



Technical Assistance Report

Project Number: 40545
Capacity Development Technical Assistance (CDTA)
November 2008

Federal Democratic Republic of Nepal: Strengthening Capacity for Managing Climate Change and the Environment

CURRENCY EQUIVALENTS

(as of 15 October 2008)

Currency Unit	–	Nepalese rupee/s (NRe/NRs)
NRe1.00	=	\$0.0130
\$1.00	=	NRs76.9199

ABBREVIATIONS

ADB	–	Asian Development Bank
EIA	–	environmental impact assessment
MOEST	–	Ministry of Environment, Science and Technology
NAPA	–	National Adaptation Programme of Action
TA	–	technical assistance
UNFCCC	–	United Nations Framework Convention on Climate Change

TECHNICAL ASSISTANCE CLASSIFICATION

Type	–	Capacity development technical assistance (CDTA)
Sector	–	Law, economic management, and public policy
Subsector	–	Economic management
Themes	–	Environmental sustainability, capacity development
Subthemes	–	Environmental policy and legislation, institutional development

NOTE

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

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I. INTRODUCTION

1. Following a request from the Government of Nepal in 2006 for a capacity development technical assistance (TA) grant from the Asian Development Bank (ADB) to develop an environmental master plan, ADB included a TA in its country operations business plan for 2008.¹ Based on consultations during reconnaissance missions in March and May 2008, the title and focus of the TA was changed to Strengthening Capacity for Managing Climate Change and the Environment. A TA Fact-Finding Mission was fielded from 27 July to 3 August 2008 and included a 3-day multi-stakeholder workshop to prepare the TA project design. Thirty-two participants representing the Ministry of Environment, Science and Technology (MOEST), other government line agencies and apex bodies, associations of district and village development committees, nongovernment organizations, academia, and donors attended. A wrap-up meeting, which was chaired by the secretary of the Ministry of Finance, was held on 3 August 2008. ADB agreed with the Government on the purpose, outputs, methodology, key activities, costs and financing plan, implementation arrangements, and scope of counterpart support. The TA design and monitoring framework is in Appendix 1.

II. ISSUES

2. Located in a geologically-young and unstable, rugged terrain in the Himalayas, Nepal's natural environment and ecosystems are diverse and vulnerable. These ecosystems are increasingly threatened by a rapidly-growing population that is putting pressure on the country's fragile natural resource base, which includes land, water, and forest resources. With resource-dependent human settlements relying heavily on these ecosystems for their livelihood, the deterioration of the environmental and natural resource base has contributed to chronic rural poverty and migration to urban areas and other countries. According to the Stocktaking Report on Climate Change prepared under the National Capacity Needs Self-Assessment process,² records of average national temperatures show high inter-annual variability, and maximum temperatures in Nepal are progressively increasing in line with global and regional records. Precipitation extremes show an increasing trend of intense precipitation, indicating that more weather-related disasters, such as floods and landslides, can be expected in future.

3. Ongoing climate variability and change are projected to impact different sectors in Nepal. The expected impact on water resources includes water shortages in dry seasons, while rising temperatures will cause faster melt and retreat among Nepal's 3,252 glaciers, with an attendant increase in sudden flooding following glacial lake outbursts. Increases in seasonal temperatures are likely to affect agricultural production and yield. Rising temperatures, glacial retreat, and changes in water availability and quality will also lead to changes in natural biodiversity affecting Nepal's high number of unique wild animals and plant species. Global warming is anticipated to affect forest ecosystems through the migration of forests towards the polar region, changes in composition, and extinction of species. Climate change will also have a direct impact on wildlife, with the species most at risk being those with low dispersal capacity (e.g., soil fauna, non-flying insects). The growing risk of malaria and encephalitis are identified as potential impacts of climate change on human health. Communities are likely to suffer increased loss of infrastructure and shelter from flooding events, decreased productivity from more incidents of malnutrition and disease, social disruption and displacement from extreme events (e.g., floods, droughts, and disease outbreaks), and losses to earning capacity.

¹ ADB. 2007. *Nepal: Country Operations and Program (2008–2010)*. Manila. The TA first appeared in the business opportunities section of ADB's website on 28 August 2008.

² Thematic Working Group on Climate Change. 2008. *Stocktaking Report on Climate Change*. Kathmandu.

4. Stakeholders at both the national and local levels in Nepal are insufficiently informed about climate change, and the public's environmental awareness in general is low. Nepal has no environmental information center, and important policy documents and information materials are unavailable in the local language. As a result, citizens do not adequately participate in environmental protection, and an environmental monitoring system does not yet exist. In addition, the country is unable to present a strong negotiating position at international fora, including the Conference of Parties, and meetings of the subsidiary bodies of the United Nations Framework Convention on Climate Change (UNFCCC).

5. Efforts have been made to integrate environmental concerns into national development plans and programs since the 1980s. These include: (i) establishment of a ministry in the early 1990s, (ii) introduction of environmental impact assessments (EIAs), (iii) promulgating the Nepal Environmental Policy and Action Plan, (iv) enactment of the Environmental Protection Act and Rules in 1997, and (v) development of standards to minimize the adverse impacts of development projects. Nevertheless, climate change and environmental issues are given inadequate priority in the national development agenda, and environmental governance is weak. Evaluations conducted under the National Capacity Needs Self-Assessment process (2008) confirm that the nature and gravity of climate change risks are not fully appreciated, there is inadequate public pressure for change, and more pressing national agendas overshadow effective environmental protection and climate change risk management. Local governments are not provided the opportunity to participate in climate change risk management and decision making. A key deficiency is the absence of any legal protection for environmental rights. Environmental management agencies and organizations lack accountability due to ineffective monitoring mechanisms, inadequate input from local governments, and the lack of a citizens' complaint mechanism regarding environmental degradation.

6. There is poor coordination among stakeholders responsible for climate change risk management and environmental protection. While environment and climate change affect all sectors, Nepal does not have crosscutting policies in place to govern them. There are no coordination mechanisms with clearly defined procedures to promote effective collaboration between the central and local governments, and among sectoral agencies, communities, and the private sector. The high turnover of environmental professionals creates a lack of institutional memory and there is no system of knowledge transfer within organizations or among organizations. Local governments do not have the capacity to collaborate with the central government effectively.

7. Neither MOEST nor the other sector agencies are staffed to monitor and enforce current rules and regulations. Most government agencies lack adequate resources to effectively address climate change risk and environmental protection. There are multiple agencies and institutions at the central level that have a role in environmental management, but there is no single authority to ensure implementation and enforcement of environmental rules and regulations. MOEST focuses on setting standards and does not have an entity or line agency to enforce environmental rules and regulations, implement policy, coordinate among the various sectors, develop public awareness, and collaborate with other line ministries and stakeholders at all levels. Part of the systemic problem is the lack of an environmental professional group or track within the civil service system.

8. ADB provided two TAs to Nepal in the 1990s for institutional development on environment, both of which were rated satisfactory.³ A number of initiatives are currently being undertaken to address climate change risks affecting Nepal.⁴ Two such initiatives are directly related to the TA. The National Adaptation Programme of Action to Climate Change (NAPA) project⁵ will develop and establish a climate change research, knowledge management, and learning platform to address priority climate change research needs, and strengthen capacity on climate change research and knowledge and adaptation planning. The United Nations Development Programme/United Nations Environment Programme Poverty Environment Initiative will focus on comprehensively integrating environmental considerations into national policies and programs, and encourage policy makers to implement environmentally-sound strategies in selected sectors.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

9. The TA will complement other climate change initiatives, in particular the NAPA project. The impact of the TA will be strengthened country capacity for environment and climate change management. The expected outcome of the TA will be an agreement on an improved, sustainable institutional framework for managing environment protection and climate change. The TA will assist MOEST and other line agencies responsible for environmental management to raise awareness, build new and strengthen existing capacities and skills, and mainstream environmental and climate change considerations into the national development agenda. The capacity of regional, district, and local governments also need to be enhanced to support the Government's decentralization policies, and to enable them to effectively collaborate with the central government. The public will also be targeted in an effort to increase Government accountability for a clean and healthy environment.

B. Methodology and Key Activities

10. The outcome will be achieved through three outputs: (i) agreement on the appropriate organizational framework; (ii) agreement on a funding mechanism to support the organizational framework; and (iii) implementation of an effective public education, information, and awareness program on environmental protection and climate change. The TA will facilitate a consensus-building process to determine the best approach for enforcing environmental protection and decreasing climate change risk at all levels (national, regional, district, and community).

1. Organizational Framework

11. The first TA output will be to generate agreement for an effective organizational framework. While MOEST oversees environmental rules and regulations, and serves as the focal point for climate change mitigation and adaptation, and apex bodies (such as the National

³ ADB. 1994. *Technical Assistance to the Kingdom of Nepal for Strengthening Interministerial Capabilities for Implementing Environmental Impact Assessment Guidelines*. Manila (1995–1996, TA 2244-NEP, approved on 15 December) assisted in enhancing the in-house capabilities of key development ministries to implement the EIA guidelines, strengthening inter-ministerial coordination, and preparing draft environment assessment guidelines for selected sectors while ADB. 1997. *Technical Assistance to the Kingdom of Nepal for Institutional Strengthening of the Ministry of Population and Environment*. Manila (1997–1998, TA 2847-NEP, approved on 22 August) strengthened the institutional capacity of a newly formed Ministry of Population and Environment to carry out its mandate for environmental protection.

⁴ Current climate change initiatives are summarized in Nepal: Climate Change Implementation Plan. ADB (forthcoming).

⁵ A \$1,325,000 project funded by the Global Environment Facility, Department for International Development of the United Kingdom, and United Nations Development Programme to (i) prepare the NAPA, (ii) develop a climate change knowledge management and learning platform, and (iii) develop a multi-stakeholder framework of action for climate change.

Planning Commission) help coordinate among Government ministries, stakeholders are calling for a dedicated institution with the authority to coordinate and enforce environmental and climate change laws and policies at the central and subnational levels. A range of institutional options will be explored, including expanding MOEST's current mandate, reconstituting the Environmental Protection Council, and creating a new agency. The TA will support analysis and consensus-building on an institutional framework,⁶ and prepare an implementation plan (business, legal, financial, human resources, and operations) for the new organizational structure. The laws and policies needed to put the institution into place will also be drafted. The Government will engage in a national participatory consultation process to formulate recommendations for an appropriate organizational framework.

12. Once the organizational structure at the central level has been agreed upon, the TA will develop an action plan for mainstreaming environmental protection and climate change into subnational administration by drawing lessons from successful initiatives, including the community forestry management program under the Ministry of Forests and Soil Conservation. The action plan will clarify jurisdictional responsibilities at all levels of government (central, regional or provincial, district, and village and/or municipality). Financing for a related activity for strengthening capacity among community-level stakeholders through climate change vulnerability assessments, vulnerability mapping, and adaptation planning will be sought from other ADB sources.⁷

13. The strengthened organization will need to be staffed by environmental professionals. A civil service career path for environmental technicians and professionals will be created. In order to enhance the capacity of the Government to more effectively negotiate in international climate change fora, the TA will fund increased participation of government officials in key UNFCCC international meetings.

2. Funding Mechanism

14. The Government will agree on an appropriate financing mechanism to support the dedicated institution and sustain its existence, and enable district and local governments to protect their immediate environments and reduce risks associated with climate change. The TA will fund the review of international and national best practices and financing mechanisms, including the Environment Protection Fund administered by MOEST, in accordance with the Environment Protection Act and Rules. MOEST will facilitate a consultation and consensus-building process to discuss recommendations and agree upon options. The legal framework for establishing the financing mechanism will be prepared for the Government's approval.

3. Information, Education, and Awareness

15. An education, information, and awareness strategy will be developed and implemented in order to increase understanding of climate change and environmental issues, and support for public spending for the environment. Within 6 months of TA commencement, the Government will agree upon a strategy and work plan for increasing the cadre of environmental professionals through education and awareness-raising activities. Nepal-based training institutes and communications organizations will be employed to implement activities targeting the central government and politicians; regional, district, and local government bodies; media; and communities and the general public. Environmental professionals will also be targeted through strengthening environmental education within the Government's existing professional development program, and providing recommendations for updating formal educational curricula.

⁶ Existing institutions at the national and subnational levels will be assessed, including those responsible for disaster risk management.

⁷ Funding sources under consideration include the ADB-administered Climate Change Fund (May 2008).

Training-of-trainers programs will be conducted at all levels of government and environmental professionals. Mass communications and public awareness programs will also be launched under the TA.

16. The key risks that could affect the successful achievement of TA objectives relate to the present political uncertainty in Nepal that could undermine the necessary political will to implement the reforms needed to strengthen the current environmental organization and implement necessary legal, policy, and institutional capacity-building measures. There must also be a strong commitment among national and subnational government stakeholders to participate in the consultation process, review inputs, and determine the best institutional framework for advancing environmental issues on the national development agenda.

C. Cost and Financing

17. The total cost of the TA is estimated at \$620,000 equivalent. ADB will provide \$500,000, financed on a grant basis by ADB's TA funding program. ADB will finance national and international consulting services, production of reports, equipment, workshops, studies, Government staff participation in UNFCCC meetings, training programs, and administrative support services. Government support to the TA, estimated at \$120,000 equivalent, will be in-kind, and will include the provision of counterpart staff, office accommodation and space for meetings, and general office support. The detailed cost estimates and financing plan are in Appendix 2.

D. Implementation Arrangements

18. MOEST will be the Executing Agency for the TA and will be responsible for project management and overall coordination with ADB. A project steering committee—chaired by Secretary, MOEST—will comprise representatives from concerned ministries and local government, including Ministry of Local Development, National Planning Commission, Ministry of Forests and Soil Conservation, Ministry of Finance, Ministry of General Administration, local government associations, and other entities as relevant. The steering committee will oversee TA implementation and ensure coordination among all stakeholders, and with related environment and climate change programs, including the NAPA project. Environmental professionals from MOEST and other government ministries and line agencies will lead working groups. Government staff may be retained as resource persons to make presentations during the consultation process and to peer review consultant reports.

19. A joint secretary from MOEST will be assigned to serve as project director. An undersecretary from MOEST will serve as project manager to oversee the day-to-day work of the consultant team and coordinate among all levels of government and the broader stakeholder group of nongovernment organizations, academe, and environmental professionals. The project director and project manager will coordinate with other climate change initiatives implemented by MOEST to ensure efficiency and harmonization among projects. MOEST will form working groups among government stakeholders and manage a process of consensus-building using the inputs provided by a consultant facilitator/change management specialist and technical consultants to ensure agreement on project outputs (e.g., dedicated environment institution, funding mechanism, proposed legislation, and action plan for subnational administration) by the end of the implementation period. MOEST will provide full administrative and technical support to the project management team.

20. Consulting services for the TA will total 42 person-months: 3 person-months for an international legal/policy/institutional specialist and 39 person-months for national consultants. The expertise required from national consultants includes: project facilitator/change

management specialist (18 person-months), training specialist (9 person-months), policy specialist (6 person-months), and financial management specialist (6 person-months). The summary terms of reference are in Appendix 3. However, the specific terms of reference may be refined following TA inception.⁸ The project facilitator will assist the project manager in all TA activities. All consultants will be recruited on an individual basis, in accordance with ADB's *Guidelines on the Use of Consultants* (2007, as amended from time to time), in consultation with the project steering committee. Equipment for the TA's activities will be financed by ADB in accordance with ADB's *Procurement Guidelines* (2007, as amended from time to time) and will become property of the Government upon completion of the TA.

21. National training and communications service providers, and media organizations will design and deliver training and awareness-raising programs for targeted stakeholder groups, including central government officials, district and local government officials, media, and the general public. ADB will engage such institutes through single-source selection and the training and communications specialist will oversee their activities.

22. Consensus-building on TA outputs will take time. Therefore, the TA will be implemented over 3 years, with expected commencement in January 2009 and completion in December 2011. The reporting requirements for the TA will include (i) an inception report within 3 weeks of TA commencement, (ii) project reporting outputs in accordance with the TA's design and monitoring framework, (iii) a final report summarizing the achievements of the TA, and (iv) a brief bimonthly progress reports when other reports are not due.

IV. THE PRESIDENT'S DECISION

23. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$500,000 on a grant basis to the Government of Nepal for Strengthening Capacity for Managing Climate Change and the Environment, and hereby reports this action to the Board.

⁸ MOEST and ADB will coordinate TA implementation with the NAPA project and Poverty Environment Initiative, and may need to adjust the consultants' scopes of work to ensure coordination and efficiency.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and/or Indicators	Data Sources and/or Reporting Mechanisms	Assumptions and Risks
<p>Impact Strengthened country capacity for managing environment and climate change</p>	<p>Dedicated Government institution is fully staffed and funded by 2015</p> <p>50% of local government units implement action plan by 2015</p> <p>10–20 qualified environmental professionals are working in government service by 2015</p>	<p>Government gazette, budget, and public service commission records</p> <p>Records of associations of district and village development committees</p> <p>Public service commission records</p>	<p>Assumption</p> <ul style="list-style-type: none"> • Trained staff are retained in government service for at least 5 years
<p>Outcome Improved, sustainable institutional framework for managing climate change and the environment is agreed upon by Government</p>	<p>Two-thirds of parliamentarians are generally supportive of establishing a dedicated institution for managing climate change and the environment</p> <p>80% of sample set of district governments commit resources for implementing action plan</p> <p>Annual operational budget for dedicated institution is funded 80% by Government resources</p>	<p>Minutes of parliamentary discussion</p> <p>District development budgets for fiscal year 2012</p> <p>Government fiscal year 2012 environment budget allocation</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • There is political commitment to strengthen the current institutional framework for environment and climate change • Policy recommendations are supported <p>Risks</p> <ul style="list-style-type: none"> • Budget allocation is insufficient • Activities conducted under the project will not be sustained
<p>Outputs</p> <p>1. Organizational framework is drafted and agreed upon by stakeholders</p> <p>2. Funding mechanism for environmental management is agreed upon by stakeholders</p>	<p>80% of Government bodies that are commenting on draft legislation for dedicated institution are supportive</p> <p>80% of Government bodies commenting on draft legislation for funding mechanism are supportive</p>	<p>Records from consultation process, reported in project progress reports</p> <p>Records from consultation process, reported in project progress reports</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • There is political commitment to establish a dedicated institution and an effective change management process • Targeted interventions will change knowledge, awareness, and perception. • Increased public awareness will result

Design Summary	Performance Targets and/or Indicators	Data Sources and/or Reporting Mechanisms	Assumptions and Risks
<p>3. Effective public education, information, and awareness activities on environment and climate change are developed and implemented</p>	<p>50% of local Government officials trained indicate support for allocating more of their funds for the environment</p> <p>At least five senior Government officials are visibly involved in campaign events</p> <p>2-4 editorials printed in top-tier Nepali press by project end</p> <p>2-4 radio stories dedicated to climate change by project end</p>	<p>Survey conducted after training events, reported in project progress reports</p> <p>Reports of training and communications institutes, summarized in project progress reports</p> <p>Media monitoring, summarized in project progress reports</p> <p>Media monitoring, summarized in project progress reports</p>	<p>in behavioral change at the institutional, community, and individual level; and greater support for public fiscal appropriation</p> <p>Risks</p> <ul style="list-style-type: none"> • Lack of political will to prioritize environmental reforms • Political instability • Frequent changes within Government agencies resulting in absence of institutional memory • Trained professionals and government officials are transferred to other areas • Training professionals fail to integrate climate change awareness into existing programs
<p>Activities with Milestones</p> <p>1.1 Formulate for Government approval an appropriate framework for establishing a dedicated institution under the proposed federal structure:</p> <p>1.1.1 Produce a detailed study within 6 months, with recommended option.</p> <p>1.1.2 Form working groups of project stakeholders and facilitate the consultation and consensus-building process on the institutional framework.</p> <p>1.1.3 Develop implementation plan (business, legal, financial, human resources, and operations) for a dedicated institution and submit for Government approval within 2 years.</p> <p>1.2 Prepare an action plan for mainstreaming environmental protection and climate change into subnational administration, including staffing, enforcement, and jurisdictional responsibilities between all levels of government.</p> <p>1.3 Strengthen the capacity of Government personnel in international climate change negotiations through participation in UNFCCC conventions (Conference of Parties and the Subsidiary Bodies)</p> <p>1.4 Establish a service track and career path for environmental management within civil service.</p> <p>2.1 Formulate for Government approval draft legislation for a funding mechanism for environment and climate change management.</p> <p>2.1.1 Evaluate international and national financing mechanisms for environmental protection and climate change management (including the Environment Protection Fund administered by</p>			<p>Inputs</p> <p>ADB</p> <p>TA financing of \$500,000 on a grant basis from ADB's Technical Assistance Special Fund, including 3 person-months of international and 39 person-months of national consultants</p> <p>Government</p> <ul style="list-style-type: none"> • Office accommodation: \$50,000 • Remuneration and per diem of counterpart staff: \$30,000 • Other: \$40,000

Activities with Milestones

MOEST in accordance with the Environment Protection Act and its Rules).

- 2.1.2 Develop recommendations for the establishment of an appropriate financing mechanism within 6 months.
- 2.1.3 Form working groups of project stakeholders and facilitate consultation and consensus-building process on the institutional framework.
- 2.1.4. Develop the legal framework for Government approval to establish the financing mechanism within 2 years.

- 3.1 Prepare and finalize within 6 months a comprehensive information, education, and awareness strategy for targeted stakeholders (central government officials and politicians; regional, district and local government officials; media; and communities and the general public).
- 3.2 Integrate an educational program into existing professional development training and provide recommendations for updating formal educational curricula within 1 year. Conduct training-of-trainers for environmental professionals within civil service by end of year 2.
- 3.3 Launch media and public awareness programs within 1 year.
- 3.4 Prepare curricula and conduct training and awareness-raising events for national, regional, district, and local government within public sector professional development programs.

ADB = Asian Development Bank; MDG = Millennium Development Goal; MOEST = Ministry of Environment, Science and Technology; UNFCCC = United Nations Framework Convention on Climate Change.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
A. Asian Development Bank Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Advisor	71.90
ii. National Consultants	90.00
b. International Travel	18.00
2. Seminars, Workshops, Meetings, and Resource Persons	35.00
3. Training Service Providers	180.00
4. Government Participation in UNFCCC Conferences	23.00
5. Reports and Communications	15.00
6. Office Equipment	15.00
7. Miscellaneous Administration and Support Cost	1.10
8. Vehicle Rental	6.00
9. Contingencies	45.00
Subtotal (A)	500.00
B. Government Financing	
1. Office Accommodation and Utilities	40.00
2. Remuneration and Per Diem of Counterpart Staff	80.00
Subtotal (B)	120.00
Total	620.00

UNFCCC = United Nations Framework Convention on Climate Change.

^a Financed by the Asian Development Bank's technical assistance funding program.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance (TA) will require a total of 42 person-months of consultant inputs: one international consultant for 3 person-months, and 39 person-months from national consultants. The terms of reference for each are as follows:

A. Institutional/Legal/Policy Specialist (international, 3 person-months)

2. The legal/policy/institutional specialist will provide overall guidance to the Ministry of Environment, Science and Technology (MOEST) and the TA consultant team in establishing an effective legal policy and institutional framework for integrating environment and climate change issues into the national development agenda. The consultant will undertake the following tasks:

- (i) evaluate and summarize international best practices on institutional frameworks for environmental management;
- (ii) evaluate and summarize best practices for environmental funding mechanisms at the national level;
- (iii) participate in and present outcomes of the evaluation at national workshops;
- (iv) oversee technical inputs of the policy specialist and financial policy specialist, and work with them to prepare recommendations for best preferred options;
- (v) once preferred options have been identified, evaluate legal and policy options for implementing the preferred framework; and
- (vi) in consultation with the Ministry of Law, draft proposed legislation to implement the preferred institutional framework and financing mechanism, where required.

B. Project Facilitator/Change Management Specialist (national, 18 person-months)

3. The project facilitator/change management specialist will have demonstrated experience in facilitating and supporting change management processes within public institutions, including conflict management. She or he will provide professional guidance to MOEST in building consensus among all levels of government and the broader stakeholder group of nongovernment organizations, academe, and environmental professionals. In addition, the consultant will assist the project manager in all TA activities. Specific tasks are as follows:

- (i) design a process for national consultation on establishing an effective legal policy and institutional framework for integrating environment and climate change issues into the national development agenda;
- (ii) propose for steering committee review and agreement a strategy for public consultation, including stakeholders at the national, district, and local levels;
- (iii) coordinate and facilitate the peer review process;
- (iv) build capacity of government officials to take leadership roles in the consultation process, including chairing working groups;
- (v) work with the policy specialist and financial policy specialist to incorporate stakeholder comments following each consultation or peer review process;
- (vi) modify consultation process regularly, ensuring broad-based stakeholder participation;
- (vii) manage negotiations among stakeholders to resolve issues of disagreement;
- (viii) assist the project manager in work planning, preparing progress reports, and coordinating inputs of project management unit staff and consultants; and
- (ix) assist the project manager in liaising with teams for other climate change initiatives to ensure harmonization and coordination of consultation processes and national workshops.

C. Institutional and Policy Specialist (national, 9 person-months)

4. The institutional and policy specialist will provide options and advice for establishing a dedicated institution for climate change and environmental management, and local enforcement and coordination mechanisms. He or she will have the following specific tasks:

- (i) review and summarize the existing legal, policy, and institutional framework for environmental management at the central, district, and community levels; including incorporating international best practice options developed by international consultant;
- (ii) evaluate and present options for creating a dedicated national institution for climate change and environmental management, and local enforcement and coordination mechanisms;
- (iii) evaluate options for establishing an environment career service track within the public civil service;
- (iv) compile recommendations arising from consultations and prepare a report outlining preferred option or options;
- (v) following consensus on the preferred option, prepare a business, operational, and financing plan for the preferred option;
- (vi) prepare the policy framework to support the dedicated institution; and
- (vii) assist the international consultant in developing a legal framework for implementing the preferred organizational mechanism.

D. Financial Policy Advisor (national, 3 person-months)

5. The financial policy advisor will evaluate options for funding environmental management at the national and local levels. The consultant's specific tasks are as follows:

- (i) evaluate existing environmental funding mechanisms at the national and local levels,
- (ii) work with the international consultant to evaluate options and requirements for a dedicated financing mechanism to support environmental management at the central and local levels,
- (iii) evaluate the costs and benefits of the various funding options,
- (iv) present analysis at consultation workshops and review reports as necessary, and
- (v) assist the international consultant in developing a legal framework for implementing the preferred funding mechanism.

E. Training and Communications Specialist (national, 9 person-months)

6. The training and communications specialist will prepare and oversee the implementation of a communications and education strategy for the TA. It is expected that improved knowledge and awareness among targeted stakeholder groups will result in better environmental management and increased support for public fiscal appropriations for environmental protection. Awareness-raising and training campaigns will be implemented through national training and communications institutes, and media organizations. The consultant's specific tasks are as follows:

- (i) prepare and obtain agreement on a communications strategy and work plan;
- (ii) develop a performance assessment framework for training courses and communications campaigns, including baseline and impact assessments;

- (iii) manage the process of selecting and engaging training institutes and other communications professionals to implement the communications strategy;
- (iv) oversee the work of the training and communications service providers, ensuring quality control and timely achievement of deliverables;
- (v) prepare strategy for sustaining campaigns after TA concludes, including incorporating training programs into existing programs of government training for service providers;
- (vi) report regularly on status of the work plan, ensuring that outcome and output targets are met; and
- (vii) evaluate the performance of the training institutes at the end of the project, including the achievement of desired results among targeted audiences.