Afghanistan's first National Park at Bande Amir and five other wildlife reserves and sanctuaries established in the 1970s, after years of efforts, were abandoned along with other protected areas.

3. The war averted the attention of government agencies away from environmental management. Flooding and loss of rangelands, forests, and wildlife are on the rise, as a result runoff. All these changes have had an adverse impact on the country's ecology and its functioning ecosystems. Institutional development has stood at a standstill during the last two decades, experienced staff members trained to maintain a system of protected areas is nonexistent, and resources for management of protected areas have not been allocated in the last two decades. The government agency charged with conservation and management of Afghanistan's protected areas is the Department of Forest and Range Management (DFRM) in the Ministry of Agriculture and Animal Husbandry. Personnel capacity, facilities on hand, and government funding are low or nonexistent, and without outside assistance the DFRM is presently in no position to undertake the activities required to reactivate and meet responsible conservation management in protected areas.

4. Afghanistan's population is dependent on natural resources for economic and social welfare. These resources were severely degraded as a consequence of war and political instability, and this severely impacted the livelihoods of the poor. Protection of natural resources is essential for food security and sustainable development. Local communities located within nature reserves and their buffer zones are highly dependent on natural resources to sustain and enhance livelihoods.

5. All these factors necessitate an urgent need to revive the nature reserves and sanctuaries that were established nearly a quarter of a century ago, by enhancing the quality of life of communities in the buffer zone. The overall goal of this TA is to conserve resources and reduce the extensive poverty prevalent among some of the remotest communities in the

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<sup>1</sup> The TA title was changed to accommodate the poverty reduction component funded by UK Department of International Development (DFID).

<sup>2</sup> The TA first appeared in *ADB Business Opportunities* (Internet edition) in June 2004.

<sup>3</sup> The Mission comprised A. Azimi, senior environment specialist assisted by a consultant for protected parks.

country, residing in and adjacent to key protected areas, through a set of activities to promote socioeconomic stability among the rural poor while conserving natural ecosystems and wildlife resources. The Government is committed to pursuing a broad-based and participatory growth strategy, with a strong commitment to reducing poverty. Successful poverty reduction and protected area management models that come out of the TA will be considered for broader application nationwide.

6. ADB undertook an analysis of ecological issues in *Afghanistan's Environment in Transition*.<sup>4</sup> The report identified the positive links between long-term humanitarian and development assistance, including rehabilitation and expansion of Afghanistan's protected area system and conservation of biological diversity. This TA is in line with the Government's commitment to reduce poverty and focuses on the provision of alternative livelihoods based on the conservation of the natural resources of Afghanistan. Several of the specific protected areas that would benefit from this initiative include the Pamirs in Wakhan, Bandi-Amir and Ajar Valley in Bamiyan, Abi-estada and Dashte-Nawar in Ghazni, and Kole-Hashmat Khan in Kabul.

### III. TECHNICAL ASSISTANCE

#### A. Purpose and Output

7. The TA is structured in two interlinked components; the protected areas component is funded by the GEF, with the goal of conserving global significant biodiversity. While the component related to poverty alleviation in the buffer zone of the protected areas is funded by the Poverty Reduction Cooperation Fund, with the development goal of linking community development interventions to conservation goals in the form of conservation stewardship agreements. The purpose of this TA is to address the basic needs of communities in buffer zones of protected areas by providing incentives that would help reduce poverty as well as promote the conservation of global biodiversity in selected protected areas.

8. The TA will have the following outputs: (i) advance the conservation of natural ecosystems and wildlife resources in selected key protected areas by developing management plans and undertaking rapid biodiversity assessment to update available data at each site; (ii) promote capacity building and institutional strengthening for natural resources and protected areas management; (iii) use participatory methods to assess the needs of the communities, followed by provision of pilot activities to address those needs; (iv) develop and implement an integrated package of assistance, including skills training coupled with opportunities for income generation; (v) pilot-test assistance that improves food security and access to health and education; (vi) implement pilot activities envisaged, which include greenhouses for food security, aquaculture, community center that is solar heated and enables livelihood activities (carpet weaving and handicrafts), health and veterinary clinics, horticulture, beekeeping, propagation of medicinal plants;<sup>5</sup> and (vii) enter into a contract with a nongovernment organization (NGO) specializing in microfinance services.

#### B. Methodology and Key Activities

9. Participation of a wide range of stakeholders is the centerpiece of this TA. Participation of the poorest people and vulnerable groups, such as disabled and elderly people and women and households headed by females, is the most important factor to lead to the success of this undertaking. The TA will create the enabling environment for an integrated conservation and

<sup>4</sup> ADB. 2002. *Afghanistan's Environment in Transition*. Manila.

<sup>5</sup> Scale of intervention will be minimized to three sites, based on ecological representation and security.

development approach that would link community development interventions to goals in the form of conservation stewardship agreements. The TA will facilitate a participatory approach to establish village stewardship agreements and village development plans. Microfinance funds for this TA will be channeled thru the Micro Finance Investment and Support Facility for Afghanistan (MISFA). External assistance to Afghanistan has led to the creation of MISFA, which funds grant proposals and builds the capacity of microfinance institutions, including NGOs, by promoting best practice models. MISFA issues request for proposals to NGOs specializing in microfinance services and enters into contracts with nongovernment organizations to deliver those services.

10. Developing prototypes for effective protected area management will entail establishing innovative systems for conservation management at project sites. This will be achieved through (i) building protected area management staff member skills, (ii) exploring mechanisms for generating and retaining revenues at the sites and providing equipment and facilities; (iii) preparing protected area management plans in a participatory manner, guided by baseline ecological and socioeconomic surveys; (iv) establishing biodiversity monitoring systems; (v) building local support for biodiversity conservation, through a public awareness and education program targeted at key stakeholder groups; (vi) preparing a protected areas systems plan and recommending the creation of an ecologically representative network of protected areas to protect and manage the country's biodiversity; and (vii) creating a gender-sensitive community framework.

**1. Buffer Zone Development Component** (funded by the Poverty Reduction Cooperation Fund)

11. The TA will have the following key activities under the poverty reduction component.

- (i) Carry out participatory assessments of target communities to provide an analysis of the situation, identify priorities for action, and develop a strategy to reduce poverty and protect natural resources. A gender strategy to promote women's participation will be prepared. This component will also identify partners for the implementation phase (community groups and nongovernment organizations).
- (ii) Provide skills training to nature reserve guides, agriculture and community foresters, beekeepers, aquatic farmers, and medicinal plant users. Empower women by providing alternative livelihoods, such as making and selling handicrafts.
- (iii) Provide inputs to help communities increase the range of foods they grow to increase food security and improve nutrition levels. This would include technical advice in agronomy (introduction to new species) and greenhouses that will be tested for scaling up.
- (iv) Provide effective social protection measures (e.g., health and veterinary clinics and schools). This component will include environmental awareness education and adult literacy classes.
- (v) Develop guidelines for the use of microfinance funds for nongovernment organizations contracted with MISFA to enable communities to invest in productive activities (e.g., handicrafts, carpet weaving, horticulture, poultry raising, beekeeping, medicinal plants, and initiatives particularly focused at women).

- (vi) Provide opportunities for mutual learning to the relevant government staff members and NGO service providers.

## **2. Park Management Component (funded by GEF)**

12. The protected areas component will have the following activities.

- (i) Carry out scientific assessments of biodiversity resources in protected areas and establish a sustainable monitoring program for biophysical resources for the Department of Forest and Range Management. Undertake a transparent and participatory approach to developing natural resource management plans, to identify basic elements and components for the identified sites.
- (ii) Provide a program for capacity strengthening that will include specific training programs for staff members of the Afghan Tourist Organization and the Department of Forest and Range Management, including train the trainer programs, to add local training capacity delivered by international institutes, organizations, or individuals with experience and competence in conservation and protected area management planning systems. A detailed and time bound capacity-strengthening plan will be prepared prior to the commencement of training.
- (iii) Provide basic park infrastructure comprising ranger stations and substations that will be developed on the basis of protected areas management plans and will be maintained on a sustainable basis by park fees. Appropriate field equipment will be provided to rangers for monitoring and surveying.
- (iv) Develop a public awareness and education program targeted at key stakeholder groups, to build local support for biodiversity conservation, including the Department of Forest and Range Management-managed Web site.
- (v) Develop ecotourism guidelines that emphasize links between conservation and benefits for local stakeholders, including an ecotourism guide.
- (vi) Support key policy and institutional reforms, including improved collaboration among sector ministries, to facilitate conservation objectives; harmonization of sector legislation and policy that impacts on biodiversity conservation; and development of a strategic approach and criteria for identification of priority conservation sites, to ensure that limited financial resources can be directed to establishing a protected area system that effectively conserves viable portions of all Afghanistan's ecosystems.

## **C. Cost and Financing**

13. The total cost of the TA is estimated to be \$1,907,000 equivalent, including foreign exchange cost of \$1,302,000 and local currency cost of \$605,000 equivalent. The Government requested that ADB finance \$1,785,000 equivalent, to cover the entire foreign exchange cost, and \$483,000 equivalent of the local currency cost. The Government will finance the balance of the local currency cost. The TA will be administered by ADB and financed on a grant basis by GEF (\$975,000) and the Poverty Reduction Cooperation Fund (\$810,000). The detailed cost estimates and financing plan are presented in Appendix 2.

## D. Implementation Arrangements

14. The TA will be carried out over 2 years by a team of individual consultants supported by domestic consultants. The TA will require 69 person-months of consulting services, including 21 person-months of international consultant services and 48 person-months of domestic consultant services, including NGO services. The consultants will procure the equipment required for TA implementation and pilot projects following direct purchase procedures, in accordance with ADB's *Guidelines for Procurement*. Equipment will be delivered to the Government at the conclusion of the TA. The consultants will be engaged by ADB in accordance with the *Guidelines on the Use of Consultants by Asian Development Bank and its Borrowers* and other arrangements satisfactory to ADB for the engagement of domestic consultants. International consultants will be recruited, and they will have expertise in project management, finance, and ecotourism, as well as institutional issues, social science, protected areas, and legal matters. An NGO contracted by MIFSA will also be recruited. NGOs operating in project areas will be contracted for infrastructure-related activities. Domestic consultants will be recruited to complement the international experts.

15. The Ministry of Agriculture and Animal Husbandry will be the Executing Agency and will assign a project leader and counterpart staff members to work with the consultant and monitor the domestic consultants' inputs, in close coordination with ADB on a regular basis. As the TA involves two different but complementary components, a project steering committee will be organized and comprise representatives of ADB, Afghan Tourist Organization; Ministry of Rural Rehabilitation and Development (MRRD); Ministry of Water Resources, Irrigation and Environment (MIWRE); and local governments and NGOs. The steering committee will be the main instrument to direct strategies and approaches with respect to the design and implementation of TA activities and resolve development conflicts, to ensure the TA proceeds in a harmonious way and remains on schedule. Village *shuras* (organizations) or the *woleswalis* (district commissioners) will be the implementing agencies, in association with NGOs. The TA will be implemented over 24 months, starting in November 2004 and ending in November 2006. Outline terms of reference for consulting services are given in Appendix 3.

16. The consultants will submit an inception report 1 month after TA commencement, an interim report within 6 months, and a progress report every 6 months thereafter. Results of the TA will be disseminated through mass media and a Web site. Regional workshops will be held to share the results of the TA and increase learning and interaction.

## IV. THE PRESIDENT'S DECISION

17. The President, acting under the authority delegated by the Board, has approved ADB administering (i) technical assistance not exceeding the equivalent of \$975,000 to the Government of Afghanistan to be financed on a grant basis by the Global Environment Facility for Natural Resources Management and Poverty Reduction, and (ii) technical assistance not exceeding the equivalent of \$810,000 to the Government of Afghanistan to be financed on a grant basis by the Poverty Reduction Cooperation Fund for Natural Resources Management and Poverty Reduction, and hereby reports this action to the Board.

## TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanism	Assumptions and Risks
<p><b>Goal</b></p> <ul style="list-style-type: none"> <li>Revitalize Afghanistan's protected areas, conserving global diversity and reducing poverty in the buffer zones</li> </ul>	<ul style="list-style-type: none"> <li>Protected area management plan prepared with community participation</li> <li>Socioeconomic development in the buffer zones realized</li> <li>Institutional mechanisms for sustainability established</li> </ul>	<ul style="list-style-type: none"> <li>Progress report from the steering committee</li> <li>Monitoring reports</li> <li>Monitoring reports</li> </ul>	
<p><b>Purpose</b></p> <ul style="list-style-type: none"> <li>Address the socioeconomic needs of communities in buffer zones of protected areas by implementing activities to reduce poverty as well as promote conservation of natural resources and wildlife in protected areas</li> </ul>	<ul style="list-style-type: none"> <li>Protected area management plans implemented</li> <li>Community development plans implemented</li> </ul>	<ul style="list-style-type: none"> <li>Review missions and quarterly progress reports by consultants and NGOs</li> </ul>	<ul style="list-style-type: none"> <li>Interagency cooperation is realized at all levels</li> <li>DFRM can be transformed into a highly capable, multidisciplinary management organization</li> <li>Protected area management plans receive full stakeholder support</li> </ul>
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>Systems established for sustainable participatory planning and management of biodiversity conservation at the protected areas</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of new institutional arrangement for managing protected areas and 40 staff members trained to manage protected areas</li> </ul>	<ul style="list-style-type: none"> <li>Protected areas management plans</li> </ul>	<ul style="list-style-type: none"> <li>Qualified and competent NGOs and consultants</li> <li>Social stability and maintenance of postconflict conditions</li> </ul>

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<b>Design Summary</b>	<b>Performance Indicators/Targets</b>	<b>Monitoring Mechanism</b>	<b>Assumptions and Risks</b>
<ul style="list-style-type: none"> <li>• Strengthened institutional capacity to manage and develop a national network of conservation management and protected areas</li>   <li>• Mechanisms established for sustainable resource management in and around protected areas</li>   <li>• Environmentally responsible tourism linked with conservation management objective developed at protected areas</li>   <li>• Programs established to build public awareness in and around protected areas</li>   <li>• Established park infrastructure</li>   <li>• Developed alternative livelihood schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity of DFRM staff members strengthened for protected areas planning and management, and the Government's ability to support conservation efforts through non exploitative wildlife ecotourism programs improved</li>   <li>• All rights to land and/or resources and land ownership within protected areas clarified</li>   <li>• Land use plans for areas adjacent to the protected areas reflect biodiversity concerns</li>   <li>• Increased awareness and local support for biodiversity conservation in and around protected areas</li>   <li>• Ranger stations and substations established</li>   <li>• Incomes increased and employment opportunities created</li> </ul>	<ul style="list-style-type: none"> <li>• Review missions and quarterly progress reports by consultants and NGOs</li>   <li>• District commissioner reports</li>   <li>• Land use plans</li>   <li>• Public awareness strategy and action plan for each site</li>   <li>• Review missions</li>   <li>• Baseline and progress reports</li>   <li>• Baseline and progress reports</li>   <li>• Review missions and quarterly progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment of relevant national and local organizations and beneficiaries to support the project is maintained</li>   <li>• Maintenance of postconflict conditions</li>   <li>• The private sector is willing to invest in nature tourism</li>   <li>• Protected areas receive stakeholder support</li>   <li>• Qualified and competent NGOs and consultants</li>   <li>• Marketing outlets Established</li> </ul>

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Design Summary	Performance Indicators/Targets	Monitoring Mechanism	Assumptions and Risks
<ul style="list-style-type: none"> <li>• Food security enhanced</li> <li>• Social protection measures provided</li> <li>• NGO identified to operate a microcredit facility</li> <li>• Gender strategy prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Increased variety of food crops, and greenhouses provided</li> <li>• One health clinic per area, and trained traditional birth attendants</li> <li>• Funds available to invest in handicrafts, horticulture, aquaculture, and poultry</li> <li>• Activities initiated to enhance quality of life of women</li> </ul>	<ul style="list-style-type: none"> <li>• Agriculture extension workers, and feedback from communities</li> <li>• Health records, and certification by NGOs</li> <li>• Baseline and progress reports</li> <li>• Progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Greenhouses maintained</li> <li>• Qualified health workers</li> <li>• Competent technical support</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• All six protected areas completed within 12 months of the start of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Progress report prepared by consultant</li> </ul>	<ul style="list-style-type: none"> <li>• Consultants recruited by the end of November 2004; counterpart support is available; and the steering group is operational.</li> </ul>
<ul style="list-style-type: none"> <li>• Enhance institutional capacity for protected area management</li> </ul>	<ul style="list-style-type: none"> <li>• Number of training opportunities provided to staff members during the 23 months of project implementation, with a base of 40 people</li> </ul>	<ul style="list-style-type: none"> <li>• Progress report and final report prepared by consultant</li> </ul>	
<ul style="list-style-type: none"> <li>• Conduct participatory assessments to develop a strategy to reduce poverty and protect natural resources</li> </ul>	<ul style="list-style-type: none"> <li>• Village stewardship agreements within 6 months of project start-up</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports prepared by consultants</li> </ul>	

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Design Summary	Performance Indicators/Targets	Monitoring Mechanism	Assumptions and Risks
		<ul style="list-style-type: none"> <li>Progress report and final report prepared by consultants</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of postconflict conditions</li> </ul>
<ul style="list-style-type: none"> <li>Pilot alternative livelihood schemes and social protection measures</li> <li>Enhance food security by increasing range of foods</li> <li>Contract with NGO through MISFA</li> <li>Prepare a gender strategy</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives launched within 6 months of project start-up</li> <li>Range of foods exists and greenhouses and aquaculture farms built within 12 months of project start-up</li> <li>NGO to disburse funds within 4 months of project start-up</li> <li>Project activities related to women implemented within 6 months of project start-up</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports</li> <li>Progress reports</li> </ul>	
<b>Inputs</b> 1. Consultants	<ul style="list-style-type: none"> <li>\$640,000 for a total of 69 person-months, including 21 person-months of international and 48 person-months of domestic consultant services, including NGOs</li> </ul>	<ul style="list-style-type: none"> <li>ADB project disbursement documents</li> </ul>	<ul style="list-style-type: none"> <li>Qualified consultants available in the market</li> </ul>

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Design Summary	Performance Indicators/Targets	Monitoring Mechanism	Assumptions and Risks
2. Equipment	<ul style="list-style-type: none"> <li>• \$175,000 for pilot activities; \$100,000 for park infrastructure, including field Equipment; \$10,000 for computers and software</li> </ul>	<ul style="list-style-type: none"> <li>• Contracts award</li> </ul>	<ul style="list-style-type: none"> <li>• Equipment in stock</li> </ul>
3. Training, seminars, and conferences	120,000, including (i) \$80,000 for international training and study tours, (ii) \$40,000 for training workshops, and (iii) \$10,000 for an awareness campaign	<ul style="list-style-type: none"> <li>• Attendance sheet and record and/or minutes of discussion</li> </ul>	Sufficient counterpart support and absorptive capacity of local community
4. Microcredit facility  5. ADB support and supervision  6. Developing member country counterpart contribution	\$250,000 for initiatives for income-generating activities  <ul style="list-style-type: none"> <li>• 4 person-months annually</li> <li>• \$122,000</li> </ul>	<ul style="list-style-type: none"> <li>• Progress report</li> <li>• ADB mission review report</li> <li>• Counterpart staff work and log reports</li> </ul>	

ADB = Asian Development Bank, DFRM = Department of Forest and Range Management, MISFA = MicroFinance Investment and Support Facility for Afghanistan, NGO = nongovernment organization.

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
<b>A. Global Environment Facility and Poverty Reduction Cooperation Fund Financing<sup>a</sup></b>			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	517.0	0.0	517.0
ii. Domestic Consultants	0.0	123.0	123.0
b. International and Local Travel	60.0	40.0	100.0
2. Equipment <sup>b</sup>	305.0	35.0	340.0
3. Training, Seminars, and Conferences	80.0	40.0	120.0
4. Survey	0.0	45.0	45.0
5. Park Infrastructure	0.0	140.0	140.0
6. Microcredit Facility	250.0	0.0	250.0
7. Reports and Communications	0.0	15.0	15.0
8. Contingencies	90.0	45.0	135.0
<b>Subtotal (A)</b>	<b>1,302.0</b>	<b>483.0</b>	<b>1,785.0</b>
<b>B. Government Afghanistan Financing</b>			
1. Office Accommodation and Transport	0.0	72.0	72.0
1. Remuneration and Per Diem of Counterpart Staff	0.0	30.0	30.0
3. Others	0.0	20.0	20.0
<b>Subtotal (B)</b>	<b>0.0</b>	<b>122.0</b>	<b>122.0</b>
<b>Total</b>	<b>1,302.0</b>	<b>605.0</b>	<b>1,907.0</b>

Note: Necessary adjustments will be made to the cost estimates and financing plan for each subproject prior to the start of the implementation of the subproject.

<sup>a</sup> Administered by the Asian Development Bank.

<sup>b</sup> Includes cost for office equipment, vehicle, greenhouses, aquaculture, community training centers.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

### A. Institutional Specialist and Team Leader (9 person-months)

1. The tasks to be carried out by the consultant will include the following:
  - (i) Establish a project steering committee, which includes, among others, representatives of sector ministries, NGOs, and ADB.
  - (ii) Recommend an organizational structure for the Department of Forest and Range Management, based on review of various models.
  - (iii) Review the current legislative and institutional framework for protected areas management, with the objective of developing and integrating protected areas management plans in land use plans and recommending appropriate and enabling legislation.
  - (iv) Propose suitable contract packaging, taking into account foreign and local funds, in accordance with ADB guidelines on procurement and in consultation with the financial analyst's present base cost for each package.
  - (v) Prepare a project implementation schedule, taking into account the requirements of using different procurement modes, indicating the project critical path, and implementing pilot projects.
  - (vi) Prepare a project performance management system, including the development of key monitorable project performance indicators and a project framework.
  - (vii) Ensure that project activities are developed and refined in close coordination with all stakeholders concerned, including civil society. Assist the Government in undertaking a public consultation process to facilitate and develop the project scope and implementation arrangements.
  - (viii) In consultation with the international consultants, develop detailed and time bound capacity strengthening programs.
  - (ix) Develop guidelines for the use of microfinance facility funds and select NGOs contracted to provide services in project area.
  - (x) Undertake monitoring and evaluation and assessment for scaling up the activities completed.
  - (xi) Supervise and ensure the coordination of the international and domestic consultant teams of both components.
  - (xii) With appropriate inputs from other consulting team members, prepare TA inception and progress reports every 6 months.

**B. Gender and Social Development Specialist (4 person-months)**

2. The tasks to be carried out by the consultant will include the following:

- (i) Using a consultative process, develop strategies to integrate selected communities in protected areas management. In particular, develop strategies for equitable sharing of benefits derived from protected parks through community-based nature tourism and delineation of community access areas within protected areas.
- (ii) Undertake a poverty assessment of the communities living in the selected project areas and their dependence on protected area resources, and develop interventions that are targeted to the poor.
- (iii) Advise on the scope and implementation arrangements for the buffer zone development subcomponent.
- (iv) Assist in undertaking a public consultation process for the participatory development of an integrated protected areas management project and help identify suitable NGOs and community groups that are capable of facilitating project activities implementation.
- (v) Identify external resources and/or organizations, including NGOs, that can be potential partners for income-generating activities in selected pilot project areas.
- (vi) Prepare a gender strategy that includes (i) identifying current and redefining potential gender roles in natural resources management, biodiversity conservation, and community-based awareness raising; (ii) developing a communication approach and intervention mechanisms to ensure that the voices of women and men are equally taken into account in decision-making processes; and (iii) providing explicit efforts for training opportunities for women in both components.

**C. Protected Area Specialist (5.25 person-months)**

3. The tasks to be carried out by the consultant will include the following:

- (i) Prepare management plans for the designated protected areas, with assistance from the social development consultant, and link with development of poverty reduction strategies in the buffer zone areas. Delineate infrastructure requirements from the protected areas management plans.
- (ii) Prepare a protected areas systems plan that would recommend the creation of an ecologically representative network of protected areas to protect and manage the country's biodiversity.
- (iii) Undertake field studies to the designated protected areas to fill gaps (e.g., biological, hydrological, and cultural systems and ownership and user rights and economic activities).

- (iv) Develop public awareness activities focusing on the link between welfare of local communities and protected parks management, including development of brochures and teacher training.
- (v) Undertake monitoring and applied research to fill in major information gaps related to biodiversity within the protected areas, to assist in protected area zoning.
- (vi) Develop a monitoring program for staff members of Department of Forest and Range Management. Inventory, research, and monitoring activities will include development of an information base (resource maps, vegetation types, animal migration routes, etc.) and assessment of grazing land carrying capacity.
- (vii) Review and analyze options for developing an institutional framework for protected areas management, such as consolidating all management issues related to protected areas under one ministry and determining the advantages and disadvantages of establishing a wildlife conservation authority.

**D. Financial Specialist (1 person-month)**

4. The tasks to be carried out by the consultant will include the following:

- (i) Develop a financial sustainability plan for protected area management, taking into account the central budget and benefit sharing by local communities and local governments. The plan should also include detailed recommendations on the development of a fund for protected areas management.
- (ii) Prepare an accountable revenue collection system and staff member training program.
- (iii) Develop financial mechanisms to provide the best chance of creating incentives for sustainable development and effective conservation protection.
- (iv) Prepare a business plan with detailed cost estimates for pilot projects, including the financial, institutional, and operational parameters for sustainability and replication of pilot projects.
- (v) Assist the team leader in reviewing project costs. Estimate with the other members of the team the recurrent costs during implementation and after completion.
- (vi) Prepare a marketing strategy for products developed in-country and for export.

**E. Ecotourism Specialist (1 person-month)**

5. The tasks to be carried out by the consultant will include the following:

- (i) Recommend establishment of community tourism with other members of the project team, and prepare a benefit sharing plan with communities in protected areas.

- (ii) Assist a tourism guide training program that reflects the training standards of international wildlife tourism programs.
- (iii) Prepare a nature tourism training program and identify resource-generating activities in each protected area.
- (iv) Develop product quality evaluation criteria for operators within or associated with protected areas tourism.
- (v) Develop a nature tourism strategy for protected areas management that is based on private sector and community-based interventions.
- (vi) In consultation with the legal specialist, prepare sample concession agreements for private sector and community activities inside protected areas.
- (vii) Develop an ecotourism guide for Afghanistan and a Web site, as part of the media campaign.

**F. Legal Expert (0.75 person-month)**

6. The tasks to be carried out by the consultant will include the following:

- (i) Review the existing legal and regulatory framework, and draft legal regulations governing protected areas management.
- (ii) Prepare draft concession agreements for nature tourism.
- (iii) Provide advice on an equitable benefit sharing arrangement involving the public sector, affected communities, and private companies relevant to protected areas and wildlife conservation.

**G. Domestic Consultants**

7. The domestic consultant team (48 person-months) comprising, 6 protected areas specialists (3 person-months each), 4 social development specialists (2 person-months each), 1 renewable energy expert (2 person-month), 1 greenhouse specialist (1 person-month), 3 health workers (2 person-months), 1 agronomist (2 person-months), and 1 aquaculturist (1 person-month). In addition, a rural development specialist (2 person-months), gender (4 person-months) and civil society expert (4 person-months) in their respective field of expertise will assist the international consultants. The domestic consultants will also assist in the establishment, training, and capacity building of community organizations and the development of an awareness campaign.

## PROTECTED AREAS OF AFGHANISTAN

1. **Pamir-i-Buzurg.** Although in relatively good condition, because of its inaccessibility and remoteness, the Big Pamir Reserve is now being used for grazing by large numbers of domestic livestock, an activity that was formerly restricted when the local people benefited from participation in the tourist hunting program and management of the reserve.
2. **Bande Amir.** In recent years, two of the six lakes (Bande Qumbar and Bande Pudina), have experienced temporary dry periods. Illegal hunting and fishing, sometimes with explosives, have persisted during intervening years. Activities such as placing a flour mill and some dwellings around one lake threaten the beauty and integrity of the national park. The area is heavily mined.
3. **Ajar Valley.** Lands in the reserve are now occupied by some 300 families, and the population is increasing, with repatriated families returning from Iran and Pakistan. Most of the former verdant flora in the valley has been depleted by overgrazing of domestic livestock, and most woody plants have been cut for fuel and building supplies. Although the extent is not known, many hectares of reserve lands have been converted to dry land agriculture.
4. **Ab-i-Estada.** The area is affected by drought and has been completely dry for the last 4 years. Soil salinization is widespread, affecting the surrounding natural vegetation. Agricultural lands are now widespread around the lake, and many households have drilled private tube wells, further depriving the rehabilitation of the lake and wetlands. No flamingo breeding has been reported for 4 years, and Siberian Cranes have not been seen in the area since the late 1970s.
5. **Dashte Nawar.** The area is affected by drought, but some small springs dot the largely dry lake with pools of water. Hunting is reportedly common. Nomads occupying the area now presume the lake is their property. Construction of mud houses in graveyards in the immediate vicinity of the (usual) shoreline is a serious problem.
6. **Kole Hashmat Khan.** The area is affected by drought, but some of the wetlands were reclaimed in earlier years, after the cleaning of the Mastan Canal. Construction of mud houses during 1992–2000 considerably reduced the overall area previously occupied by wetlands. Reeds were cut by locals and sold to private dealers during the 1990s. Much of the wetlands vegetation has disappeared, and the lake area last had water (0.5 meter) in early 2002. Construction and other disturbances around the lake basin continue.