

**ASIAN DEVELOPMENT BANK**

**TAR:TAJ 36532**

**TECHNICAL ASSISTANCE**  
(Financed by the Government of Finland)

**TO THE**

**REPUBLIC OF TAJIKISTAN**

**FOR**

**INSTITUTIONAL DEVELOPMENT FOR IMPROVED ENVIRONMENTAL  
STRATEGIC PLANNING AND POLICY**

**December 2003**

## **CURRENCY EQUIVALENTS**

(as of 13 November 2003)

Currency Unit	–	somoni (TJS)
TJS1.00	=	\$0.3274
\$1.00	=	TJS3.0544

## **ABBREVIATIONS**

ADB	–	Asian Development Bank
MNP	–	Ministry of Nature Protection
NEAP	–	National Environmental Action Plan
NGO	–	nongovernment organization
PMO	–	project management office
TA	–	technical assistance
UNDP	–	United Nations Development Programme

## **NOTE**

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

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## I. INTRODUCTION

1. The Government of Tajikistan has requested technical assistance (TA) from the Asian Development Bank (ADB) to strengthen institutional capacity for environmental management. The TA was included in the country strategy and program update for 2003.<sup>1</sup> An ADB fact-finding mission visited Tajikistan in September 2003 and held discussions with officials of the Ministry of Nature Protection (MNP). During the discussions, the TA's objectives, scope, terms of reference of consultants, cost estimates, and implementation arrangements were confirmed. The mission also had discussions with representatives of nongovernment organizations (NGOs), European Bank for Reconstruction and Development, United Nations Development Programme (UNDP), and World Bank. The TA framework is in Appendix 1.

## II. ISSUES

2. Tajikistan's unique natural endowment includes Central Asia's largest water resources and abundant sunshine, which contributes significantly to the economy, especially agriculture and hydropower generation. However, development is accompanied by environmental challenges—natural resources degradation, especially increasing levels of waterlogging; soil erosion and salinity; loss of biodiversity; and water-related calamities such as mudflows and floods. Much of these are due to inadequate public policies and weak institutions that failed to provide incentives, adjust markets, change behaviors, and mobilize resources to protect the environment.

3. Inadequate policies and institutional weakness constrain environmental management. The Government inherited the former Soviet Union's administrative system, which had limited coordination among line ministries, and the organizational culture built on narrow scientific specialization. As a task that cuts across sectoral responsibilities, environmental management requires environmental considerations to be integrated into policy formulation, with new development concepts that take account of externalities, multiple potential benefits of natural resources, and views of different stakeholders. Environmental management requires strong direction from, and coordination among, government agencies, which, in turn, require institutional development to improve environmental strategic planning, policy formulation, and coordination. Given the Government's limited experience in coordinating complex environmental policies, and a shortage of strategic vision and holistic understanding of environmental management, that institutional mechanisms to formulate environmental policies and safeguards are not up to the challenge is not surprising.

4. According to the Law on Nature Protection, MNP is the main organization responsible for developing and implementing national environmental policies and legislation.<sup>2</sup> MNP's structure does not include a specific unit that could help the Government systematically develop policies and plans for sustainable development. Strategies and plans appear to be generated ad hoc within various MNP units, through sectoral committees and commissions outside MNP, or under international environmental conventions supported by various external agencies. Such committees and units include the State Commission for Sustainable Development under the Prime Minister's Office, Working Group for Combating Desertification under the State Committee for Land Management, and Biodiversity Center and State Hydrometeorological

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<sup>1</sup> The TA first appeared in *ADB Business Opportunities* (Internet Edition) on 14 May 2003.

<sup>2</sup> Through TA 3614-TAJ: *Capacity Building for Environmental Assessment and Monitoring*, ADB has been assisting MNP to strengthen its capacity for environmental management. Further information on the roles and institutional structure of MNP can be found in the consultants' final report.

Service under MNP. Activities of these units/commissions are often uncoordinated and insufficiently synchronized with donor support and regional initiatives.

5. Horizontal communication and cooperation between MNP and other ministries/agencies as well as across units within MNP occur infrequently, and are generally ineffective, hampering MNP's efforts to direct environmental management. The ministries/agencies responsible for mainstreaming economic activities often place a lower priority on long-term environmental concerns than on immediate concerns of economic output. MNP has been unable to "engage" these ministries and agencies fully within an agreed-on policy framework integrating economics with environmental concerns. The basic policy documents such as the State Ecological Program for 1998–2008 are statements of objectives rather than argued policy and financing measures to reach the objectives. A consequence is that a considerable number of donor-funded activities do not conform to a clear strategy. The national environmental action plan (NEAP), being prepared with the support of the World Bank and UNDP and expected to be completed in 2004,<sup>3</sup> may well spell out the suggested approach. A working group established in MNP is coordinating NEAP's development. A common concern reflecting the experience elsewhere in Central Asia is that NEAP's financial and economic aspects might be poorly developed, given the lack of coordination and involvement of other key government agencies in preparing NEAP.

6. Since environmental management is mainly funded by donors, they should prioritize improved strategic planning and policy formulation. Several donor-supported action plans (particularly the national biodiversity action plan, national action plan to combat desertification, and regional environmental action plan) are being developed separately from one another and from NEAP. Institutional structure, policy formulation, and coordination should be reformed urgently.

7. The state of development of domestic strategic planning and policy-formulation capacity can be in part attributed to MNP's role and organizational structure. MNP is mainly a monitoring and enforcing agency. MNP's involvement in strategic planning and policymaking is new and, not surprisingly, MNP has turned to the academe for help in these matters. However, with its pronounced scientific bias, the academe is new to these activities and notably weak in dealing with socioeconomic aspects of environmental management.

8. Improved environmental and natural resources management is a pillar in ADB's goal to reduce poverty in the Central Asia republics. Providing TA for institutional development and improved strategic planning and coordination for environmental management is also in line with ADB's country strategy and program for Tajikistan (2004–2006). ADB's first advisory TA (footnote 2) to improve environmental management in Tajikistan was completed in June 2003. The initiative recommended restructuring MNP, including establishing a center on strategy, planning, and coordination within MNP. The Government agrees with this assessment and recommendation and is ready to undertake such changes.

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<sup>3</sup> The World Bank has recruited two international consultants to help MNP prepare NEAP. UNDP is proposing to help the Government finalize NEAP by involving national experts and recruiting domestic consultants. Coordination among government agencies and donors in preparing NEAP needs to be strengthened, and other donors should promote coordination.

### **III. THE TECHNICAL ASSISTANCE**

#### **A. Purpose and Output**

9. The TA's objective is to help the Government strengthen institutional capacity for environmental strategic planning, policy formulation, and coordination among government agencies and donors involved in environment management. The TA will counter the inertia and fragmented responsibility for policy formulation within MNP, and among MNP, key economic planning agencies, and donors.

10. To meet these objectives, the TA will produce a set of specific outputs and deliverables: (i) establish an environmental policy and planning center under MNP with strong capability to develop and evaluate environmental policies, taking into account externalities and the view of different stakeholders; (ii) facilitate finalization of the first NEAP; and (iii) improve coordination among government agencies in environmental management and among donors in environmental assistance.

#### **B. Methodology and Key Activities**

11. The TA's scope will cover four main tasks: (i) define the roles, functions, and responsibilities of the center in consultation with all key stakeholders, based on an assessment of the most pressing needs; (ii) identify the key institutional, administrative, and coordination challenges brought forth by the center's establishment; develop a transfer plan detailing the procedure to establish the center in response to the challenges identified; and implement the plan; (iii) prioritize the center's subject areas and tasks, develop a medium-term work plan, and start to implement it; and (iv) promote coordination among key stakeholders by facilitating finalization of NEAP.

12. The first task involves development of a conceptual framework spelling out the roles and responsibilities of the center, which will be built with MNP's resources and expertise, in accordance with the charter and environmental legislation. The roles and responsibilities will be clearly defined and widely understood through a review and analysis of strengths and weakness of MNP's organizational structure, institutional mandates, institutional interaction and coordination with other ministries/agencies, NGOs, and external agencies in economic development planning and environmental policy development. The establishment of the center itself is not the purpose. Instead, the center will be an element of the overall institutional mechanism conceived to more fully integrate environmental considerations into the economic development mainstream.

13. The second task is to identify key tasks posed by organizational realignment within MNP related to the center's establishment and its budget, personnel, and information-flow implications. High-level support and links to government bodies other than MNP need to be spelled out. A phased transfer plan to establish the center will respond to the issues. The transfer plan will define and itemize the transition measures and procedures, and address capacity building and training. Office equipment and access to environmental information will be provided. A government instrument such as a decree will be issued to support the center's establishment, and the transfer plan will be implemented during the TA.

14. The third task involves development of a 2-year medium-term work plan for the center that can be updated every one or two years. Priority areas for environmental policy development and coordination mechanism establishment will be identified. Plans to recruit staff,

and policies to encourage staff to remain employed at the center will be formulated. The work plan should be developed in consultation and discussion with key stakeholders, within and outside MNP.

15. The fourth task will be to promote coordination in environmental planning among key stakeholders (MNP, other government agencies, NGOs, and donors). Mechanisms to do so will be identified, including a review of the necessity and feasibility of establishing an interministry committee for sustainable development. NEAP's finalization will be facilitated. World Bank, UNDP, and ADB will cooperate to harmonize country environmental analysis and jointly organize NEAP consultation meetings and workshops. Decision makers from economic planning agencies will be involved in NEAP review and finalization. The TA will also support NEAP's publication.

16. Key staff of departments/units that formulate and implement environmental policy formulation and implementation within MNP (particularly the State Hydrometeorological Service, Biodiversity Center, and Nature Protection Research Laboratory) will work together to recommend changes in MNP's institutional structure. A series of meetings within MNP attended by staff from all units/departments will discuss key issues relating to the center's establishment. Staff's comments will be incorporated into the transfer plan and the 2-year medium-term work plan.

17. A series of national consultation workshops will be held before and after the center's establishment to reach a common understanding on the center's role and responsibility and the coordination mechanisms for cooperative and collective work in formulating environmental policies among key stakeholders. Representatives from related government agencies, local ecological committees, NGOs, and donors will participate in the workshops.

18. TA implementation will emphasize the transfer of experience and knowledge from international consultants to government staff and domestic consultants. MNP and concerned officials will play an important role in issue analysis, and preparation of the transfer plan and medium-term work plan. A study tour to Kazakhstan and the People's Republic of China will be organized to learn from these countries' experience with integrated environmental policymaking and institutional arrangement. Participants will be senior staff of the center and other economic planning agencies that shape environmental policy. A training program focusing on economic foundations and instruments of environmental policy, and quantification of environmental impacts will be prepared and implemented for staff assigned to the center and from related agencies.

### **C. Cost and Financing**

19. The cost of the TA is estimated at \$265,000 equivalent, consisting of \$165,000 in foreign exchange and \$100,000 equivalent in local currency. The TA will be financed on a grant basis by the Government of Finland and administered by ADB. The Government of Finland will finance \$220,000 to cover the entire foreign exchange cost of \$165,000 and \$55,000 equivalent of the local currency cost. The Government of Tajikistan will finance the balance of the local currency cost of \$45,000 equivalent. Detailed cost estimates are in Appendix 2.

### **D. Implementation Arrangements**

20. MNP will be the TA Executing Agency. Other key government agencies involved in environmental management (such as the Ecological and Emergency Department under the

Presidential Executive Board; ministries of finance, agriculture, health, and irrigation and water resources; and State Committee on Land Management) will be kept fully informed of the process. A project management office (PMO) will be established in MNP tasked with day-to-day operations of the TA. MNP's first deputy minister will be the overall project coordinator, in charge also of interagency liaison. Two senior MNP officials to be closely involved in establishing the Center will serve as key PMO members. They will organize meetings in MNP relating to the work of the center and day-to-day communications in operational matters involving ADB, consultants, donors, and other related government agencies. Assisted by consultants, the officials will develop the transfer plan and draft the center's medium-term work plan. The consultants' team leader (international) and deputy team leader (domestic) will act as the PMO's special advisers. The deputy team leader will attend all TA-related meetings based on MNP's administrative procedures.

21. Two international consultants will be recruited on an individual basis. TA implementation will require 4 person-months of international and 12 person-months of domestic consultants. The consultants will be engaged by ADB in accordance with its *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for the engagement of domestic consultants. The international consultants will have substantial experience in (i) environmental economics and policy, and (ii) environmental institution and training. Completion of the TA will take 16 months, from January 2004 to April 2005.

22. The consultants will help MNP analyze the underlying causes for establishing the center, identify the key issues and challenges for organizational change, introduce best practices of institutional development for environmental management in other countries, formulate the conceptual framework with well-defined and widely understood roles and responsibilities, prepare the plan of institutional realignment and the medium-term work plan, and coordinate with other donors and NGOs. The consultants will help MNP start implementing the plans, organize consultation workshops and the study tour, and design and implement the detailed training program for MNP staff assigned to work at the center. The continuity of consultants' work through out the TA is important, and will be ensured particularly through the deputy team leader's services. The terms of reference for the consultants are in Appendix 3.

#### **IV. THE PRESIDENT'S DECISION**

23. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$220,000 to the Government of Tajikistan to be financed on a grant basis by the Government of Finland for Institutional Development for Improved Environmental Strategic Planning and Policy, and hereby reports this action to the Board.

### TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p><b>A. Goal</b></p> <p>Enhance effectiveness of environmental management</p>	<p>Mechanisms for environmental policy coordination among government agencies and among external agencies established and/or improved</p> <p>Mechanisms for public involvement in environmental policy formulation established</p> <p>Capacity of environmental policy development and evaluation strengthened</p> <p>Effective environmental policies are developed and implemented</p>	<p>Policy dialogue with the Government</p> <p>Country and project review missions</p>	<p>The Government prioritizes improved environmental management.</p>
<p><b>B. Purpose</b></p> <p>Help the Government strengthen institutional capacity for environmental strategic planning, policy formulation, and coordination</p>	<p>Ministry of Nature Protection (MNP) institutional structure (with its fragmented responsibility and inefficient coordination for policy formulation) reformed</p> <p>Economic planning agencies as well as environmental protection agencies involved in environmental plan development; and common vision reached</p> <p>Action plans supported by various donors harmonized</p> <p>International best practice introduced, and international consultants' knowledge transferred to local consultants and MNP staff</p>	<p>Policy dialogue with MNP and key related agencies</p> <p>Technical assistance (TA) review missions</p> <p>Donor communications (meetings, workshops, joint missions)</p> <p>Reports and documents</p>	<p>MNP has sufficient capacity MNP in TA design and implementation.</p> <p>All key stakeholders (MNP and other government agencies, nongovernment organizations (NGOs), and donors) prioritize improved coordination.</p> <p>Sufficient counterpart support (staff) can be mobilized in a timely manner.</p>
<p><b>C. Outputs</b></p> <p>1. Establish an environmental policy and planning center under MNP</p>	<p>Qualified staff recruited, and office space and equipment provided</p> <p>Roles, functions, and responsibility clearly defined and widely understood</p>	<p>TA review missions, and timely communications among MNP, Asian Development Bank (ADB),</p>	<p>High-level support exists.</p> <p>Fragmented responsibility for policy formulation within MNP can be consolidated.</p>

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
	A 2-year, medium-term work plan for the center developed. Draft plan submitted in Aug 2004 and final plan completed in Oct 2004. Plan implementation starts in Nov 2005.	international and domestic consultants, donors, and other key stakeholders	<p>Related ministries/agencies outside MNP support the center.</p> <p>Counterpart staff are proactive.</p> <p>Consultants and the project management office (PMO) cooperate closely.</p> <p>Counterpart staff are proactive.</p>
2. Facilitate preparation of the first national environmental action plan (NEAP)	<p>Country environmental analysis prepared by ADB is used as baseline reference to prepare National Environmental Action Plan (NEAP)</p> <p>Coordination and consultation workshops attended by key staff from related government agencies, NGOs, and donors; and common vision on priorities and financial resources reached</p> <p>The plan finalized and published in 2004</p>	TA review mission; and timely communication among MNP, consultants, WB, UNDP, ADB, and other donors	<p>The working group on NEAP and the PMO within MNP coordinate closely.</p> <p>Donors exchange of ideas.</p>
3. Better coordination among government agencies in environmental management, and among donors in environmental assistance	<p>Periodical meetings and workshops</p> <p>Study tour involving key persons from other governmental agencies</p> <p>Information sharing and idea exchanges among MNP and other key agencies such as Ministry of Finance, State Land Committee, and Ministry of Irrigation and Water Resources</p> <p>E-mail exchanges and meetings among donors, information sharing on the Country Analysis Work website</p>	TA review missions; workshops; and timely communications among MNP, ADB, international and domestic consultants, and donors	Stakeholders are actively involved in the project.

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p><b>D. Activities</b></p> <ol style="list-style-type: none"> <li>1. Define the center's roles, functions, and responsibilities</li> <li>2. Identify the key issues and challenges for institutional change due to the center's establishment, and develop a transfer plan with a procedure to establish the center in response to the challenges identified, and implement the plan</li> <li>3. Prioritize the subject areas and tasks of the center, develop a medium-term work plan, and start to implement it</li> <li>4. Promote coordination among key stakeholders by facilitating the finalization of NEAP</li> </ol>	<p>Meetings and workshops held, and key stakeholders' (within and outside MNP) comments and recommendations documented and systematically analyzed</p> <p>International best practice introduced and learned</p> <p>Financial and human resources for implementation mobilized</p> <p>The necessity and feasibility of establishing an interministry committee for sustainable development reviewed and recommended</p> <p>A common vision of priorities identified and financial resources recommended in NEAP acquired</p>	<p>TA review missions; workshops; and timely communications among MNP, ADB, international and domestic consultants, and donors</p>	<p>MNP prioritizes the activities as a whole.</p> <p>MNP has sufficient capacity to develop and implant the conceptual framework, transfer plan, and medium-term work plan; and to coordinate and facilitate finalization of NEAP.</p> <p>Consultants have the knowledge and capability to help MNP.</p>
<p><b>E. Inputs</b></p> <p>Consulting services: 4 person-months international and 12 person-months domestic</p> <p>MNP and ADB staff time</p> <p>Office space and equipment</p>	<p>The Government of Finland will finance \$220,000 equivalent, and the Government of Tajikistan, \$45,000 equivalent local currency cost, totaling \$265,000 equivalent</p>	<p>TA review missions; consultants' reports; and timely communications among ADB, MNP, international and domestic consultants, other related government agencies, and donors</p>	<p>Competitive bidding is conducted and qualified consultants recruited.</p> <p>ADB's supervision is timely.</p> <p>Provision of counterpart support is timely.</p> <p>Government agencies and donors cooperate and coordinate well.</p>

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

Item	Foreign Exchange	Local Currency	Total Cost
<b>A. Financed by the Government of Finland<sup>a</sup></b>			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	80	0	80
ii. Domestic Consultants	0	22	22
b. International and Local Travel	16	2	18
c. Reports and Communications	4	4	8
2. Equipment <sup>b</sup>	25	0	25
3. Training, Workshops, and Seminars	0	15	15
4. Study Tour	17	0	17
5. Miscellaneous Administration and Support Costs	2	3	5
6. Translation and Publication	6	4	10
7. Contingencies	15	5	20
<b>Subtotal (A)</b>	<b>165</b>	<b>55</b>	<b>220</b>
<b>B. Government Financing</b>			
1. Remuneration of Counterpart Staff, Offices, and Administrative Support	0	20	20
2. Study and Reports	0	15	15
3. Dissemination of TA Results	0	5	5
4. Others (training facilities, electricity, etc.)	0	5	5
<b>Subtotal (B)</b>	<b>0</b>	<b>45</b>	<b>45</b>
<b>Total</b>	<b>165</b>	<b>100</b>	<b>265</b>

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

<sup>b</sup> Equipment includes 5 computers, software and accessories, 2 printers, 1 facsimile machine, 1 scanner, 1 projector, and 1 photocopying machine.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. A team of two international and several local consultants will be recruited. The international consultants' input will be an estimated 4 person-months of expertise in environmental economics, policy, institutions, and training. The domestic consultants' input will be an estimated 12 person-months of expertise in environmental policy, management, economics, science, and training. An international consultant will serve as team leader, and a domestic consultant, as deputy. The international and domestic consultants will work closely together to implement the technical assistance (TA). All consultants will be recruited on an individual basis.

### I. Tasks

#### 1. International Consultants

2. The international consultants will work together using a flexible approach to allow them to provide their services at the best times. The consultants will do the following:

- (i) Select the domestic consultants jointly with the Ministry of Nature Protection (MNP)<sup>1</sup> and, in consultation with Asian Development Bank (ADB), prepare terms of reference and assign tasks.
- (ii) Help MNP identify key stakeholders for consultation and participation in establishing the center, and engage them in TA implementation. The stakeholders should include senior staff from the units and committees that formulate environmental policy, within and outside MNP.<sup>2</sup> Key economic planning agencies and nongovernment organizations (NGOs) that influence environmental policy formulation should be identified and engaged.<sup>3</sup>
- (iii) Introduce international experience and best practices that may be applicable to Tajikistan, with a focus on institutional arrangement, and environmental policy formulation and evaluation.
- (iv) Together with the domestic consultants, help MNP develop the conceptual framework specifying the center's roles, functions, and responsibilities. The conceptual framework will take the MNP's capability and expertise as a starting point, in accordance with the existing charter and environmental legislation. This will be done based on an analysis of strengths and weakness of MNP's organizational structure, and a review of institutional mandates, institutional interaction, and working relationships with other ministries/agencies, NGOs, and donors in economic development planning and environmental policy and strategy development.

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<sup>1</sup> MNP will provide three curriculum vitas for each domestic consultant position. The international consultants will review the curriculum vitas and select the domestic consultant.

<sup>2</sup> These units and committees include (but not exclusively) the National Commission for Sustainable Development under the Prime Minister's Office, State Committee for Land Management of the Ministry of Water Resources and Land Reclamation, and Biodiversity Center under MNP.

<sup>3</sup> Such as the ministries of finance, health, and agriculture; and NGOs working on environmental policy development and implementation.

- (v) Together with the domestic consultants, help MNP draft and finalize a transfer plan to establish the center through a series of meetings and seminars within MNP, and consultation workshops attended by other key stakeholders. Principal challenges to the center's establishment (in particular, insufficient high-level support, inertia, fragmented responsibility for policy formulation within MNP) and repercussions for the flow of information, budgets, and personnel management will be identified. The transfer plan will be finalized taking full account of the issues and potential risks identified.
- (vi) Help MNP establish the center based on the transfer plan; train staff, focusing on economic foundations and instruments of environmental policy, and quantification of environmental impacts; and select and purchase office equipment financed by the TA.
- (vii) Together with the domestic consultants, help MNP draft and finalize the medium-term work plan that can be updated once every 1 to 2 years. The work plan will identify the priority operational strategy as a sequenced program of interventions to be supported by Government, aid agencies, and foundations. The plan will encompass policy development (such as the use of market-based instruments, and decentralization for environmental management); legal development; capacity building (such as development of information and evaluation system, and training) to support identified priorities; and introduction of mechanisms for cross-sector planning and donor cooperation.
- (viii) Help MNP liaise and more effectively cooperate with international organizations to strengthen the center's impact on ongoing and planned activities of donors involved in environmental planning and policy formulation, in particular the finalization of NEAP, supported by UNDP and the World Bank.
- (ix) Help MNP organize seminars and workshops.
- (x) Supported by domestic consultants, design and organize the international study tour.

## **2. Domestic Consultants**

3. The domestic consultants will play a technical role rather than being mainly translators or interpreters in TA implementation. They will do the following:

- (i) Through meetings and interviews with MNP staff and other key stakeholders, collect and analyze data and information that make it possible to assess the strengths and weaknesses of the environmental management structure, and recommend a suitable design of the center and its roles and responsibilities. Organize this information to facilitate review and analysis by international consultants.
- (ii) Help the international consultants understand the Government's perception of opportunities to learn from international experience and training in environment-related policymaking and strategic planning.
- (iii) Help the international consultants design and organize the training program

supporting the center's establishment, and act as resource persons.

- (iv) Together with the international consultants, help MNP draft all the documents specified as TA outputs.
- (v) Facilitate the international consultants' exchange of views with key stakeholders.
- (vi) Working together with the international consultants, organize workshops and study tours.
- (vii) Perform other activities relating to the TA objectives as assigned by the team leader.

## **B. Deliverable Outputs**

4. The consultants will help MNP draft and finalize three documents as the main TA outputs: (i) a conceptual framework of the center's roles, functions, and responsibilities; (ii) a transfer plan to establish the center; and (iii) the center's two-year medium-term work plan. These documents should be prepared in English and Russian and delivered to collaborating agencies, donors, NGOs, and workshop participants for review and discussion.

5. Four weeks after their services start, the consultants will submit a detailed work plan for TA implementation to MNP and ADB. An interim report will be submitted within six months of TA commencement, and a final report at the end of the TA.

6. The team leader and deputy team leader will jointly draft and finalize the inception, midterm, and final TA reports. The team leader will communicate with ADB and MNP in a timely manner to report on TA progress and alert ADB and MNP to any potential problems. The consultant will submit the final report in English and Russian.