UNDP Project Document

UNDP-GEF Medium-Size Project (MSP)

Government of Tajikistan

United Nations Development Programme

Global Environment Facility

DEMONSTRATING NEW APPROACHES TO PROTECTED AREAS AND BIODIVERSITY MANAGEMENT IN THE GISSAR MOUNTAINS AS A MODEL FOR STRENGTHENING THE NATIONAL TAJIKISTAN PROTECTED AREAS SYSTEM

PIMS 1786
Atlas Award ID: 00042239
Atlas Project ID: 00048392

Brief description

The project will substantively improve management effectiveness and capacities in three selected protected areas in Tajikistan with the total area of 32,839 ha. The project will also strengthen the overall enabling environment for PA management in Tajikistan and disseminate lessons and best practices systematically to the rest of the National System of Protected Areas – as such, the project will indirectly benefit an additional 2,548,232 ha of protected areas. A major strategic element of the project is to develop more robust approaches to conservation through the better integration of conservation with sustainable rural natural resource use and livelihoods.

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ACRONYMS

UNDP – United Nations Development Programme
GEF - Global Environment Facility
AFA - Administrative-Finance Assistant of the project
NPC – National Project Coordinator
AWP – Annual Work Plan
PD – Project Director
APD- Assistant Project Director
PSC – Project Steering Committee
PA – Protected Areas
MSP – Medium Size Project
NP – National Park
NR – natural resources
GIS - Geographical Information System

SECTION I: Elaboration of the Narrative

Part I: Situation Analysis

The protected areas system of Tajikistan consists of four Strict Nature Reserves (zapovedniks – IUCN Category I), two National Parks (IUCN Category II), thirteen nature reserves (zakazniks IUCN Category IV), twenty-six Natural Monuments (IUCN Category III), and a limited area of tourism /recreation zones[1]. In total the protected areas system covers approximately 31,000 km^2, an impressive 21% of total country area. Tajikistan's current PA system is a legacy from the Former Soviet Union (FSU). The system is now outdated and in many respects irrelevant to the new social and economic realities of a Tajikistan emerging from years of conflict and in transition to a market economy. The Tajikistani protected area system is confronted by a number of threats and barriers which undermine the effectiveness of biodiversity conservation efforts in the PAs, and thus its own sustainability, and detract from the attainment of the long-term national environmental, social and economic benefits that would accrue from an effectively established and managed national PA system.
Description of the threats and root causes is provided in the Section IV. - Additional Information. - Approved MSP. (link: Concept Threats, Root cause and barrier analysis)

The project demonstration area includes protected areas of three categories, specifically a National Park, a Strict Nature Reserve (Zapovednik) and a State Nature Reserve (Zakaznik). These three categories of PAs constitute 99% of the actual coverage of the PA system[2] in Tajikistan. Furthermore, analysis indicates that the threats and barriers to their effective functioning are the key issues faced throughout the system. Thus the project area represents an excellent demonstration site for the overall PA system and an outstanding basis for providing models and lessons which can be replicated and applied across the system.
A detailed description of the situation is given in Section IV. - Additional information.- Approved MSP Concept. (link:Project design)

Part II: Strategy

The goal of this project is to help catalyze the emergence of a sustainable national PA system in Tajikistan. The project will focus on demonstrating improved, holistic management in three target PAs, and the productive areas in their periphery, that represent a cross section of the PA categories of Tajikistan. The project will: introduce new systematic and participatory management practices; strengthen capacity in terms of ecological, technical, socio-economic, and financial planning; reach out to, and involve, "non-traditional" PA stakeholders; include a focus on the wider landscape context of the reserves and not just the reserves themselves; clarify and rationalize policies affecting PA management; and demonstrate viable approaches to resolving key resource-use issues that negatively affect PA management and biodiversity conservation and sustainable use.

A detailed description of the planned activities and proposed results of the projects are given in Section IV. - Additional information. - Approved MSP Concept. (link: The GEF Alternative)

Part III: Management Arrangements

[1] Tajikistan BSAP 2003
[2] Strict Nature Reserves (zapovedniks) 174.418 th.ha., NP's 2603.6 th.ha., Nature Reserves 313.39 th.ha Total – 3091.408 th.ha. Total PA system = 3116.439 (data from Tajikistan BSAP 2003)

The Implementing Agency (IA): UNDP CO in Tajikistan will play a key role in the support and monitoring of the project. Concretely, support will include:

- Management oversight (project launching, participation in steering committee meetings, monitoring of implementation of annual and quarterly work plans, field visits, financial management and accountability, annual audit, budget revisions, etc.);
- Ensuring reporting and evaluation is undertaken - regular quarterly reporting, Annual Project Reports (PIR/APRs), independent evaluation (helping to contract an independent evaluator, mission planning and support), etc.
- Assistance with identification and recruitment of project personnel and subcontractors if required;
- Assistance with the procurement of goods and supplies if required.

Project Execution: Following extensive discussions and review of capacities during the PDFA implementation a decision was reached that the international NGO currently working in the project zone, CARE/Tajikistan, would be best placed to effectively execute the project. This will be done under the UNDP NGO Execution Modality in accordance with standard UNDP rules and procedures[3].

Responsibilities of the Executing agency will include day-to-day implementation of project activities and the timely and verifiable attainment of project outputs, outcomes and objectives (see UNDP Program Manual[4]). This includes, but is not limited to: recruiting and contracting of project personnel and consultant services including sub-contracting; procuring equipment; managing budgets and providing timely reports on expenditures; coordination and management of all staff and subcontractors and troubleshooting; technical reporting; and providing other assistance as needed for effective project implementation. CARE will receive an execution fee of approximately 8% for management of none CARE resources (i.e. funds originating from GEF, UNDP and other cash donors).

Project Staff and Technical Experts: To execute the project CARE (in coordination with UNDP) will recruit qualified and capable international and national staff in accordance with UNDP rules and regulations. CARE/Tajikistan has strong "in-house" knowledge and experience in sustainable livelihoods aspects of the project and general experience of operating in Tajikistan but lacks key technical resources in a number of other areas. The most significant of these is in regard to specific biodiversity conservation issues and especially protected areas planning, management, training and related legal framework. These aspects of the project are largely contained within activities falling under Outcome 1 and Outcome 3 (which constitutes about 20% of the total budget).

In view of CARE's limited technical capacity in these specific issues it is planned to recruit an international Project Director with the appropriate background and experience to fill these gap in technical capacity. In addition, specialised international and regional expertise will be utilized as required (for example in regard to development of sustainable financing mechanism, PA capacity development, data management and GIS, Community Forestry management, Pico/Micro-hydro etc) to fill gaps in national level expertise and bring international/regional experience.

The International Project Director (PD) will be directly responsible during the initial 18 months of the project for the execution and coordination of project activities, the day to day functioning of the project, communication between stakeholders, and monitoring and reporting. During this period the PD will ensure that the capacity of national staff, specifically the Assistant Project Director (APD), is sufficiently developed that he/she can take over day to day management of the project and the PD can shift to a part-

[3] See UNDP Program Manual at http://www.undp.org/bdp/pm/table-of-contents.html for details

[4] See Annexes of Memo of 6 June 2000, Subject: UNDP-GEF Projects - Reimbursement of UNDP Country Office Support Services

time mode undertaking periodic missions and desk work in order to continue providing strategic technical and managerial guidance. Thus the PD will have responsibility for ensuring the overall technical soundness of the project is maintained and that the various different components are correctly integrated and balanced during implementation.

The PD will report to and be directly supervised by CARE's Assistant Country Director for Programming, responsible for overseeing the integration and complementarity for environmental, agricultural, disaster mitigation and livelihood programs. The Country Director will ultimately be responsible to UNDP and the Project Steering Committee (see below) for the progress of the project.

A national Assistant Project Director (APD) who will take the lead responsibility for the project administration and financial management, in accordance with UNDP NGO Execution requirements and standard rules and regulations, will work under the PD. After the initial 18 months, the APD will take over day to day management of the project but with the continued support of the PD on a part-time basis (see above). An Admin/Finance Clerk and translator will support the APD.

Project Steering and Coordination Committee: A project Steering and Coordination Committee (PSC) under the Chairmanship of the Government Focal Point for the Poverty Reduction Strategy (PRSP)[5],or his representative, will be established and contain members of all key stakeholder groups including: The State Committee on Environmental Protection and Forestry (Directorate of Protected Areas), local authorities, relevant land use agencies, UNDP, relevant national NGO representatives, representatives of related GEF co-financed projects etc. The PSC will meet periodically (either quarterly or biannually) to review project progress and agree strategic directions or possible revisions proposed by CARE or UNDP to increase the long term impacts of the project.

Part IV: Monitoring and Evaluation Plan and Budget

Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) with support from UNDP/GEF. For detailed description of the M&E plan please see Section IV. Additional information. Approved MSP Concept Monitoring and Evaluation and Annex 5 Monitoring and Evaluation Workplan and Budget. The Logical Framework Matrix in the approved MSP proposal (Section IV logframe) provides performance and impact indicators for project implementation along with their corresponding means of verification. These will form the basis on which the project's Monitoring and Evaluation system will be built.

Part V: Legal Context

This Project Document shall be the instrument referred to as the project document in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Tajikistan and the United Nations Development Programme (UNDP), signed by the Parties on 10th June 1993.

The UNDP Resident Representative is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the UNDP-GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:

[5] The Gissar project was specifically included into the PRSP and thus is of direct interest to the PRSP Government Focal Point (who is the State Adviser to the President on Economic Affairs and National Coordinator for External Aid).

a) Revision of, or addition to, any of the annexes to the Project Document;
b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
d) Inclusion of additional annexes and attachments only as set out here in this Project Document

SECTION II: Project results and resources framework

Please see the Section IV, Additional Information, Approved MSP Proposal, Annex 1, logframe

SECTION III: Total Budget and Workplan

Award ID:										
Award Title: PIMS 1786 BD MSP: Gissar										
Project ID:										
Project Title: PIMS 1786 BD MSP: Gissar										
Executing Agency: CARE International (NGO execution)										
GEF Outcome/Atlas Activity	**Responsible Party (Implementing Agent)**	**Source of Funds**	**Atlas Budgetary Account Code**	**ERP/ATLAS Budget Description /Input**	**Amount (USD) Year 1**	**Amount (USD) Year 2**	**Amount (USD) Year 3**	**Amount (USD) Year 4**	**Amount (USD) Year 5**	**Total (USD)**
OUTCOME 1: Strengthened environmental governance provides a more sustainable land-use context for the PA system	CARE International	GEF	71200	International Consultants	20,000	15,000	10,000	10,000	4,000	59,000
			71400	Contractual Services - Individuals	5,579	5,708	5,843	5,985	6,000	29,115
			71300	Local Consultants	2,000	2,000	2,000	2,000	2,000	10,000
			71600	Travel	1,000	1,000	1,000	1,000	1,000	5,000
			72100	Contractual Services - Companies	1,000	5,000	5,000	2,000	1,000	14,000
			72200	Equipment and Furniture	7,000	1,000	1,000	1,000	1,000	11,000
			73100	Rental and Maintenance – Premises	2,000	2,000	2,000	2,000	2,000	10,000
			74100	Professional Services	3,600	3,600	6,600	4,600	7,600	26,000
			74500	Misc. Expenses	1,000	1,000	1,000	1,000	1,000	5,000
		sub-total			**43,179**	**36,308**	**34,443**	**29,585**	**25,600**	**169,115**
OUTCOME 2: New management practices are introduced and capacity built in target PAs; overall management effectiveness and sustainability of the PA system substantively improved		GEF	71200	International Consultants	35,000	37,000	18,000	18,000	9,000	117,000
			71400	Contractual Services - Individuals	21,704	22,124	22,564	23,028	22,965	112,385
			71300	Local Consultants	4,800	8,800	4,800	4,800	3,800	27,000
			71600	Travel	5,000	9,000	5,000	5,000	5,000	29,000
			72100	Contractual Services- Companies	14,000	40,000	15,000	4,000	2,000	75,000
			72200	Equipment and Furniture	20,000	19,000	3,000	2,000	2,000	46,000
			73100	Rental and Maintenance – Premises	3,000	3,000	3,000	3,000	3,000	15,000

			74100	Professional Services	14,000	15,000	22,000	20,000	30,000	101,000
			74500	Misc. Expenses	6,000	6,000	6,000	6,000	6,000	30,000
		sub-total			**123,504**	**159,924**	**99,364**	**85,828**	**83,765**	**552,385**
OUTCOME 3: Practical examples for stakeholders of how to achieve environmentally sustainable livelihoods around target Pas		GEF	71200	International Consultants	18,000	22,000	14,000	14,000	5,000	73,000
			71400	Contractual Services - Individuals	9,500	9,500	9,500	9,500	9,500	47,500
			71300	Local Consultants	3,000	3,000	3,000	3,000	2,000	14,000
			71600	Travel	2,000	2,000	2,000	2,000	2,000	10,000
			72100	Contractual Services - Companies	2,000	5,000	10,000	2,000	1,000	20,000
			72200	Equipment and Furniture	10,000	1,000	1,000	1,000	1,000	14,000
			73100	Rental and Maintenance – Premises	2,000	2,000	2,000	2,000	2,000	10,000
			74100	Professional Services	7,000	7,000	12,000	11,000	13,000	50,000
			74500	Misc. Expenses	3,000	3,000	3,000	3,000	3,000	15,000
		UNDP	72200	Equipment and Furniture	0	64,000	37,000	24,000	0	125,000
		sub-total			**56,500**	**118,500**	**93,500**	**71,500**	**38,500**	**378,500**
		TOTAL			**223,183**	**314,732**	**227,307**	**186,913**	**147,865**	**1,100,000**

SECTION IV: Additional Information

Part I. Approved MSP proposal

Please see next page

Medium-sized Project proposal
REQUEST FOR GEF FUNDING

AGENCY'S PROJECT ID:
PIMS No.: 1786
GEFSEC PROJECT ID: 1854
COUNTRY: Republic of Tajikistan
PROJECT TITLE: Demonstrating new approaches to Protected Areas and Biodiversity Management in the Gissar Mountains as a model for strengthening the national Tajikistan Protected Areas System
GEF AGENCY: United Nations Development Programme (UNDP)
EXECUTING AGENCY: CARE/Tajikistan
DURATION: 5 Years
GEF FOCAL AREA: Biodiversity
GEF OPERATIONAL PROGRAM: OP#4 "Mountain Ecosystems"
GEF STRATEGIC PRIORITY: BD-1 Catalyzing Sustainability of Protected Areas
ESTIMATED STARTING DATE: Sept. 2005
IMPLEMENTING AGENCY FEE: $90,000

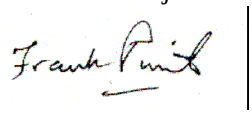
FINANCING PLAN (US$)	
GEF PROJECT/COMPONENT	
Project	975,000
PDF A*	25,000
Sub-Total GEF	1,000,000
CO-FINANCING**	
GEF Agency	140,000
Government	150,000
Bilateral	
NGOs	365,000
Others	90,000
Sub-Total Co-financing:	745,000
Total Project Financing:	1,745,000
FINANCING FOR ASSOCIATED ACTIVITY IF ANY:	

* PDFA approved on 15 April 2003
** Details provided in the Finance Section

CONTRIBUTION TO KEY INDICATORS OF THE BUSINESS PLAN: The project will substantively improve management effectiveness and capacities in three selected protected areas in Tajikistan with the total area of 32,839 ha. The project will also strengthen the overall enabling environment for PA management in Tajikistan and disseminate lessons and best practices systematically to the rest of the National System of Protected Areas – as such, the project will indirectly benefit an additional 2,548,232 ha of protected areas

RECORD OF ENDORSEMENT ON BEHALF OF THE GOVERNMENT:
Mr. Abduvohid Karimov, Operational Focal Point, SCEPF 11 October 2004

This proposal has been prepared in accordance with GEF policies and procedures and meets the standards of the GEF Project Review Criteria for a Medium-sized Project.



Frank Pinto
Executive Coordinator

15 August 2005

Project Contact Person:
Ms. Adriana Dinu, GEF Regional Technical Advisor for Biodiversity for Europe and CIS

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adriana.dinu@undp.org

ACRONYMS

CAREC	Central Asia Regional Environment Center
CAMP	Central Asia Mountain Program
CBD	Convention on Biological Diversity
EIA	Environmental Impact Assessment
FAO	Food and Agriculture Organization
EIA	Environmental Impact Assessment
FPE	Forest Production Enterprise of the Republic of Tajikistan
FSU	Former Soviet Union
GEF	Global Environment Facility
GLOKH	State Forestry Hunting Units
GoRT	Government of the Republic of Tajikistan
IUCN	International Union for the Conservation of Nature
Kolkhoz	Collective farm
LA	Local Authorities
Leskhoz	Local Forestry Units
LKh	Local Khukumats
MAG	Ministry of Agriculture
MNP	Ministry of Environment Protection
NBSAP	National Biodiversity Conservation and Management Strategy and Action Plan
NEAP	National Environmental Action Plan
NGO	Non-governmental organization
Oblast	Largest jurisdiction below republican level
PAs	Protected Areas
Raion	Jurisdiction below oblast level
RIS	Research Institute on Nature Management and Forestry
RRS	Regions Under Republic Subordination
SC	Steering Committee
SCEPF	The State Committee on Environmental Protection and Forestry
SDPA	State Directorate of Protected Areas
Sovkhoz	State farm
TRICB	Tajik Research Institute of Cattle Breeding
TSNU	Tajik State National University
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
Zapovednik	Strict Nature Reserve
Zakaznik	Wildlife Reserve
NBBC	National Biodiversity and Biosafety Center

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PART I - Project Concept

A – Summary

1. Project Rationale and Problem Statement: The protected areas system of Tajikistan consists of four Strict Nature Reserves (zapovedniks – IUCN Category I), two National Parks (IUCN Category II), thirteen nature reserves (zakazniks IUCN Category IV), twenty-six Natural Monuments (IUCN Category .III), and a limited area of tourism /recreation zones[6]. In total the protected areas system covers approximately 31 thousand km^2, an impressive 21% of total country area. However, in terms of strictly protected areas (IUCN Category I) coverage is approximately 1.2%. A lack of an ecosystem approach during design of the protected areas has resulted in a reduction of conservation effectiveness in many cases (too small, inappropriate borders, absence of wildlife corridors, etc).

2. Tajikistan's current PA system is a legacy from the Former Soviet Union (FSU). While many good things can be said of this system, it is now outdated and in many respects irrelevant to the new social and economic realities of a Tajikistan emerging from years of conflict and in transition to a market economy. Most PAs in Tajikistan often exist only on paper, and all suffer severe barriers to effective conservation and sustainable management of biodiversity, including: fragmented institutional and management responsibilities, reduction of capacity due to qualified staff losses, severe cuts in funding, policy and legal inconsistencies and weaknesses, inadequate information and monitoring, and an absence of mechanisms for participation, benefit sharing and conflict resolution with local communities.

3. Amidst these problems and barriers, however, lies a strategic opportunity to influence the emergence of a new national PA System in Tajikistan, as the country is currently engaged in the process of creating the legal and institutional ground work for a democratic political system and a market based economy and has recently completed its BSAP. Thus, the goal of this project is to help catalyze the emergence of a sustainable national PA system in Tajikistan. The project will focus on demonstrating improved, holistic management in three target PAs, and the productive areas in their periphery, that represent a cross section of the PA categories of Tajikistan. The project will: introduce new systematic and participatory management practices; strengthen capacity in terms of ecological, technical, socio-economic, and financial planning; reach out to, and involve, "non-traditional" PA stakeholders; include a focus on the wider landscape context of the reserves and not just the reserves themselves; clarify and rationalize policies affecting PA management; and demonstrate viable approaches to resolving key resource-use issues that negatively affect PA management and biodiversity conservation and sustainable use.

4. Rationale for selection of demonstration area: The Gissar mountain range was selected as the focal area for this project on the basis of two main criteria and a number of additional factors. The two main criteria include its global biodiversity value and its representiveness with regard to the overall Tajikistan protected areas system in terms of threats, barriers and opportunities. As described later in more detail, the southern slope of the Gissar mountain range contains a diverse combination of ecosystems, habitats and species resulting from its geology, its bio-geographical location at the cross-roads of several eco-regions (Indo-Himalayan, Mediterranean, Eurasian), and wide altitude variation. It lies within a so-called Vavilov area important for agro-biodiversity and contains both a significant number of endemics and internationally rare or endangered species. Its global biodiversity value is therefore evident (detailed description is provided below).

[6] Tajikistan BSAP 2003

5. The project demonstration area includes protected areas of three categories, specifically a National Park, a Strict Nature Reserve (Zapovednik) and a State Nature Reserve (Zakaznik). These three categories of PAs constitute 99% of the actual coverage of the PA system[7] in Tajikistan. Furthermore, analysis indicates that the threats and barriers to their effective functioning are the key issues faced throughout the system. Thus the project area represents an excellent demonstration site for the overall PA system and an outstanding basis for providing models and lessons which can be replicated and applied across the system.

6. Additional pragmatic factors influencing the selection of the project area were: the clear interest and commitment of the principle stakeholders in the area including the NGO's that originally stimulated the formulation of the project; the proximity to the capital city and thus reduced transaction costs, the greater likelihood of achieving high visibility, impact on capacity of national institutions and decision makers and thereby achieving wider system replication; and finally, presence of potential partners in the area undertaking appropriate sustainable resource livelihoods baseline activities and prepared to adjust activities / co-finance new activities within the framework of the project.

Project Scope and Duration.

7. In line with observations and recommendations made within various GEF Biodiversity project assessments and program studies[8], as well as UNDP experience within Central Asia, attention has been focused on ensuring the scope of the proposed project and its timeframe are cognisant with what is realistically viable given the current capacity of institutions in Tajikistan and scale of issues faced. The project will therefore not attempt to address all the threats and barriers identified but rather a subsection of them where realistic progress can be made and which can have the maximum catalytic effect for the wider PA system. Focus will be on achieving discreet and measurable achievements in regard to PA management, wider stakeholder participation, capacity development and financing and sustainable resource use. Efforts to improve the sustainability of natural resource use will concentrate on testing and demonstrating specific approaches which, if proved viable, have a high likelihood of replication by communities because they meet essential social and economic needs. To ensure this, pilot activities have been identified that both meet the identified desires of the relevant rural communities, and with which existing positive experience exists in Tajikistan or neighbouring states. To maximize the project impact, efforts to leverage wider and longer term sustainable development inputs will be made. A five year time frame, though untypical long for such a project, is considered vital in order to ensure gradual development of the capacity by all parties to effectively absorb funds and implement activities and to allow meaningful results and replication of lessons learned from the new management approaches and pilot natural resource use activities undertaken by the project.

Overall Goal and Specific Project Objective:

8. The Project Goal is to catalyze the improved conservation of globally significant biodiversity in Tajikistan through the demonstration of new mechanisms and approaches to effective management of protected areas and natural resources adjacent to them.

9. The Project Objective is to strengthen management effectiveness and sustainability of three protected areas of different types on the southern slopes of the Gissar Mountains, thereby to provide models and best practices replicable throughout the national PA system.

[7] Strict Nature Reserves (zapovedniks) 174.418 th.ha., NP's 2603.6 th.ha., Nature Reserves 313.39 th.ha Total – 3091.408 th.ha. Total PA system = 3116.439 (data from Tajikistan BSAP 2003)

[8] GEF Biodiversity Program Study 2004, et al.

10. The proposed project will have three basic components: The first will focus on clarifying and improving the policy/legal/regulatory framework for biodiversity and natural resource management and conservation in protected areas. This is needed to remove frequent contradictions, reduce conflicts and make the framework more comprehensive. These improvements will improve the basis for management activities, clarify land-use and resource access regimes, and improve regulation of activities adversely impacting biodiversity.

11. Under the second component, the project will work extensively with the national PA system, and specifically with the three target PAs in the project zone, to improve their effectiveness in protecting biodiversity. In brief this will include: establishing adequate research, monitoring and information management mechanisms to inform scientifically based management decision making, develop pragmatic management planning within and around each of the three areas, build technical and organizational capacity at the institutional and individual level to effectively implement management and establish effective mechanisms for long term sustainable financing of PAs.

12. Under the third component the project will seek to test and model approaches and methodologies to reduce the pressure on the natural resources of the project zone by practically demonstrating and promoting improved sustainable natural resource use practices in and around the PAs. Activities will include working with key target communities and local resource use authorities around PA's to identify realistic natural resource plans (see second component) and then, by selecting priority communities that are having the most significant adverse impacts on the three PAs, the project will undertake pilot alternative livelihood activities that demonstrate options for achieving more sustainable livelihoods with reduced negative impacts on biodiversity. Selection of alternative livelihood and resource use approaches that will be demonstrated has been done on the basis of priorities for the rural communities in the country/project zone previously identified by local NGO's and UNDP development partners and confirmed during the PDF A implementation with a sample of the communities themselves. These include: social/community based joint forest management, livestock and pasture management, community based tourism, and sustainable energy developments. An additional factor in their selection was existing experience and known benefits/uptake of such initiatives in other parts of Tajikistan or neighbouring states. In addition to the specific initiatives already identified, additional priorities which emerge during implementation will be supported provided they meet the objective of reducing pressure on biodiversity.

13. Finally, the project will facilitate and attract other development partners of all types (local and international NGO's, development agencies, etc) to join and build on appropriate rural develop initiatives of the project to ensure momentum for change and replication can develop. Specifically, the project will seek to transfer appropriate lessons and experience gained, and facilitate access to credit, business development services and training by other development partners and to build the capacity of local communities and authorities to effectively attract and implement donor assistance. In this way the project seeks to lever a long term sustainable development effort in the project zone without overstepping the bounds of what can realistically be achieved solely within its own resources and timeframe.

Expected Project Outcomes

14. The three basic components of the project are intended to achieve the following three outcomes:

Outcome 1: Strengthened environmental governance provides a more sustainable land-use context for the PA system.

Outcome 2: New management practices are introduced and capacity built in target PAs; overall management effectiveness and sustainability of the PA system substantively improved.

Outcome 3: Practical examples for stakeholders of how to achieve environmentally sustainable livelihoods around target PAs

15. To achieve these three project outcomes the following seven outputs will be required:

Outcome 1: Strengthened environmental governance provides a more sustainable land-use context for the PA system	Output 1.1 Legal and policy framework for PA management and enforcement is strengthened Output 1.2 Overall regulatory framework and enabling environment for biodiversity conservation and sustainable resources use in and around PAs is strengthened and/or clarified Output 1.3 Participatory land use and natural resource management plans developed and piloted in the PAs and their buffer zones
Outcome 2: New management practices are introduced and capacity built in target PAs; overall management effectiveness and sustainability of the PA system substantively improved	Output 2.1. Technical knowledge and management capacity of the PA staff is improved Output 2.2 Field conservation capacity of the PAs is strengthened Output 2.3: Sustainable financing mechanisms in place for the three PA's Output 2.4. Networking and exchange of best practices throughout the PA system is established; replication of lessons generated by the project is ensured
Outcome 3: Practical examples for stakeholders of how to achieve environmentally sustainable livelihoods around target PAs	Output 3.1 Pilot sustainable natural resource use options for reducing socio-economic pressures on natural resources in and around PAs demonstrated and long term support to sustainable development facilitated Output 3.2 Alternative options for producing and conserving energy are demonstrated helping to reduce use of fuel wood Output 3.3: Dissemination of lessons learned to relevant government authorities, NGO's, communities and development agencies and facilitation of follow up initiatives.

B - Country ownership

1. Country Eligibility

16. The Republic of Tajikistan ratified the Convention on Biological Diversity on February 12, 1997 and is a recipient of UNDP assistance.

2. Country Drivenness

17. The Gissar Mountains Biodiversity Project has been conceived, promoted and driven by stakeholders within the Republic of Tajikistan. The original project idea was submitted by NGOs that were concerned with the erosion of the ecological basis of local community livelihoods and the state of the PAs within the project zone. The NGOs: The Association of Forests and Wildlife Protection, the Child Ecological Society "Zumrad", the Youth Ecological Center, the Central Asia Regional Environment Center (CAREC), and the Civil Initiatives Supporting Foundation have since communicated with, and garnered support from, the five rayon authorities, the national PA System administrators, l*eskhoz* administrations, and a large number of village councils. The Tajik Research Institute on Nature Management and Forestry has supported the local NGOs throughout this effort.

18. The project reflects Tajikistan's national priorities in conservation and development. The Gissar Mountain region is a priority area for nature conservation and sustainable development. Tajikistan's National 'Poverty Reduction Strategy Paper' (PRSP) – a government wide approach to reduce the levels of endemic poverty supported by the ADB and WB – has highlighted the Gissar Mountains Biodiversity Project as a priority action for the near term – this must classify as an almost unique example of early Government recognition of the environment / poverty linkage and bodes well for longer term mainstreaming of biodiversity conservation and sustainable natural resource use in the Republic. The PRSP adopted in June 2002 by the Parliament of the Republic of Tajikistan is particularly focused on reforms in public administration; social, economic and agricultural sectors; tourism; recreation; and the environment. The inclusion of the Gissar Mountains Biodiversity Project in the PRSP is a call for both the conservation and sustainable use of biodiversity and natural resources in the productive landscape as well as in the PAs.

19. The project also is the continuation of UNDP's work with the GoRT on the development and adoption of the National Strategy and Action Plan on Conservation and Sustainable Use of Biodiversity[9] (BSAP) – developed with UNDP/GEF assistance. The BSAP was elaborated by Working Groups composed of government and civil society representatives and was approved by decree on September 1, 2003 No. 392. The BSAP is a direct call for the improvement in species and habitat protection, protection of endangered and threatened species, as well as the need to improve the capacity to manage the PAs natural resources and to enable rural communities to effectively respond to climate change. The BSAP included significant collaborative effort across many GoRT agencies, and is representative of the GoRT's interest and investment in biodiversity protection, conservation and sustainable use. The Gissar Mountains Biodiversity Project is directly related to this previous GEF investment in Tajikistan, and it will be an on the ground application of the Biodiversity Strategy and Action Plan for the Gissar Mountains Region. The project also responds to the Government of Tajikistan's National Plan of Action (NAPA) by developing the capacity of local institutions and communities to address the effects of climate change at the community level. This project addresses national priorities specifically indicated in the State Environmental Program 1998-2008 (Government Resolution #449, 7 August 1997).

[9] Safarov, Neimatullo, et. al. National Strategy and Action Plan on Conservation and Sustainable Use of Biodiversity. Dushanbe, Republic of Tajikistan. 2003.

C – Program and Policy Conformity

1. Program Designation and Conformity

20. This project fits under Operational Programme 4 - Mountain Ecosystems. Specifically, it satisfies GEF criteria by: being country driven; securing global biodiversity benefits; involving multiple stakeholders in its implementation; securing co-financing to achieve the sustainable development baseline; and, incorporating measures for the development of adequate indigenous Tajik capacity in order to ensuring long-term institutional and financial sustainability. The project also meets CBD objectives by fulfilling the requirements contained in the Convention's Articles 6 (General Measures for Conservation and Sustainable Use), 7 (Identification and Monitoring), 8 (In-situ Conservation), 10 (Sustainable Use of Components of Biological Diversity), 11 (Incentive Measures), 12 (Research and Training), 13 (Education and Awareness) and 17 (Exchange of Information).

21. The project has been designed in line with the Guidance and decisions provided to the financial mechanism by the Conference of the Parties to the Convention on Biological Diversity. In particular, the project addresses Biodiversity Strategic Priority 1 "Catalyzing Sustainability of Protected Areas". Thus, the project's overall goal is to "catalyze the improved conservation of globally significant biodiversity in Tajikistan through the demonstration of new mechanisms and approaches to effective management of protected areas and natural resources adjacent to them". To achieve this, the project will strengthen the sustainable conservation of biodiversity within three protected areas that can be viewed as a sub-system of the national PA system. The project will work in the three PAs to pilot and demonstrate approaches to sustainable and effective biodiversity conservation for subsequent dissemination of the best practices and lessons learned to other PAs within the country as a whole. The project will strengthen institutional capacities, including the legislative and regulatory environment, and the managerial and financial sustainability of protected areas, as well as the coordination among them, and will build stakeholder capacities to improve all aspects of their management. These interventions will support the strengthening and sustainability of the PA system as a whole. As the project's protected areas contain a representative selection of the threats and opportunities found in other protected areas of Tajikistan, lessons learned and best practices from the project will be disseminated to strengthen the overall PA system in Tajikistan.

2. Project Design

ENVIRONMENTAL CONTEXT & GLOBALLY SIGNIFICANT BIOLOGICAL DIVERSITY:

22. The Gissar mountain range of the Pamiro-Alay Mountains of Central Asia is located within west Tajikistan and southeast Uzbekistan[10] (see maps in Annex). The area lies within the dry continental sub-tropical bio-climatic zone but due to large variations in altitude and aspect there exists a wide gradient of local conditions. The proposed project area is located on the south side of the Gissar range in an area broadly delineated by the crest of the range to the north, the Kofarnihon River to east and south and Uzbek border to the west. In total it covers an area of approximately 6,075km^2, including over 54 thousand ha. of PAs (an NP, a Zapovednik and a Zakaznik).

23. The slope of this area is generally north/south with 4 distinct ecozones: at the highest points (around 5,000 meters) there is a zone of permanent snow with transition to alpine grassland; below 3,500 meters to about 2,500 meters there are Juniper (*Juniperus seravschanica, J. semiglobosa* and *J. sibirica*) and *Thuja orientalis* forests below 2,500 meters to about 600 meters, deciduous forests dominated by Walnut (*Juglans regia*) or, along the valley bottoms, by willow (*Salix spp.*) and poplar *(Populus spp.).* The fauna

[10] A spur (the Kugitang mountains) extends through southern Uzbekistan into north east Turkmenist

of the Gissar Mountains is composed of elements from Indo-Himalayan and Mediterranean origin as well as from tertiary relicts and endemics of Gissaro-Darvaz origin. This particular mountain range is an evolutionary "common ground", where taxa from various regions overlap. The area contains biodiversity of undoubted global value including endemic species as well as rare or endangered habitats and species/sub-species. Within the area it is estimated that there are over 221 vertebrates, including: 40 mammal species, 150 bird species (with at least 50 migratory species), 21 reptile species, 2 amphibian species, and 8 fish species. Of these 18 mammals, 19 birds, 15 reptiles, 19 insects and 3 mollusks are included in the IUCN Red Book of Tajikistan. (See annex 6 for species lists and species of interest). Important carnivorous mammal species include: *Vulpes vulpes, Canis lupus, Lutra lutra, Vormela peregusna, martes foina, Meles meles, Mustela nivalis, Mustela erminea, Ursos arctos, Lynx lynx, and Uncia uncia*.

24. The Gissar Mountain region also includes over 3,000 invertebrate species and over 2,000 plant species. In total at least 14 plants and animals from the area are listed in the IUCN Red Data Book (See Annex 6), including: the Snow Leopard *(Uncia uncia)*, Middle Asian Otter *(Lutra lutra)*, Middle Asian Cobra *(Naja Oxiana)*, Cinereous Vulture *(Aegypius monachus)*, *Tulipa lanata*, *Ferula sumbul*, *Iskandera hissarica* and *Dionysia involucrata* among others. In total 34 plants and invertebrates recorded are endemic to Central Asia, the W.Pamiro-Alay or Central Tajikistan (see Annex 6 for RBD species and details on endemics). Furthermore the area was identified by N. I. Vavilov as an area of important agro-biodiversity, particularly for fruit, nut and onion cultivars. In addition to the area's biodiversity value, it contains other significant natural and cultural features including over 500 dinosaur fossil footprints, a high level of scenic beauty and a number of archeological sites. The project area falls within the list of WWF Global 200 Ecoregions (No.111 Middle Asian Montane Steppe and Woodlands).

THREATS, ROOT CAUSES, AND BARRIERS TO ADDRESSING THEM

25. **Threats:** On the basis of a participatory logframe problem analysis, the main threats to the biodiversity in the area were identified as being related to human activity and the unsustainable use of natural resources by local populations including:

(i) Overgrazing of fragile mountain slopes and pastures:
(ii) Unsustainable hunting and harvesting of wild fauna and flora (hay, nuts, fruits, medicinal plants);
(iii) Unsustainable logging for fuel wood and construction materials.

26. All these conditions lead to additional threats such as increased erosion, changed hydrology (increase of extreme events such as floods and landslides and reduced water retention capacity, increasing frequency of localized drought), and cumulatively reducing the productive capacity of the land and thereby force the population to graze more extensively, further exacerbating and extending the threats.

Root causes of threats

27. The origin of many of the above problems can be found in the historic development policies of Tajikistan which a) placed heavy emphasis on primary use of resources (i.e. intensive agriculture and mining, etc) and b) collectivization and centralized management.

28. Traditional land use practices, tenure systems and population dispersal patterns which developed over centuries of experience, were disrupted and mostly discarded in a decade. At the same time the soviet period brought many development benefits particularly in regard to health and the inflow of substantial subsidies from other parts of the Union. This allowed a very rapid population growth to be

possible with the result that the population of Tajikistan has doubled between 1970 and 2000[11]. However, the system was essentially unsustainable and despite subsidies and strong application of the law some creeping environmental damage and impact on biodiversity did occurred.

29. The collapse of the Soviet Union, and the resulting removal of subsidies and gradual disintegration of state support services and institutional capacities combined with the civil war, has led to a very rapid over utilization of natural resources, including biodiversity resources, since independence.

30. The difficulties inherent in changing the legal, institutional and conceptual mindset of people from one long established system to a new one, means that reforms in the way natural resources are managed and regulated is very slow. They are also potentially risky as the repercussions of making changes are unknown and thus there is limited incentive for overcoming the inertia of the system.

31. Past and current efforts to conserve biodiversity and barriers to their current effectiveness: The main approach utilized during the soviet era for biodiversity conservation was the establishment of a Protected Areas system (PA system) based mainly on strict nature reserves called zapovedniki (Category 1 IUCN areas) and seasonal or temporary reserves called zakazniki (approx. Category VI). Some so called "Natural Parks" or National Parks were also created during the later period of the FSU, at least on paper, equivalent approximately to IUCN Category II areas.

32. This system had its limitations in terms of coverage, ecological integrity, equality of access to resources, etc, but during the Soviet era these areas did succeed in achieving the effective conservation of significant bidiversity through the power of the state. However, the collapse of the strict control and the new political and socio-economic conditions brought by the transition and post civil war situation means that the previous exclusionary and protectionist approaches an no longer work. Thus a radical readjustment of approaches to conservation and to the design and philosophy of the PA system is required.

[11] 1970 – 2.9 million, 2000 - 6.1 million. Human Development Report 2000.

Table Summarizing Threats, Root Causes, Past and Current Efforts to Address Them, Barriers, Proposed Project Outcomes

Threats to biodiversity in project area	Root cause of threats	Past / Existing response	Barriers to the effectiveness of these responses	Project outcomes which will overcome barriers.
Overgrazing of fragile mountain slopes and pastures; Unsustainable hunting and harvesting of wild fauna and flora (hay, nuts, fruits, medicinal plants); Unsustainable logging for fuel wood and construction materials.	Ø Past Soviet era development policies (collectivization and "industrial" agricultural approaches, etc) Ø Socio-economic decline and loss of subsidized incomes and services due to transition Ø Outdated and ineffective governance system Ø Soviet era unsustainable land use attitudes, knowledge and practices Ø Civil war: deepened impacts of transition Ø Deterioration of Soviet era infrastructure Ø Population growth rate: both during and since independence creates greater resource use pressure	PA System Legislative, governance and economic reforms	PA issues: § concept and design § funding § institutional and personnel capacity § management planning § infrastructure Overall legislative framework is contradictory, and practical application is unclear or difficult. Land and natural resource reform process (deconstruction of collectivization) *ad hoc* and not systematically followed through. Significant contradictions between desired local governance system, land tenure, economic opportunity, etc, and actual laws, institutions and practices still in place and limited capacity to how to effectively instigate appropriate change	OUTCOME 2: New management practices are introduced and capacity built in target PAs; overall management effectiveness and sustainability of the PA system substantively improved OUTCOME 1: Strengthened environmental governance provides a more sustainable land-use context for PA's OUTCOME 3: Practical examples for stakeholders of how to achieve environmentally sustainable livelihoods around target PAs

Specific barriers that need to be overcome to improve the long term effectiveness and sustainability of the PA's in the project area and generally in Tajikistan include:

33. **Limited integration or coordination between PA management and peripheral rural natural resource management:** Inherited management approaches for PA's do not include any involvement, consultation or benefit sharing with local populations, natural resource users and local authorities. PA's therefore impose costs in terms of limiting access to resources while providing no direct benefits to local populations. They also play no role in raising awareness on the need for conservation or in influencing the effectiveness (and thereby impacts on the PA) of local natural resource use. In the past when protection was effective and socio-economic pressures on resources were less significant, these approaches to PA management were viable, while under the current conditions they are not. To survive the PA system has to build partnerships with and gain support from those who influence the "on the ground situation" most – namely the local resource users. Thus the barriers created by unclear legal frameworks, and historical management mindsets must be overcome and practical mechanisms involve local resource users in management introduced.

34. **Funding:** PAs throughout the PA System, and in the project zone, are underfunded. Central government budget allocations account for the salaries of PA staff, but do not enable the PAs to perform necessary functions in order to effectively protect biodiversity. Functions that are deferred include: monitoring, regulation and enforcement, outreach, education, basic research, conservation and restoration activities. As opportunities and salaries decline, in real terms, qualified personnel are leaving in search of better economic opportunities. Policy tools or mechanisms that enable PAs to locally implement projects or activities that generate revenue and allow them to keep that revenue for operations, maintenance, and project development are not curently present, or if theoretically present, not tested in practice. Though a core annual state budget for key functions is a must, realistically PA's need also to develop alternative revenue sources that can be utilized for ensuring continued monitoring, development and implementation of modern management techniques, and human resources development and retention.

35. **Institutional and personnel capacity:** Though often well educated in various biological, forestry or agricultural fields, staff in PA's and in responsible state institutions lack PA specific technical and managerial knowledge as there was no targeted PA staff training or university courses in the past. More importantly at the current time, they lack knowledge and experience of conservation management approaches utilized internationally that would be more appropriate to their current situation. Thus though both institutions and the PA's are aware of the need to change, they lack the capacity to do it and the resources to risk initiating new approaches for which there is no practical experience and which could easily fail. Help to overcome these barriers i.e. the capacity deficiency and the initial inherent risks of trying "something new" – is key to the long term future effectiveness of the PA system.

36. **Management Planning:** PAs do not currently operate on modern management principles. The use of operational management plans with clearly defined objectives as a guide for PA management is not a common practice. The prioritization of activities within the PA is not premised upon planning and goals, but instead the need to solve immediate problems. Many PA's are kept in a situation where they are constantly solving problems in the short-term, which keeps them from positioning resources to achieve mid-term or long-term goals and objectives.

37. **Lack of Infrastructure:** Additionally, the PAs in the project area are in need of technical and infrastructure inputs: transportation, equipment, training, computers, rehabilitation of infrastructure, nursery stock, etc. An improvement in the condition of PA infrastructure necessarily combines with improvements in the human resources capacity to effectively conserve biodiversity. Lacking the basic material and human resources, the PA System of Tajikistan is not able to protect the country's biodiversity resources.

Wider Natural Resource use issues / barriers

38. Legislative Environment: Legislative regulation of natural resource use and environmental protection was designed to meet the needs of past development policies and thus placed inadequate emphasis on ensuring rational use and protection. Since independence numerous new items of legislation have been passed in an effort to provide a more appropriate legislative base for environmental management and resource exploitation, much of which is relevant to protected areas status and management. Though this new legislation is clearly of benefit, the rapid and "ad hoc" nature of its development inevitably leaves gaps and inconsistencies and in practice often leaves much to be desired. Thus legislation, for the want of minor adjustment, clearer normative instructions, or lack of implementation experience do not achieve what they were intended to achieve.

39. Capacity gaps, governance models and practical ways forward: As in the case of PA institutions and staff, many of the state agencies responsible for agriculture and forestry and for local governance within rural areas, are still based on the same mandates, and have the same (or less) in-house capacity as in the FSU era. They do not have either the knowledge or the experience needed to efficiently instigate and bring about the changes desperately needed to achieve sustainable rural development in the new and highly confusing world that has developed around them in the last 10 years. In part because of the civil war, Tajikistan is probably the most open and democratic society in Central Asia and real people orientated development is possible but there is a very real role for "outsiders" such as the development agencies to help overcome the barriers and provide possible directions in almost al aspects of rural development ranging from civil society and state roles, free market economics, and sound natural resource management.

BASELINE SITUATION WITH RESPECT TO THE PROJECT

Baseline I. Protected Area Management

Key Stakeholders:

40. State Committee on Environmental Protection and Forestry: The State Committee on Environmental Protection and Forestry (SCEPF) of the Republic of Tajikistan has overall responsibility within the government for environmental management, and is one of the primary project proponents. A Presidential Decree established the SCEPF in January 2004, merging the Ministry of Nature Protection and the Forest Production Enterprise. The creation of the SCEPF is part of the GoRT's public sector reform and modernization program. The GoRT also approved a central budget allocation of US$1,094,124 for 2004, to cover its 3,200 staff members and any other costs incurred. A chart describing the organizational structure of the newly formed SCEPF is included in Annex 8.

41. The main tasks of the State Committee are to provide control over nature protection activities; to develop and implement scientific and technical policy on nature protection; to provide state-based control of land use, and the preservation of inland waters, air quality, flora, fauna, forest resources, fish and mineral resources. The SCEPF is responsible for preparing national long-term programs on environmental preservation and rational use of natural resources.

42. SCEPF's largest department is the "State Special Inspection and Control Department" (GosInspeksia), which houses a division responsible for the "Use of Flora & Fauna, Protected Areas and Tourism". The central body of GosInspeksia includes 20 technical specialists. There are local branches of varying size in each region of Tajikistan. Other newly established departments or sub-units of the SCEPF that will work with this project include the State Directorate of Protected Areas "Tajik National Park"

(See Annex 9) and the Tajik Research Institute on Nature Management and Forestry. Being a newly formed organization, SCEPF is refining its mandate, policies, and procedures. The project has a historic opportunity to influence this transformation and incorporate specific improvements in the newly formed State Directorate of Protected Areas. Tajik National Park has been allocated US$57,627 from the central government in 2004, for its staff members and other costs related to PAs in the project area.

Other State Agencies:

43. The National Biodiversity and Biosafety Center (Annex 10) is the GoRT's chartered institution to monitor and coordinate activities pertaining to biodiversity protection. The Center currently maintains monitoring activities, maintains biodiversity databases and animal and plant collections, and has skilled human resources. The Center has an annual budget allocation of US$12,000 and 16 staff members.

44. The *leskhozes* and GLOKH (state forestry-hunting enterprises) are the officially designated state entities charged with sustainable and profitable management of the natural resources in the productive landscape of the project area. These are 'privatized' government enterprises as well as local natural resources management entities that play an important role with local communities. They are meant to control access to important natural resources, enforce the limited access regulations to their territory, and generate rents or payments for providing legal access to their lands. As these lands are under a regulated access regime, they can be considered as important stakeholders

Local Coordination/NGOs:

45. At the local level, continued coordination and enthusiasm for the project are generated by the four local NGOs that initiated the project idea: The Association of Forests and Wildlife Protection, the Child Ecological Society "Zumrad", the Youth Ecological Center, and the Civil Initiatives Supporting Foundation. They, along with the Tajik Research Institute on Nature Management and Forestry, the authorities of the five rayons, the PA administrations and staff, the *leskhoz* administrations, a number of village councils and community based organizations, are eager to participate in project implementation. The Ministry of Health (which has a leading role in the National Environmental Health Action Plan) and the Ministry of Agriculture, will also bring contributions complementary to the project.

46. Thus far, in the environment sector, activities have been undertaken only by local and national NGOs who have worked actively in the project area, especially with Shirkent NP, since 1994. The local NGOs have been working with the local populations in the project zone for an extended period (up to 10 years) and initial awareness raising activities regarding biodiversity conservation and environmental protection have been carried out in both the PAs and with the communities in the surrounding productive landscape. Their work to increase local awareness of ecological issues is ongoing, and they have carried out ecological monitoring activities with local residents as well. Initially, environmental NGOs received little support or assistance from state agencies, but gradually the mutual realization of the benefits of environmental protection and sustainable management of natural resources has taken place. Additionally, some time was needed for civil society participation and the relatively new NGO structure (not used in the FSU) to mature, gain experience and strength in Tajik society. Currently the GoRT is partnering with local, national and international NGOs in pursuing mutual goals in the environment sector.

Current status of the PA System and Management Practices (with particular reference to the project area)

47. Capacity Building and Strategic Conservation Planning:
Currently the PA system relies upon technical knowledge and management practices inherited from the FSU. These practices and techniques are no longer effective in the dramatically altered political,

governmental, and economic landscape of Tajikistan. Institutional, managerial, and financial planning capacity is weak. This is noted in the lack of operational PA Management Plans. Furthermore, members of the PA system's field staff are unsure of their specific mandate. A particular issue raised is the lack of clear understanding as to where the PA's boundary is, on the landscape. The lack of a physical marking of the boundary with signs, tree blazes, fences, etc. is noted by community members as a cause of confusion.

48. While certain PAs may be more effective than others, institutional barriers restrict the effective sharing of best practices and lessons learned throughout the PA System. It is hoped that the current public sector reform in the GoRT will facilitate "Tajik National Park" to learn lessons and replicate and/or adapt them to other PAs within the national PA System. The creation of a management information system, GIS database, and monitoring protocols for the PAs in the project area (replicable through out the PA system) and corresponding training of PA staff to use those will facilitate effective and adaptive PA management.

Financial Resources:

49. The central government's budget allocation to the PAs is considered not enough to adequately cover salaries and the direct costs associated with maintaining an office, vehicles, sufficient fuel for work in the field, or monitoring, enforcement, education and outreach. In addition to the three PAs in the project area, there are 4 l*eskhoz* (forestry units), 2 forestry hunting units (GLOKH), a planned new NP and a number of designated recreation areas. After independence, the *leskhoz's* were expected to become independent state enterprises. The revenue generating potential from these forests was expected to be such that policies adopted not only provide them with little government budget allocation but also significantly tax their production. Given the level of current budget allocations, there is little investment in the development of management plans, training in new techniques, or the creation of systemwide tools for PA management, all of which are sorely needed. The PAs themselves mention ideas of ways they could raise funds, but they are not currently implemented. The three reasons cited for not implementing these PA revenue generating activities are: the lack of seed capital and the inability of PAs to access credit; policy uncertainties as to whether a particular PA would be allowed to keep the funds generated for the operations and maintenance of that particular PA; and the perception that any funds would be subject to an excessive level of taxation that makes it unattractive to try.

Inadequate Regulation/Enforcement within PAs:

50. Numerous inconsistencies exist between the percieved land use rights of various stakeholders in the project zone. Land use and grazing rights, previously granted to collective and state farms, are seen as an entitlement by those entities, even when they are no longer valid. PAs in the project zone face a confounding issue, as of other stakeholders maintain the perception, and in some cases the legal right, that they are entitled to use the lands that now 'belong' to the PA. This entitlement is seen as a right to use the land without paying rent on it – which was the case previously, prior to independence. In some cases, as with Shirkent NP, the MAG continues to grant long-term land use rights to private agricultural enterprises. Policy inconsistencies lead to confusion in the regulatory and enforcement functions of PAs in the project zone. The lack of funding for PAs to perform these functions aside, PA staff and other project stakeholders are unaware of the specifics of the current law/policy/regulatory framework that they are operating under.

Current status of the PAs in the project zone.

51. **Romit zapovednik,** which covers an area of approx. 16,139 ha., was established in 1958, has the highest biodiversity protection category in the project zone. The zapovednik, or nature reserve, was created for the conservation and analysis of natural processes and phenomena, to be a gene pool of

microorganisms, plants and animals of typical and unique ecosystems (Article 16)[12]. Any economic use or rent on the land that damages the natural processes and threatens the condition of natural complexes is forbidden (Article 18). The PA has its own administration unit with limited infrastructure in need of significant repairs. The zapovednik was invaded during the civil war and many of its collections, educational displays, portable materials and infrastructure were destroyed, leaving the buildings in disrepair, but standing. Land tenure is held by the zapovednik itself, with the mandate to provide strict protection exclusive of economic use. Currently, for numerous reasons, the zapovednik is not able to fulfil its mandate. During the last 12 years, 5 settlements have encroached and developed inside the PA borders accompanied by extensive grazing, firewood gathering and wood cutting, as well as limited farming

52. Despite the above, the Romit zapovednik still maintains populations of significant biodiversity species. In discussions with the guards at the park gate, they mentioned sightings of: snow leopard, bear, ibex, irbis, and others. Lands surrounding the zapovednik also contain valuable habitat and are, to some degree, less influenced by settlements and human use. Currently, however, there do not appear to be any plans to redesign the zapovednik's boundaries to account for the encroachment by settlers or to develop a buffer zone regulating human use of the area. Romit zapovednik's annual central government budget allocation is US$3,641. Currently the reserve has an adjusted WB/WWF Management Effectiveness Tracking Tool score of approximately 23 (out of a potential 96). This is indicative of an ineffective management - an accurate reflection of its difficult situation within the socioeconomic and natural resource use situation of post conflict transition Tajikistan.

53. **Shirkent National Park** was established in 1991 covering an area of 31929 ha. Unfortunately at the present time it is essentially a "paper park". The initial reason for the establishment of the PA related to the desire to protect the fossil dinosaur footprints found there. These fossils were the subject of tourism as well as study by paleontologists under the FSU, but have not been revisited in many years. The site is thought to have significant tourism value, but the PA has never been funded. Shirkent NP does not have legally defined borders, but does have on-site administrative units. However, there are no management or land-use regulations in place. Land tenure to the Shirkent NP is currently held by the *leskhoz* or GLOKH (state forestry or state forestry-hunting enterprise). The Administration of State Directorate of PA's "Tajik National Park" agency cites the need for the Project to: 1) determine the boundaries of the park; 2) determine management zoning for the historical-cultural areas/recreation areas/protection areas/economic and other use areas; 3) forbid the systematic and unregulated grazing of cattle; and 4) obtain formal title to the lands which has still not been acquired. While Shirkent is a paper park, it has the advantages of being legally formed with previously performed studies and investigations that have resulted in planning documents that could form the basis for PA development. Shirkent NP's annual central government budget allocation is approximately US$4,000. Application of the WB/WWF Management Tracking tool to Shirkent NP currently produced a score of approximately 15 (out of a potential 96). This is indicative of a very low level of effective management - an accurate reflection of its largely "paper" status. If project activities achieve the results expected the score should realistically have risen to approximately 85 to 90 by the end of the project.

54. **Almasi zakaznik**, established in 1972 and covering 6,700 ha, is a seasonal/temporary PA with the least stringent land-use protection designation within the PA System. Almasi zakaznik was established to facilitate long-term sustainable harvest of Tajikistan's most valuable and important medicinal plant, *Ungernia Victorus*. The seasonal protected status of the land, allows for the protection management that promotes and protects the natural regeneration of the *Ungernia Victorus* and its associated plant community. The limited restrictions on natural resources use in the zakaznik include restricted grazing,

[12] The Law of the Republic of Tajikistan about Protected Areas (1996)

seasonal harvesting, and restrictions on permanent land use activities. Difficulties experienced by the PA are noted in the request by the administration of State Directorate of PA's that the project: 1) stop the systematic grazing of cattle; 2) stop the unregulated collection of *Ungernia Victorus*; and 3) assist with the creation of a workshop for processing *Ungernia Victorus* to add value to the harvested product. At the present time, Almasi zakaznik has not been given the legal status as a zakaznik, but it continues to operate as such, and is considered as one by the SCEPF.[13] There are two on site management units, and the land tenure is held by the *leskhoz*. The annual central government budget allocation to Shahrinav *leskhoz* and the Almasi zakaznik is US$1,796.

Baseline II. Natural Resource Use and Livelihoods

55. The sustainability and effectiveness of PAs that exist within the context of a productive landscape depends in part upon the economic health of nearby communities. In Gissar, local communities are some of the poorest in Tajikistan. There are promising opportunities for modest economic development in local areas but a number of policy, insitutional, and knowledge/experiential barriers prevent local stakeholders from improving their economic well-being.

Socio-economic context and analysis

56. Tajikistan is the smallest and poorest of the former Soviet Republics. The project area covers 5 rayons (districts) with a total population of approximately 101,000 people widely spread in small/medium size settlements (between 100 and 5,000 people). Historically, the population of the area was concentrated in the upper (northern) parts of the mountains but was largely relocated during the Soviet era to the south as part of the collectivisation process and in particular to provide additional manpower for growing cotton

57. The civil war following independence took an estimated 50,000 lives throughout the country, leaving many families in the project zone without fathers and/or sons. This hardship is compounded by the transition to a market economy, which has resulted in the breakdown of state support to local populations. Positions have been eliminated. Salaries have been reduced. Technical and material inputs to agriculture have declined and maintenance of infrastructure has stopped. The collapse of the state economy and related unemployment have led many families in the project zone to leave their homes in search of wage labor elsewhere. Twenty-five percent of the people (5% are women) from the project area currently migrate to Russia and Khazakstan in search of work and send remitances home to support their families. In communities throughout the project area, up to 40% of the annual income is derived from these remitances. The non-migrating populations lead a subsistence lifestyle with heavy dependence on the use of natural resources for meeting livelihood needs.

Natural resources use in alternative livelihood strategies

58. With widespread poverty, people have developed livelihood strategies based upon foreign wage remittances combined with a greater reliance upon natural resource-based livelihoods, particularly subsistence use, including: livestock grazing, dry and irrigated farming, gathering of firewood and NFP's, medicinal plants, hunting and fishing, beekeeping and food processing. It is important to note that many of the people who are currently involved in natural resource based livelihoods do not have significant experience in their current work. High unemployment and underemployment have pushed many people to herd livestock or raise crops even when historically they were engaged in other activities. Therefore, the expectation that the population has traditional knowledge of best practices and familiarity with the impacts of grazing and farming is frequently not fully the case.

[13] Personal comment Mr. Latifi

59. PDF-A interviews with communities in priority sites in the project area determined that grazing and farming represent the second most important source of income, with the predominant source being remittances from local people who have emigrated in search of work. For the poorest families, who cannot afford for any family members to move elsewhere, grazing and farming are the only sources of income as the communities are too far from any industrial work. The one exception are the communities in Tursunzade and Shahrinav districts where a majority of people are employed by the Tajik Aluminum Plant – and will not be included as pilot communities in the project.

60. Ongoing natural resource based livelihood strategies in the project zone can be roughly categorized in the following order of importance: livestock, agriculture (irrigated and dry-land), home gardens (vegetables, fruits and nuts), herb, firewood and NFP collection, hunting and fishing, and bee-keeping. Each is addressed in order below.

61. The predominant natural resource based subsistence strategy relates to livestock and animal husbandry. Like in neibouring countries there has been a significant shift in the ownership of livestock from the state to the private sector and at the same time a significant increase in the number of livestock as a stratergy for dealing with the collapse of Soviet era state employment, inflation and uncertainties of the post Civil war transition economy. The market for sheep and goats has a relatively stable demand with mutton currenlty commands US$0.50/kg more than beef. Poorer families in the project zone have roughly 2-3 cows and 7-10 goats and/or sheep while richer households may have several hundred sheep/goats and 10 or 20 cows. Estimations of household wealth in communities is now closely related to livestock ownership. Unfortunately, many livestock owners have limited "technical" or traditional knowledge of livestock farming and this combined with absence of regulatory mechanisms and short term economic pressures is pushing livestock numbers over the level that is sustainable (typical stocking rates of sheep are around 1/ha but carrying capacity of rangeland is estimated at around only 0.4 to 0.6 /ha.). This is beginning to lead to obvious pasture degradation. The dangers of this situation are beginning to become apparent to people but help is needed in order to increase the capacity of communities to improve productivity and sustainability of livestock farming and to find viable and less impacting alternatives. During PDF A interviews 80% of households questioned expressed interest in receiving assistance to improve productivity and reduce impacts of livestock systems and to diversify their income base in order to reduce dependance on livestock, as long as the alternatives could provide similar levels of security.

62. Another priority highlighted during PDF A interviews by many rural households was the benefits of investing in at least one dairy cow in preference to equivelent number of sheep. This is because milk and milk products not only improve food security and health, but can also dramatically improve the economic well being of the family as local village diets are predomminantly based on dairy products: milk, butter, meted butter, cream, "kaimak" (fat sour cream), cheese, cottage cheese, various yogurts, "qurut" (dried sour cream), and many others. People in the region say that "one good cow can cover not only all its own expenses, but also generate up to 90 somoni per month (US$30)." However, the economic situation in the villages of the project area prohibit roughly 15% of the population from having sufficient capital to purchase a cow and thus sheep and goats, which require smaller initial investments, predominate.

63. The second most important livelihood activity is arable agriculture, both irrigated (with limited availability) and dry-land farming. Commonly highlighted barriers to successful agriculture, as stated by residents of the project area, include the lack of access to irrigation, seeds, fertilizers, technical services and capital for establishment of crops. The agriculture sector is saddled with the traditional reliance on the state to provide both agricultural inputs and a constant demand for the crops produced. This has created a sectoral dependency not noted with those people involved in livestock. While the dependence is noteworthy, the opportunities for significant revenue are also noteworthy. The high price of staple

foodstuffs in rural markets makes agriculture a potentially lucrative business, as well as providing for subsistence needs of the family.

64. Crops that are commonly grown in the project zone include: potatoes, onions, carrots, peas, beans, lentils and cabbage. Common grain crops include: wheat, rye and flax. Lastly, some people plant hay or fodder crops for livestock. In almost every village where survey work was performed, people menitioned their needs for good seeds, fertilizers, technical services and financial support (loans) to expand their business. Interestingly, the people involved in agriculture frequently volunteered a willingness to participate in micro-credit or lending schemes, confident that they could repay their loans over time without a problem. While the condition of the irrigation infrastructure differs between places, the skill to repair it is locally available – and the people would if they perceived that there was seed capital available to them to take advantage of the growing space.

65. Home gardening is commonly practiced by families in the project area. Typical gardens are stratified into two types: irrigated gardens close to the home for horticultural crops, tree seedlings, and fruit and nut trees. The trees adapted to the cold and drought prone area include: Walnut, Almond, Pistachio, hawthorn, apricots, apples, and persimmon. Fruits and nuts play a key role in the local diet. A majority of the households in the project zone earn important household revenue through the sale of fruits and nuts. Community members mentioned the role of fruits and nuts to their income and were interested in establishing more trees, as almond trees take about 10 years to bear fruit. These same people, however, were not willing to talk about the amounts of revenue generated from the activity – as it often includes harvesting from trees on protected lands.

66. It was determined, however, that one wild walnut tree has an average yield between 100-200kg of nuts. While current market prices are dropping, 1kg of walnut costs USD$1.20, sweet almonds for eating cost roughly USD$4/kg, bitter almonds for pharmaceutical purposes cost USD$7.50/kg (data on almond tree productivity was not available). Given current prices and stable demand throughout Tajikistan, the potential for alternative livelihoods based on growing fruit and nut trees, collecting them and processing them for sale could greatly assist the communities in the project zone.

67. Herb, firewood collection, and NFP's are traditional ways that poorer families earn money. Currently the production and processing of herbs is limited, with the same people collecting, processing, transportign to market and selling to vendors. No established links with outside pharmaceutical agencies exist, with the one exception that Romit forestry has some 'unspecified' links to chinese companies. The collection of rose hips, berries, and medicinal herbs provides a vitally important source of income to the most vulnerable families in the project zone. The opportunity to greatly improve their return through the provision of micro-credit and investments in value added processing would dramatically improve the living standards of the population most at risk in the project zone.

68. One medicinal herb that appears to have significant potential for small business activity is *Ferula spp.* These herbs are used for a number of pharmaceutical purposes in Central Asia, India, Pakistan, China and are extracted for chemotherapy drugs in Europe. Medicinally it is used as an anaesthetic, for stomach ailments, and is used in various oils and extracts. The plant grows in the project area, but whether it can be sustainably harvested or grown in quantity has not yet been determined.

69. A standard livelihood activity throughout the project area is the collection and use or sale of firewood. Given the high cost and intermittent nature of the electricity supply in rural Tajikistan, most people use firewood for heating and cooking. While firewood is commonly used and sold, this product is becoming harder to find. As scarcity drives people to cut down live trees or invade protected areas in search of firewood, some consideration should be given to the the possibility for establishing community woodlots

– none of which are currently found in the project area. Firewood plots of coppicing species could either provide revenue through the sale of firewood, or offset the expense of having to buy it.

70. A common practice is for a *leskhozs* to allow local communities to harvest herbs, fruits or nuts from state forestry land in return for a percent of the harvest or for *leshoz* to allow access for collection of a certain amount of firewood from the state forestry units land. In neibouring countries (Kyrgyzstan and Uzbekistan) such practices have formed the basis for joint forestry management and more equitable benefit sharing initiatives that have been of significant interest to local communities and *leshoz* authorities.

71. Timber for local construction (particularly poplar for house construction) is also in strong demand ($20 to $30 for poplar beam) and traditionally each household plants 20 poplar trees at the birth of a male child to ensure he has building materials available when he marries and sets up his own household. The potential for building on and facilitating such practices to develop small scale sustainable timber production as a way to contribute to sustainable livelihoods is significant and already practiced by some households who have appropriate knowledge and expertise.

72. During PDF A assessments local NGOs, authorities and relevant communities (near *leshoz* territory and PA buffer zones) indicated that initiatives related to forestry development and co-management / benefit sharing were of significant interest both for livlihood and environmental reasons and similar initiatives to those in Kyrgystan and elsewhere in this regard would be welcomed.

73. Hunting and fishing are practiced throughout the project area. Two state forestry hunting units provide permits for game species. In the past few years a number of wild boar *(Aper)* permits have been sold to a hunting club from the US, with significant revenue generated for the *leskhoz* hunting unit, and potentially for the local economy as well. Typical permits for Tajik hunters in the project area are issued for hunting wild boar (at a significantly lower price) that are then sold in Tursunzade to non-tajik residents (as tajiks are predominantly muslim and do not eat pork). In the Vahdat, Shahrinav and Gissar state forestry units people legally hunt porcupine and partridge and illegally hunt bear, lynx and wolves for fur sale in the black market. The amount of hunting, revenues generated, and distribution of the revenue is not clear. Permit levels are set annually based upon voluntary population surveys done by landholders in the project zone. For most residents, hunting produces meat for sale as opposed to eating it.

74. Fishing, however, is the predominant form of animal 'take'. Tajikistan's abundant cold water river system provides good habitat for trout, and they were once plentiful. Many people engage in fishing both for protein as well as for sale. Current market price for 1kg of trout is roughly USD$12. As a result, most rivers are heavily fished and trout have become locally extirpated in many rivers. A trout hatchery near Romit that once produced thousands of trout each year has sat dormant since the war. The rehabilitation of the hatchery is a good alternative livelihood opportunity for certain communities in the project area.

75. Tourism: Tajikistan has a legacy from the FSU era as an adventure/eco-tourism and trophy hunting location. As a result, the economic value of tourism related to biodiversity resources and natural areas is well understood. Unfortunately, the required infrastructure for significant tourism was severly damaged during the civil war. There are opportunities for 'rustic' ecotourism activities, and the impression that there is a demand for this type of tourism product. The government has stated within its recent National Poverty Reduction Strategy Paper a role for small scale nature based tourism as a strategic mechanism for helping to reduce poverty in rural areas – in this context it has identified its role as principly facilitating the private sector to develop tourism through appropriate regulatory legislation, easing of immigration controls, and improvemenent of Tajikistan international profile (PRSP 2002).

76. Within the project area itself there is significant potential for adventure / trekking tourism and community based eco-tourism both because of the scenic assests and close access to the capital Dushanbe. However, currently only very limited international organized tourism takes place, together with some use of the area by international and national residents of Dushanbe on an *ad hoc* basis. The benefits of such tourism for rural communitiues is limited due to small volume and the fact that neither tourism operators or communities have evolved mechanisms to cooperate in a mutually benefitial manner and knowledge of how to operate effective ecotourism /community based tourism is very limited. However, there is enourmous interest at all levels to develop such initiatives (the GoRT has recently issued a Decree on the creation of a recreational and tourism area in the Varzob Valley in the project area and Romit canyons, in the project area) and a desperate need for technical and practical assistance to plan and impliment them.

77. Bee-keeping under the FSU was extensively practiced in the project area. The revenue generating potential of honey is well known, with the price of honey increasing. The current price for honey is USD$2/kg. On average, a family with 20 bee hives will produce 200-300kg of honey each year. While the revenue earned compared to work involved is very good, the initial costs of establishing bee hives and the delicate production procedures and sanitation requirements have made this business prohibitively expensive to start. The lack of, or percieved lack of access to, initial starting capital has kept many families from generating revenue through work that they know well. The tradition and knowledge needed for bee keeping is more developed in Romit and Shahrinav, with roughly 5% of the people surveyed in the project zone having significant previous experience. While not an alternative livelihood strategy for the entire project zone, there are numerous potential pilot communities around the PAs in Romit and Shahrinav that already have the expertise and the desire to begin keeping bees again.

78. Gender Division of Farming*:* Women play an important role in agriculture with particularly village leaders indicating that women do around 60-80% of the agricultural work. However they often remain excluded from use of more advanced technology, such as improved seeds and hand tractors and plant on less fertile soils, have smaller plots and have less access to services.

Alternative energy and energy efficiency

79. Though Tajikistan is the world's largest exporter of hydroelectric power, reliable access to affordable energy is severely constrained in the project zone. Extensive damage to the transmission infrastructure and power rationing make reliance on rural electricity difficult and engender a continued reliance upon firewood. The capacity to access affordable and reliable energy is vitally important to alternative livelihood strategies throughout the project zone. It is equally important that energy, once generated, is used as efficiently as possible. In those places that do use electricity, efficient fixtures are not installed. Households in the project zone are frequently not insulated nor do they use high efficiency wood stoves for heating and cooking. This leads to inefficient use of firewood, and unnecessarily inflates demand and increases pressure on the forest resources of the project zone.

Co-funders' activity in regard to alternative livelihood development in the project area

80. Fortunately, both the GoRT and international donors are evolving from a humanitarian aid focus to a more proactive development agenda. This implies that funding and attention for the people of the project zone will focus more on their livelihood needs and less on their immediate threat from violence. To this end, both are now in the process of launching concerted efforts to address poverty throughout the country. In concrete terms, a number of local, national, and international NGOs are now active in the project zone working mostly on improving various aspects related to the systemic poverty experienced in the region. Activities focused on business development services, training in entrepreneurship, the development and marketing of Tajik mountain products (food processing, sewing workshops, medicinal plant collection and processing, honey, etc.), agricultural improvement, animal husbandry, micro-credit, community organization and planning, social infrastructure, education and healthcare. Of particular importance is the

need to facilitate productive relationships between the people of the project zone and the providers of micro-credit finance. There are a number of existing, sustainable, natural resource based small business opportunities that are not currently developing due to the lack of seed-capital.

81. CARE/Tajikistan, CARE/Tajikistan was established in 1994, conducting emergency relief and development programs and currently employs over 200 professional and support staff. CARE's program value (excluding commodities) for Financial Year 2004 was approximately US$4.3 million, with funding provided from the US and Japanese Governments, the Asian Development Bank, the European Union and private funding. Their in-country experience includes projects in: agriculture, food security, food distribution, health, disaster preparedness and education. Their current project portfolio in the project zone that are directly applicable to the Gissar Mountains Biodiversity project goals are focused on alternative livelihoods, agriculture, new farming practices and adaptation, animal husbandry, disaster preparedness planning, micro-credit mechanisms, rural infrastructure improvements, and community mobilization and coordination and partnership.

82. UNDP/Tajikistan has committed a total of US$140,000 for both the PDF-A and implementation of the project. UNDP is intimately involved with, and implementing other GEF-financed activities, such as the BSAP. UNDP has significant experience implementing activities with the SCEPF (or the MNP and FPE) and will be able to facilitate the potentially difficult discussions amongst the political elements of the GoRT to participate in legal, regulatory, and policy reform to promote PAs, as well as the potentially contentious activities related to resolving conflicts of land use and use rights.

83. Women and Development NGO was one of the first actual NGO structures in the civil society movement in Tajikistan after independence. They were initially structured under an international donor assistance project, and have since graduated from operating as an international development project to a self-sustaining Tajik micro-credit, micro-lending institution. While they are currently involved in micro-lending and credit, they also provide a host of other business development related services: training in finance, budgeting, marketing, entrepreneurship, and general business skills. Their primary focus is on the promotion of women entrepreneurs in Tajikistan, although they often lend to men as well.

84. Central Asia Mountain Program (CAMP) is a bilaterally funded regional NGO (Central Asian countries) that is explicitly focused on generating economic activity through small business development in rural mountainous communities. CAMP is expanding its geographic reach to the project zone during their programming in 2004, and will be a very important partner in implementation. CAMP has extensive experience in energy conservation programs in the mountainous areas of Tajikistan, with ongoing work on building practices, insulation, and fuel wood efficiency.

85. World Food Program (WFP) is very active in Tajikistan. As the country is just coming out of a period of heavy humanitarian assistance, and moving towards a more stable development orientated stage – the WFP is beginning to provide food on a 'food for work' basis, as opposed to as a humanitarian food aid.

Baseline III. Policy Reform

86. Tajikistan's legal framework attempts to provide management direction for biodiversity conservation professionals, both in terms of revenue streams and mandates to guide institutional activity. However, this environmental law framework – composed of more than 120 legislative documents - is frequently contradictory and rarely clear or comprehensive. As a result, management activity is poorly implemented, with resource access largely ungoverned and biodiversity adversely impacted.

87. Key laws include:

- Constitution of the Republic of Tajikistan (1994)
- Land Code (1992)
- Preservation and Use of Fauna (1994)
- Sanitary Inspection (1994)
- Sub-Surface Resources (1994)
- Atmospheric Air (1996)
- Protected Areas (1996)
- Nature Protection (1993)
- Forest Code (1993)
- Water Code (2001)
- Law on Ecological Inspectorate (2003)

Institutional Mandates:

88. The rules outlining the responsibilities of institutions such as the SCEPF (former Ministry of Nature Protection and the Forest Production Enterprise), Tajik National Park (SDPA), and the Ministry of Agriculture are unclear, leading to conflicting management approaches. As a result, professionals charged with biodiversity conservation duties lack clear incentives and authority to fulfil their management and enforcement responsibilities. This lack of institutional clarity particularly constrains the capacity of the PA system to protect biodiversity.

89. Competition between government institutions and agencies for access to financial resources and land is quite intense. As many government agencies are now expected to make at least some of their own operating funds through the productive use of the land base under their control. This situation has created an adversarial relationship between these distinct "profit centers" within the same government – namely the Ministry of Agriculture and the PA System (SCEPF).

PA policy:

90. FAO has been assisting Tajikistan through the implementation of the "Revision and Harmonization of Protected Area Legislation". The project analysed the legislative framework for PAs management in Central Asia, with a particular focus on PAs in Kazakhstan, Kyrgyz Republic, Uzbekistan and Tajikistan. The basic legislation on PAs currently in place in the countries is contained in a "law on specially protected territories". Although these laws were adopted during the last decade – they have become largely outdated in view of the region's new market-oriented systems. As a result they need to be substantially changed both to update them and to harmonize them with each other, given the cross-border nature of a number of PA management issues within the region. Such legal reforms are also urgently required as part of the four states' obligations under the CBD to which they are all parties and which calls for the formulation or updating of specific legal instruments on PAs. Finalization of this process is still ongoing in Tajikistan.

PA Revenue Policies:

91. Each PA and *leskhoz* must generate revenue to cover expenses. However, significant legal uncertainty exists regarding the PA's rights to generate revenue from sources such as tourism, natural resource use fees, etc. If a PA does generate revenue, the PA is legally obligated to pay significant taxes to the central government. This tax revenue is not reinvested in conservation. Since a large percentage of benefits flow outside the PA or *leskhoz* in the form of income tax, many administrators either under-represent the actual income and/or decide to avoid revenue generation entirely. This results in at least two negative impacts: (1) resource consumption activities continue without control; and, (2) the PA fails to capitalize on income generating opportunities.

Parks and People Policy:
92. Significant conflicts occur between PAs and local residents regarding management of shared biological resources. This includes hunting encroachment within the PAs as well as a feeling of exclusion on the part of community members regarding the PAs. For effective landscape level conservation to take place in the PAs in the project zone and for sustainable natural resource use to occur in the surrounding communities, mutually agreeable compromises/solutions must be reached. However, no institutional, management, and/or policy mechanism is in place to assist these stakeholders with finding mutually beneficial solutions and opportunities from shared challenges.

Control of Wildlife Harvest:
93. Currently there are laws, policies and a permit system to regulate hunting activities in the project zone. These policies and the set 'quota' of animals are based upon the voluntary reporting of landowners in the project zone of their sightings of particular species during the past year. There are also members of the SCEPF that conduct wildlife surveys looking for presence of species to determine whether, and how many, may be hunted legally the following year. Permits for hunting, when obtained, are relatively inexpensive for Tajik nationals. There is very little sound science input into the permit setting process, and the enforcement of illegal hunting is negligible.

Settlements within PAs:
94. Many PAs lack clear legal authority and/or policy direction regarding the management of humans living within the PA borders. While settlements within strict nature preserves are illegal, other laws protect displaced people. The zapovednik managers are caught between these conflicting laws. The managers have no legal authority to remove the recent settlers nor do they have the legal tools necessary to manage the human settlements.

Grazing Management:
95. As noted, pasturelands have been severely degraded in the region, causing adverse social and biological impacts. The current legal framework fails to provide a solution to this situation and there are conflicts and lack of transparency over who has actual authority over grazing resources (for example leshoz or Ministry of Agriculture, etc.) The result is effectively an open access situation which encourages maximum use without rewarding long term husbandry.

<u>Resource Access and Land Use</u>
96. "Open access" to resources is a particular challenge to biodiversity conservation in the region. There are no private lands within the project zone. However, "use" rights to particular parcels of land are allocated to individuals and organizations.

97. The Land Code of Tajikistan divides land into the following six broad use categories:
- Agriculture;
- Housing and municipalities;
- Industrial enterprises;
- Environment;
- State forest fund; and,
- State water fund.

98. In reality, laws regarding administrative authority over land use are differentially interpreted and enforced, typically with the most powerful entity getting a favourable interpretation. Local governments do not generally have explicit access authority over lands surrounding the community. This is particularly detrimental to natural resources on state lands where use rights have not yet been allocated. These lands are the focus of open-access use activity by community members. This un-restricted use is

highly detrimental to biodiversity resources. Although many national level authorities may view local management as threatening, Tajikistan law allows for communities to hold natural resource use rights under the management authority of local government. However, the mechanisms for achieving this are not clearly stipulated.

THE GEF ALTERNATIVE

99. The Project Goal is to catalyze the improved conservation of globally significant biodiversity in Tajikistan through the demonstration of new mechanisms and approaches to effective management of protected areas and natural resources adjacent to them.

100. The Project Objective is to strengthen management effectiveness and sustainability of three protected areas of different types on the southern slopes of the Gissar Mountains, thereby to provide models and best practices replicable throughout the national PA system. In order to achieve this objective, the project will build upon and fill gaps in the baseline described above to demonstrate means by which barriers to developing an effective and sustainable PA system within the project area can be overcome and global biodiversity conservation benefits can be captured. By demonstrating means and approaches to addressing the three main threats and barriers to effective PA function in Tajikistan - legal/institutional, PA System capacity, and pressure from the surrounding communities – the project will help catalyse the emergence of a sustainable national PA System and contribute to ensuring that globally significant biodiversity is protected for future generations.

Planned Outcomes and Outputs

OUTCOME 1: Strengthened environmental governance provides a more sustainable land-use context for the PA system

Outputs and activities under this outcome have been designed to reduce law and policy barriers hampering effective PA management, sustainable use of resources, and enforcement of the regulatory framework.

Output 1.1 Legal and policy framework for PA management and enforcement is strengthened

Activities under this output will focus specifically on tightening the existing protected areas legislation and regulations to improve the PAs' ability to conserve biodiversity effectively and in a culturally appropriate and scientifically rigorous manner. The project will also build the knowledge and capacity of relevant stakeholders, both users and regulators, on how to effectively translate legislation into practice.

Output 1.2 Overall regulatory framework and enabling environment for sustainable resources use in and around PAs is strengthened and/or clarified

Activities to achieve this output will focus on identifying the current gaps in the policy, legal and regulatory framework relevant to sustainable land and natural resource use, including: land tenure issues, grazing and forestry management / regulation, arable farming and water access regulation and control, enforcement mechanisms and compliance incentive measures, and institutional management arrangements. The project will work with local stakeholders, including community organizations, conservation agencies and local government authorities in order to create response strategies for addressing identified gaps. This will include facilitating the integration of sustainable use and cooperative management and ecology principles into relevant laws, normative documents and policies.

Activities will also include targeted workshops and follow up initiatives to introduce to stakeholders international and regional experiences and best practices with regard to the new roles and responsibilities of the various natural resource actors under the changed political and economic environment of Tajikistan.

Output 1.3 Participatory land use and natural resource management plans developed and piloted in the PAs and their buffer zones / target communities in periphery to PA's

Activities under this output will help local authorities, biodiversity conservation professionals and village councils to draft, reach consensus and then implement natural resource management plans. The plan development and implementation process should be informed, open, transparent and community driven while maintaining a strong focus on implementing sustainable development mechanisms with direct benefits for both biodiversity conservation and local development needs.

OUTCOME 2: New management practices are introduced and capacity built in target PAs; overall management effectiveness and sustainability of the PA system substantively improved

Output 2.1. Technical knowledge and management capacity of the PA staff is improved

Under this output the project will strengthen PA capacity in two ways: 1) by bringing new young talents into the PA System; 2) by training existing State Directorate for Protected Areas and PA staff in new conservation principles, methods and techniques – this will include both in country training and overseas training and study tours as appropriate.

Output 2.2 Field conservation capacity of the PAs is strengthened

Activities to achieve this output will focus on: (a) establishing an adequate basis of information for systematic planning and decision making needs; (b) setting up a long term monitoring and evaluation system based on a robust and meaningful data collection system and a straightforward GIS (utilizing where appropriate the WB/WWF Management Effectiveness Tracking Tool); (c) increasing community awareness and participation; (d) rationalizing PA boundaries and strengthening equipment and infrastructure; and (e) facilitating the drafting, endorsement and initial implementation of PA management plans for each of the tree PA's targeted by the project with emphasis on achieving adequate but cost effective management. The project will play an active role in ensuring that practical lessons learned during initial PA management plan implementation, including the financing mechanisms, are incorporated into the finalized PA management plans. Thus by the end of the project the management plans would represent truly valuable models for the wider Tajik protected areas system.

Output 2.3: Financial Sustainability of the PA's is improved.

It is not possible to address sustainable PA financing only within the context of the project area as a number of system-wide structural and capacity limitations exist which must be addressed first to provide a viable context for developing site level mechanisms for reliable management funding and revenue generation. However, it is equally unrealistic for the project to assume to achieve full reform of deeply entrenched existing systems, particularly within the current socio-economic and political context of Tajikistan. The project will therefore seek to achieve the less ambitious but nonetheless vital initial steps towards creating a viable national legislative/institutional strategy, structure and capacity for sustainable PA financing and then, as far as is feasible, test and demonstrate at site level practical approaches and methodologies for achieving sustainable funds for management. This will provide models, the methodological basis and capacity for national stakeholders to continue and build the reform process from

which a viable system wide financing strategy and mechanism can evolve systematically in a nationally appropriate manner.

Activities under this output will therefore include: determination, on the basis of initial assessment work and management plans (see Output 2.3) of the required financing for both the PA's themselves and central authority level; identification and agreement on institutional responsibilities and budgets for core management requirements (i.e. which authorities or bodies will be responsibly for implementing / regulating the various management tasks and where they will fund such activities from); identification of most viable revenue generation options to supplement state authority inputs and address legal / regulatory barriers in this context; develop and test revenue generation options (trophy hunting, fees for tourism and natural resource use, etc) and institutional mechanisms for distribution and management of funds generated; and development of long term financial planning.

Output 2.4. Networking and exchange of best practices throughout the PA system is established; replication of lessons generated by the project is ensured through SCEPF

In order to ensure the greatest possible impact of the experiences, best practices and lessons learned by the project to be felt at a broader level, targeted efforts will be made to effectively network with the wider PA system and relevant government / donor institutions and to ensure dissemination of key findings. This will include preparation and dissemination of best practices and replicable model approaches / initiatives as well as follow up workshops / study visits with stakeholders to maximize practical transfer of knowledge gained

OUTCOME 3: Practical examples for stakeholders of how to achieve environmentally sustainable livelihoods around target PAs

Under this outcome, particular attention will be paid to testing and demonstrating approaches and methods for improving the sustainability of livelihood practices in the productive landscape bordering and sometimes inside of the target PAs (i.e. the NP's). Particular attention will be paid to catalyzing alternative livelihoods and small business, improving energy security and energy efficiency, and facilitating local natural resources management planning efforts via demonstration of practical and viable examples.

Output 3.1 Pilot environmentally sustainable income generation activities are introduced to demonstrate approaches and mechanisms for reducing socio-economic pressures on natural resources in and around PAs

The project will focus its resources on working with the specific communities impacting the PAs in the project area to assist them in testing refined or alternative livelihood activities that have the potential for providing long term livelihood security, which can provide sustainable revenues, reduce pressures on PA's and which are broadly replicable across the project zone. It is anticipated that the selection of 10 to 15 specific communities that significantly influence vulnerable sites and/or PAs will have some immediate site level impact and provide valuable and replicable examples of viable sustainable natural resource use options which will positively influence a population of around 25,000 people. Through targeted dissemination and leverage of longer term sustainable development support the project will seek to ensure continued uptake and replication of activities by communities, local authorities, NGO's and development agencies and thus the establishment over time of a more positive environment for biodiversity conservation and sustainable use.

Target communities will be selected on basis of their periphery to PA's, costs imposed by the PA, their impacts on the PA, opportunity for effective demonstration of new approaches, interest of communities in new initiatives and socio-economic factors. Due the significant absence of male members of households

working in other countries, the involvement of women will be key in ensuring demonstration activities are successful and have strong potential to be replicated.

At this initial stage concrete demonstration activities identified include:

(i) Demonstration of more sustainable approaches to livestock and pasture management based on similar experience gained within the Nuratau BR UNDP/GEF project in Uzbekistan and relevant Tajik experience if identified

(ii) Community and Joint Management Forestry initiatives based on experiences in neighbouring Kyrgyzstan and Uzbekistan.

(iii) Demonstration of community based approaches to tourism development and mechanisms for achieving effective benefit sharing - based on existing Tajik experience and experience gained within the Nuratau BR UNDP/GEF project in Uzbekistan and in Kyrgyzstan.

(iv) Other appropriate and viable NRM initiatives, to be identified in partnership with local communities themselves on a case by case basis (bee keeping, small scale agricultural initiatives, etc).

In identifying alternative livelihood pilot activities, the project will build upon CARE/Tajikistan's knowledge and experience. The project will consider whether the pilot is technically feasible for the particular location, whether it will generate sufficient benefits to encourage replication, whether the community is indeed interested in pursuing it (does it satisfy their perceived needs), and whether the people involved have the necessary capacity to complete the activity and maintain it through time after the project is over. Capacity building of local community members and local authorities will include cross-visits to learn from experiences in other communities as appropriate and the development of institutional mechanisms for facilitating the long term replication of successful pilots.

In the above context credit funding will be facilitated by the project from partner organizations to support appropriate activities. For example, loans will be provided through the established mechanisms of CARE and Women and Development NGO, applying appropriate lending methodologies to be identified by those agencies. Additionally, an environmental screen will be used on all micro-credit applications so that funds are not given to activities that will have a detrimental impact on the environment or biodiversity.

Output 3.2 Alternative options for producing and conserving energy are demonstrated helping to reduce use of fuel wood

Various approaches to addressing the energy needs of the local populations in ways that are sustainable and reduces pressure on biodiversity will be pursued. These include: the introduction and testing of more efficient use of fuelwood and dung and potential of small scale biogas using experience of neighbouring Kyrgyzstan; introducing practical methodologies for improved housing insulation on the basis of CAMP experience; and assessment of the feasibility of micro and pico hydro development and mobilization of development partners to test this in the project area -this will build upon the already extensive and highly successful ADB and Aga Khan Foundation experience in the Pamir mountains of Tajikistan.

OUTPUT 3.3: DISSEMINATION OF LESSONS LEARNED TO RELEVANT GOVERNMENT AUTHORITIES, NGO'S, COMMUNITIES AND DEVELOPMENT AGENCIES AND FACILITATION OF FOLLOW UP INITIATIVES.

Activities under this output will focus on reviewing the various sustainable rural development initiatives piloted by the project and from this distil the key lessons learned. On this basis the project will provide practical "hands on" guidance for the replication of those initiatives that proved most successful. This would be followed up by an "action" orientated dissemination program combining workshops, study

tours, publication of practical manuals and mass media profile raising. Furthermore the project will assist in facilitating a dialogue between communities, NGO's, local authorities and development agencies in order to mobilize longer term support for sustainable development initiatives instigated by the project.

3. Sustainability (including financial sustainability)

101. During project formulation emphasis was placed on ensuring the long-term sustainability of the project. Key design features incorporated to ensure this were:

- Utilization and/or enhancement of existing institutional and legal resources wherever possible rather than the creation of new ones.
- Training, strategic capacity building and institutional reorientation to ensure that long-term skills and institutional strengths are put in place.
- Support to the implementation of pilot management and resource use activities during the project to ensure practical lessons are learned and appropriate adjustments in approaches and actions can be made.
- Emphasis on the use of incentive based management options rather than control based ones (i.e. provide when possible incentives to sustainable use resources in preference to mechanisms for punishing unsustainable use).
- Incorporation of practical implementation lessons and positive experiences of related projects, past and present, both in Tajikistan and neighboring republics.
- Building of support and commitment in the long term for project activities and aims by improving awareness and understanding of all (from decision makers to local farmers) and providing basis for better education of future generations.

102. Financial Sustainability: During the project it is intended to undertake the identification of long term financial arrangements in support to the key conservation management activities, education/awareness and natural resource use activities established within and around the three categories of PA. It is expected that through formal planning the PAs in the project area will have an accurate estimate of their financial needs to meet their stated objectives. Thus, armed with an accurate estimate of needs and supported by the project, the PAs and the Tajik National Park authorities / SCEPF can make a persuasive case to central government financial structures for the allocations made to them and for increasing the reliability of those allocations. In fact allocations currently made are probably adequate if actually delivered as planned and if used effectively. Two crucial functions of the project therefore are to (a) increase the efficiency and effectiveness of the use of these resources through technical, institutional and legal "reorientation" and capacity development; and (b) increase the reliability of allocations through building increasing profile and commitment and streamlining of mechanisms for payment / accounting.

103. Clearly the state must be responsible in the long term for the basic annual core running costs (key overhead costs such as staff salaries, utilities, fuel and equipment maintenance). However, on top of these there is likely to be a significant need for additional resources for capital investment and special conservation / natural resource use initiatives. Unfortunately in current circumstances little resources of this kind are likely from state. Thus The Tajik National Park authority and the PA's themselves must actively seek to develop appropriate sources of additional income which can contribute to, but not be contrary to, the objectives of the PA's.

104. In this regard the PAs have different opportunities and capacities to generate funds directly through activities within their borders. Some PAs have ecotourism potential, others are better suited for

medicinal plant harvesting, honey production, hunting, and/or NTFPs. The project will assist them identify and develop whatever are the most viable options in this context and help remove the three main barriers highlighted by PA managers in this regard i.e. lack of seed capital and credit, uncertainty on retention of incomes generated, and uncertainties regarding tax burden.

105. In addition to their own contributions, the Executing Agency (SCEPF) will assume responsibility for leveraging additional resources from established contacts at national and international levels. These include: the National Social Investment Fund of Tajikistan, technical assistance in the development of private enterprise in the PAs, private sector charitable donations for training and environment, international conservation programs, and upcoming international development programs to the region.

106. *Project Risks & Assumptions:* There are some important risks the project has been designed to minimize and assumptions upon which its success depends:

- § Institutional walls blocking cross-sectoral collaboration cannot be overcome. (medium risk)
- § Improvements in livelihoods and poverty reduction, through the project, cause an increase in the number of private livestock – thereby increasing pressure on the natural resource base (medium risk)
- § The creation of small to medium-sized businesses in the project zone increases pressure on natural resources as opposed to decreasing it (medium risk)
- § Biodiversity conservation will not continue to be a government priority (low risk)
- § A growing population in the project zone could increase pressure on the natural resources in the project zone, overwhelming the positive impacts of the project (low risk)
- § That reliable and adequate financial allocations will be secured from state for basic essential PA functions (medium risk)
- § Government staff will be assigned duties to work in the PAs as well as in community oriented working groups. (Assumption)
- § The region has indeed experienced the end to armed conflict (Assumption)
- § NGOs will maintain support for outreach and education objectives (Assumption)

107. Efforts need to be made during project implementation to ensure that, through both design and mitigation actions, the above mentioned risks are minimized

4. *Replicability*

108. The project has considered replicability in its design. The intent is not to leave replicability to lessons learned that are disseminated at workshops at the end of the project, with the hope that a good idea is enough. Like a seed, a good idea, must be planted in a fertile setting with enough nutrients, water and light before it will germinate and grow. In order for the PA system in Tajikistan to mature into an effective biodiversity conservation institution, it will need improved technical capacity, improved management and administrative capabilities, financial resources, accountability, transparency, and a consistent policy framework and operational guidelines – these are the PA system's nutrients, water and light. Similarly, the project

109. The Gissar Mountain Biodiversity Project will be working directly with the SCEPF in developing the Committee's capacity to manage the PAs throughout its national system. Raising the capacity of the PA System, as a whole, is a fundamental step towards reaching sustainable biodiversity conservation in Tajikistan. While broad capacity building activities will be available to the entire PA System, specific capacity building and training will focus on the three PAs in the project zone. It is expected that PA managers, both in and outside the project zone, will receive training and be able to apply new skills and

tools to their particular setting – thereby extending the project's influence significantly beyond the four targeted PAs.

110. The project seeks to ensure or at least facilitate and increase the likelihood that replication will occur by designing activities that:

- Address policy and regulatory problems for the effective management of the PA System country wide;
- Address and resolve or mediate pivotal conflicts between parties that effectively negate the capacity of the PA System to perform its mandate – these may not be policy issues, but on the ground use rights and access issues;
- Design and establish a practical management information system for recording, processing and disseminating relevant information for PA decision making – there is significant potential for this management information system to be used as a knowledge network;
- Build new knowledge and skills across the employees of the PA System.

111. The project will zoom in on the three PAs within the project zone to provide focused and detailed assistance. The need to replicate solid management principles (such as PA management planning, financial planning, monitoring, enforcement regimes, community outreach and education/awareness, alternative sources of revenue, etc.) with PAs outside the project zone will be encouraged and supported. It is also important that the three PAs represent different types of PAs in the System: a National Park, a Strict Nature Reserve, and a Seasonal Nature Reserve. This will increase the utility of specific project interventions for replication, as it will develop three tailored sets of tools that can be more easily adapted to those same types of PAs in other parts of the country. A management plan for a National Park is more easily replicated in another NP, than it is in a Strict Nature Preserve, and this project has selected three distinct types of PAs in Tajikistan's PA System.

112. At the community level, the intimate inclusion of the local and district level government authorities, the leskhozes and the co-funders in project implementation will greatly enhance the rate of replication of positive experiences from one community to another. The project co-funders are not only very active in the project zone, but they will be in the regions permanently. Their role will be to function not only as a repository of all the pertinent documentation and information regarding the project activities that took place under Output 3: Stakeholders practice environmentally friendly approaches to improved sustainable livelihoods around target PAs, and community natural resource management plans – but it will also be an active educational force and extension agent in the project zone in the future. Co-funding and local government agents are committed to actively promote the previously tried and successful solutions to common problems throughout the zone. This extension of awareness of positive experiences in the project zone coupled with active, operational links to the business development service/micro-credit providers will leave two important elements in the communities long after the project ends. The communities will have open, easy access to the tools, formats, knowledge and experience from their neighbouring communities; and they will also have the capacity to access the necessary financial resources to make a particular small business/alternative livelihood a reality.

5. Stakeholder Involvement

113. Stakeholders have been fully involved in project development. PDF-A resources provided for consultations held with groups of state officials and staff, NGOs, academics, as well as with public institutions and research institutions so as to further enhance the level of scientific knowledge regarding species and habitats present in the Gissar Mountains. Similar consultations have been held with regional experts to identify and analyze the dimensions of anthropogenic threats to the Gissar Mountains and its

environment. Six preliminary assessments were conducted by key national consultants. These assessment reports were conducted by interview and survey techniques with community members in the project zone, as well as interviews with key informants, research into published literature and record searches. The assessments covered the following topics: 1) Socio-economic conditions and natural resource use; 2) Land-use, legislation and policy; 3) Institutional framework and state statistics; 4) Zoology; 5) Flora; and 6) Forestry. These reports and the definition of the baseline conditions were significantly enriched by direct discussions with local community members and pastoralists in the project zone.

114. PDF-A financed consultations with key stakeholder groups enabled the project development team to (i) identify baseline programming; (ii) define willingness of the different parties to be involved in the activities proposed in the project; and (iii) discuss the viability of the proposed objectives and solutions, as presented in the GEF alternative. Over 30 interviews and discussions were conducted with key representatives from central, regional, and local government agencies, international and national NGOs, international foreign assistance programs, academic institutions, and private entrepreneurs.

115. A log-frame/project design consultation workshop was conducted in Dushanbe on November 19th-20th with roughly 50 participants. Participants included authorities and regional experts from national/regional institutions, staff working with PAs, forests, land and natural resource use, international development agencies and local, national, and international NGOs working in the Gissar Mountains Region.

Key Stakeholders in the Project Area:

Government Units

- State Committee on Environmental Protection and Forestry), particularly the *subdivisions - State Directorate of Protected Areas ("Tajik National Park") and Forestry Department*
- Ministry of Agriculture
- Hukumats of Varzob, Gissar, Tursunzade, Shahrinav and Vahdat districts (raions)
- Forestry Producers Association '*Forestry Department'*
- Protected Areas of the Republic of Tajikistan – (currently Tajik National Park)
- National Biodiversity and Biosafety Center
- Officials, managers, field staff, and inspectors
- Academy of Sciences of the Republic of Tajikistan
- Sanitary-Epidemiological Service
- Research Institutions – Universities
- Tourism Agency – *'Tajik-Sayohat'*

Private sector & NGOs

- CARE/Tajikistan
- Gender and Development NGO
- The Association of Forests and Wildlife Protection – local NGO
- The Child Ecological Society "Zumrad" – local NGO
- Civil Initiatives Supporting Foundation – local NGO
- CAREC/Tajikistan (Central Asia Regional Ecological Center) – local NGO
- The Youth Ecological Center – local NGO
- Institute of Human Ecology - local NGO
- Eco-tourists and Eco-tourism companies

International Development Organizations (Donors)

- Central Asia Mountain Programme (CAMP) –a bilateral Swiss program

- Food and Agriculture Organization (FAO)

Mass Media Outlets – TV, Radio, Newspaper, Magazine

Local communities
- Local Authorities '*Jamoats'*
- Local Populations
- Associations of Fishermen and Hunters
- Poachers
- People involved in Grazing
- The Business Community
- Local Religious Organizations – Mosque Organized Community Groups

Public Participation

116. Due to the Gissar Mountain region's geographic proximity to markets in Dushanbe and Uzbekistan, and it's relatively high population density, the overall level of resource use by local communities is correspondingly high. As such, public involvement in the context of the Gissar refers primarily to the overlapping use, desires, mandates and responsibilities of government agencies, private groups, and individuals with jurisdiction or interests in the area. Project stakeholders, while somewhat geographically removed, include local communities and leaders, local officials, *leskhozes*, *sovkhozes*, PAs, regional officials, national government officials, and academics.

117. Project design seeks to demonstrate an effective way for public involvement in the management of public lands. As previously mentioned, the Gissar Mountains Biodiversity Project will include public, private and local representatives to guarantee the applicability and pertinence of project activities to the needs of the key stakeholders. It is expected that local NGOs, regional research institutions and other local organizations will be actively involved in implementing certain project activities. The NGOs bring numerous advantages to the implementation of the Gissar Biodiversity Project:

- Intimate relationships with the communities involved;
- Significant experience implementing previous activities in the project zone;
- Mobility, flexibility, and creativity during implementation;
- Lower costs for appropriate professional skills when compared to international consultants;
- Knowledge of the GoRT's role and the intention to create long-term partnerships with official bodies;
- Previously formed partnerships with interested stakeholders (local authorities, mass media, private sector, and local and international NGOs); and
- They bring a plurality of opinions and the aim to promote the development of democratic principles in Tajik society.

118. The project will support public involvement activities that fall into three broad categories:

(i) Information dissemination. The project will provide relevant, timely, and accessible information to as many stakeholders[14] as possible.
(ii) Consultation. The project will facilitate broad-based and project-specific consultations at the local, regional, and national levels.

(iii) Stakeholder participation. The project will promote the active participation of key stakeholder groups throughout the project cycle.

6. Monitoring and Evaluation

119. Monitoring and Evaluation Plan: This project has a comprehensive monitoring and evaluation program included in its overall design. An information baseline on biodiversity condition and ecosystem health will be established during the first year of the project to provide a basis for future monitoring and evaluation. Project progress will be monitored using annual reviews and implementation milestones following UNDP/GEF rules and procedures. Specific indicators of biodiversity health/reduction in threat levels will be developed after baseline surveys are completed. During the first months of implementation, the project will: 1) conduct basic ecological and mapping surveys within the project areas to determine size and condition of key areas; 2) conduct detailed mapping of land use and land condition; 3) conduct additional socio-economic surveys of local communities to be able to effectively identify actions and monitor change. Monitoring will be ongoing, involving data collection and assessment of the project's field implementation and will involve key project staff meeting annually to review operations and field implementation and assessing whether new priorities require a shift in project implementation.

120. The WWF-WB "Reporting Progress in Protected Areas" tracking tool for PA evaluation will be utilized to provide a standardized evaluation of the effectiveness of the PA management in the PA's within the project area. The WWF-WB tracking tool will be used during the mid-term and final evaluations of the project. The baseline data is provided in the completed tracking tool scorecard in the Annex 7.

121. In addition to this, the project will be subject to standard UNDP/GEF monitoring requirements. The UNDP-CO will conduct monitoring field visits at least twice per year. The Project will prepare and submit bi-monthly narrative reports to the SCEPF and UNDP. Short reports with an update on the project's progress will be shared with GEF Regional Coordination Unit (RCU) on quarterly basis. The project will be required to produce an Annual Project Report/Project Implementation Report (APR/PIR). The report is designed to obtain the independent views of the main stakeholders of a project on its relevance, performance and the likelihood of its success. The APR/PIR then supports an annual Tripartite Review (TPR) meeting. Decisions and recommendations of the TPR will be incorporated into future project implementation and planning. Partner organizations will be actively involved in on-going monitoring and evaluation of the project.

122. Indicators for measuring the achievements of the project at the level of Objective, Outcomes and Outputs are specified in the Logical Framework Matrix. Furthermore, were possible baseline data as well as targets are indicated. In some cases baseline data is not available at this stage as it will only be research during initial project area assessment work.

123. Evaluation: Two independent evaluations will be conducted for the project – one mid-term and one final evaluation. These independent evaluations of project performance will match project progress against predetermined success indicators. Each evaluation of the project will document lessons learned, identify challenges, and provide recommendations to improve performance. The logical framework for this project sets out a range of impact/performance indicators that will be used to gauge impact. Success and failure will be determined in part by monitoring relative changes in baseline conditions established in the biological, ecological and economic arenas at the beginning of the project. Baseline conditions will be defined with respect to levels of key threats in priority areas; habitat size and condition and population size of indicator species to ensure that viable populations of these species are present in perpetuity.

124. Financial Audit and budget revisions: This project will be subject to regular financial audits as required according to UNDP/GEF rules.

D – Financing

1. Financing Plan

TOTAL BUDGET OF MSP PER ILLUSTRATIVE OUTPUT (IN US$)

Outputs	**GEF**	**CARE**	**UNDP**	**GoT**	**Other**	**Total**
OUTCOME 1: Strengthened environmental governance provides a more sustainable land-use context for Pas	**142,000**			**25,000**	**40,000**	**207,000**
Output 1.1 Strengthened legal and policy framework for PA management and their enforcement.	31,000			4,000	40,000	75,000
Output 1.2 Strengthened and clarified overall policy, legal and regulatory framework to support biodiversity conservation efforts and encourage sustainable natural resource use.	50,500			6,000		56,500
Output 1.3 Participatory land use and natural resource management plans developed and piloted in the PAs and their buffer zones/target communities in periphery to PA's.	60,500			15,000		75,500
OUTCOME 2: New management practices are introduced and capacity built in target PAs; overall management effectiveness and sustainability of the PA system substantively improved	**503,000**	**25,000**		**120,000**		**648,000**
Output 2.1: Strengthened PA staff technical knowledge and abilities.	115,000			30,000		145,000
Student internships	20,000			4,000		24,000
Strengthen staff capacity	70,000			21,000		91,000
Cross visit / study tours	25,000			5,000		30,000
Output 2.2 Field conservation capacity of the PAs is strengthened	262,000	25,000		74,000		361,000
Surveys and targeted research	50,000			12,000		62,000
Develop monitoring protocol & info management/database (GIS)	42,000			8,000		50,000
Develop PA management plans and financing arrangements	54,000			10,000		64,000
Mobilize community awareness and participation	52,000	25,000		12,000		89,000

Strengthen infrastructure, equipment of PA's	64,000			32,000		96,000
Output 2.3: Financial sustainability of the PA's is improved	74,000			11,000		85,000
Output 2.4: Networking and exchange of best practices throughout the PA system is established; replication of lessons generated by the project is ensured	52,000			5,000		57,000
OUTCOME 3: Practical examples for stakeholders of how to achieve environmentally sustainable livelihoods around target Pas	**230,000**	**270,000**	**125,000**	**2,000**	**120,000**	**707,000**
3.1 Support is provided towards environmentally friendly income generation activities to reduce socio-economic pressures on natural resources.	**65,000**	**270,000**	**100,000**	**2,000**	**50,000**	**487,000**
In depth Socio-economic assessment		30,000				30,000
Viable and sustainable natural resource use pilot activities (community forestry, sustainable livestock/pasture management, eco tourism, others)	65,000	80,000	90,000	2,000		237,000
Community organization and mobilization		10,000	10,000			20,000
Appropriate credit scheme		150,000			50,000 **	200,000
Output 3.2: Alternative options for producing and conserving energy demonstrated.	**135,000**		**15,000**		**70,000**	**220,000**
Testing and demonstration of appropriate and more efficient use of fuel wood / dung for energy including household biogas and efficient stoves.	40,000					40,000
Improving energy insulation in houses in target communities	20,000				70,000 ***	90,000
Assessment and development of Micro-hydro viability	75,000		15,000			90,000
Output 3.3: Dissemination of lessons learned to relevant Government authorities, NGO's, communities and development agencies and facilitation of follow up initiatives	**30,000**		**10,000**			**40,000**
Monitoring and Evaluation	**100,000**					**100,000**
Project Cost	**975,000**	**295,000**	**125,000**	**147,000**	**160,000**	**1,702,000**
PDF-A	25,000		15,000	3,000	0	43,000
Total Project (PDF A + MSP Cost	**1,000,000**	**295,00**	**140,00**	**150,0**	**160,00**	**1,745000**

in US$)		**0**	**0**	**00**	**0**	
	GEF	**CARE**	**UNDP**	**GoT**	**Others**	**Total**

*FAO **Gender & Development *** CAMP $20,000, WFP $50,000

2. Cost Effectiveness

125. The project design is intended to achieve the desired outputs with the least unnecessary expense. It thus strives were ever possible to utilize existing institutional or infrastructural resources and capacities. Institutional capacity development activities were designed to simplify and strengthen existing institutional structures and mechanisms instead of creating new ones.

126. In addition, through close linkage with other international donor efforts such as the CARE, CAMP, FAO, etc. efforts related to poverty reduction and improving biodiversity legislation it ensures that costs are only incurred for those additional actions required to achieve global and national environmental benefits. Project will avoid duplication with and complement other projects and programmes mentioned above.

127. Replication and dissemination component has been built into the design of the project, which will help to share lessons and best practices generated by the project through out the country. This will increase the impact of the project overall, reduce costs and increase effectiveness.

3. Co-financing

CO-FINANCING SOURCES				
Name of Co-financier (source)	**Classification**	**Type**	**Amount (US$)**	**Status***
UNDP/Tajikistan	Implementing Agency	Grant – in cash	140,000	Approved
CARE/Tajikistan	Executing Agency	Reprogramming of planned activities	40,000	Pending
			255,000	Approved
GoRT	Government	Grant – in cash and in kind	150,000	Approved
WFP	UN Agency	Grant - in-kind (food for work)	50,000	Approved
FAO	Multilateral	Reprogramming ongoing activity	40,000	Approved
CAMP - SIDA	Bilateral (Swiss)	Reprogramming ongoing activity	20,000	Approved
Women and Development NGO	NGO	Grants – in cash for micro-credits; and reprogrammed ongoing activity	50,000	Approved
Sub-Total Co-financing			745,000	

Letters of commitment from co-financiers are presented in Annex 6.

E - Institutional Coordination and Support

1. Core Commitments and Linkages

128. **Linkages to UNDP/Tajikistan's program.** This project fits into the new UNDP Country Programme (CP) for Tajikistan for the period 2005-2009. The CP stated outcome in this sector is "Natural resources sustainably managed and fewer persons killed, injured, made homeless, or affected by disasters." UNDP expects to improve the efficiency and sustainability of natural resource use within this component of its new CP, as well as prompting high-risk villages to take physical measures & organize to mitigate disaster risks.

129. Tajikistan targets regions of the country that are experiencing the most difficulty during the transition process and is concerned with protecting the unique biodiversity and natural resource base that the people of Tajikistan have become increasingly dependent upon since independence.

130. UNDP/Tajikistan's new Country Program has been openly discussed with key partners, including the GoRT, and includes the following three main components which have direct linkages with the proposed MSP:

131. Transforming livelihoods to promote a comprehensive, integrated approach to poverty alleviation and effective water management and provision of safe drinking water, irrigation and sanitation facilities to the most vulnerable communities

132. Redistributing responsibilities to strengthen local governance, improve participatory processes, ensure combination of access to information and anti-corruption measures and increase support to the Government to coordinate development efforts, including intensified advocacy and campaigning for the MDGs (costing) and better understanding and ownership of the MDGs by all participants in Tajikistan's political, social and economic development. In the environmental field, support to and capacity-building-efforts of the government will be continued. Through an environmental awareness programme and capacity-building, UNDP will address land degradation, desertification and drought ? improving the flow of information among a broad range of stakeholders.

133. Overcoming mountains addresses the serious and chronic problems faced by Tajikistan and its regional neighbours with regard to natural disaster mitigation. The aim is to increase public awareness to understand risk, vulnerability and disaster reduction, enhance commitment from public authorities to implement disaster reduction policies and stimulate interdisciplinary and inter-sectoral partnerships, locally, nationally and regionally. Under the UNDP umbrella, outreach will take place by aligning the UN's own processes and mechanisms with national plans and strategies leading to greater focus and increased impact upon national institutions.

134. The biggest UNDP Project - Communities Programme - is a multi-year initiative to support the implementation of PRSP and the UNDAF to address economic initiatives, civic awareness, water and governance at the local level. The program supports the efforts of the Government to improve participatory processes by enhancing opportunities for community participation in local development planning and the management and implementation of local development projects. Results include enhanced accountability at the local level, greater access to rural finance, improved infrastructure & employment and improved access to irrigation, safe drinking water & sanitation facilities. The total budget for the period 2004-2006 is over US$19 million. The Programme can contribute to implementation of the MSP through bringing its positive experience and approach in enhancing accountability, transparency & participation through community mobilization and the strengthening of social partnerships. So, experience in assisting local communities and its bodies in identifying key reform areas to plan rural development, providing technical assistance and capacity-building to CBOs, improving

equal access to, and effective management of, productive assets and resources that are most beneficial for the poor with a key focus on water, land and social services.

135. Experience from this project will be extremely valuable when working with communities in the Gissar Mountains to bring about more sustainable approaches to natural resource use and achieving sustainable livelihoods, in particular its experience with utilising local traditional governance systems as the primary development partners. Efforts will be made through established UNDP internal experience and capacity sharing mechanisms to utilize the experience and relevant examples of the Communities Programme during implementation of this project. Furthermore, specific instruments such as the project Steering and Coordination Committee will be put in place to provide a formal context for such coordination (see below in Section – Linkage to GEF)

136. UNDP is also currently assisting the SCEPF to develop a National Environmental Action Plan (NEAP); and UNDP work has identified needs at the local level that are being taking into account during the NEAP preparation.

137. **Linkages to the GEF.** The Gissar Mountains Biodiversity Project will strengthen the cooperation built between UNDP/Tajikistan and the SCEPF in implementing GEF activities. To this point they have collaborated together on five GEF projects, with some of those enabling activities currently in implementation. Past and current GEF projects have the potential to influence the proposed project (design and implementation). The portfolio of GEF work in Tajikistan does not include any work with PAs or biodiversity, but it does include the following projects:

(i) National Biodiversity Strategy and Action Plan - completed in 2003 and adopted by the Government. This project received $193,000 from the GEF for the enabling activity implemented with UNDP/Tajikistan. The Gissar Mountains Biodiversity Project is directly related to this previous GEF investment in Tajikistan, and it will be an on the ground application of the Biodiversity Strategy and Action Plan for the Gissar Mountains Region.
(ii) Enabling the Republic of Tajikistan to prepare its First National Communication in response to its commitments to the UNFCCC. The activity has received $327,000 from the GEF.
(iii) National Capacity Needs Self-Assessment for Global Environmental Management (NCSA). The activity has received $199,000 from the GEF.
(iv) Climate Change Enabling Activity (Additional Financing for Capacity Building in Priority Areas) – with the Department of Hydrometeorology in the MNP. The activity has received $95,000 from the GEF.
(v) Program for phasing out ozone depleting substances – being co-implemented by UNDP/UNEP with the MNP. The activity has received $989,000 from the GEF.

138. There are five other GEF co-financed activities in Tajikistan. Three are being implemented by UNEP with the SCEPF and the MAG: 1) Enabling Activities for the Stockholm Convention on Persistent Organic Pollutants (POPs): National Implementation Plan for Republic of Tajikistan. The activity has received $494,000 from the GEF. 2) In-situ/on farm Agrobiodiversity Conservation in Central Asia. This project is in Phase B and will start in 2004. It is a regional project that has received $550,000 from the GEF for Tajikistan. 3). Econet Project For Central Asia – a regional project to map biodiversity and identify “hotspots” and transboundary priorities / coordination.

139. The fourth project is a biodiversity MSP to be implemented by the WB in the Dashti-Djum on the Afghan border. This MSP is currently under review – it is focusing on BD 1 and thus opportunities for joint actions must be perused particularly in regard to framework enabling legislation, PA and central authority capacity building, and PA sustainable financing issues. Major outcomes of the project will include integrated PA/ecosystem management strategies and management plans. In support of these

strategies and action plans, the project will implement a number of activities including biodiversity and socio-economic inventories and assessments; targeted training programs; legislative, administrative and institutional capacity building; specific conservation measures; and pilot activities to implement alternative livelihood activities within an integrated ecosystem management approach for conserving and sustainably using natural resources. The project teams of both projects have been in contact and are currently exploring the opportunities for collaboration.

140. There are also a number of GEF co-financed projects in neighbouring countries in the same thematic area and with similar activities, such as the "Establishment of Nuratau-Kyzylkum Biosphere Reserve as a Model For Conservation in Uzbekistan" (UNDP) and the Transboundary Biodiversity Project for the Western Tien Shan (Kyrgyzstan, Kazakhstan and Uzbekistan) by the WB. The experience of these projects has informed the design of this one and lessons will be learned from them through study tours / exchanges and review of their "Lessons Learned" documentation.

141. UNDP has been working closely together with the SCEPF to make sure that the Gissar Mountains project complement and support other activities within Tajikistan. Since the objectives of the project is compatible with other GEF investments in Tajikistan, close coordination with UNDP and SCEPF will allow to use the GEF resources to have the greatest impact, in the most effective manner to secure biodiversity conservation and sustainability.

142. The GEF Focal Point in the Republic of Tajikistan is the SCEPF, and they will ensure that a close and active collaboration and coordination is realized amongst all in-country GEF financed initiatives, and that lessons learned will be shared across projects and institutions. However, the project will also establish an overall project steering and coordination committee to which representatives of the projects and agencies mentioned above will be invited to participate and contribute. In addition, the project will seek to establish a specific coordination and cooperation arrangement with other closely related projects such as the WB MSP for Dashti-Djum and UNDP's large scale Communities Program (see previous section). This will allow partners to pool technical and capacity development efforts and increase the overall momentum for pushing through key reforms required.

2. Consultation, Coordination and Collaboration between and among Implementing Agencies, Executing Agencies, and the GEF Secretariat, if appropriate.

143. The project fits in directly with the activities of UNDP – the IA as noted above. It also related to the ongoing activities of the ExA, CARE/Tajikistan. CARE/Tajikistan, a part of a large, international development NGO, has maintained a very active office in Tajikistan since 1994. CARE/Tajikistan is involved in conducting emergency relief and development programs. To date CARE Tajikistan has helped create 93 women's groups, 79 mini-farmers' associations and four water users associations, assisting more than three thousand people in central Tajikistan. They currently employs over 230 professional and support staff. CARE's program value (excluding commodities) for Financial Year 2004 is approximately US$4.3 million, with funding provided from the US, Japanese Governments, the Asian Development Bank, the European Union and private funding. Their in-country experience includes projects in: Agriculture, Food Security, Food Distribution, Health, Disaster Preparedness and Action Planning.

144. Their current project portfolio in the project zone that are directly applicable to the Gissar Mountains Biodiversity project objectives are focused on alternative livelihoods, agriculture, agricultural improvements, animal husbandry, disaster preparedness planning, micro-credit mechanisms, rural infrastructure improvements, and community mobilization and coordination. The combination of CARE's existing on the ground expertise in the technical activities and significant parallel financing make CARE an ideal partner for the Gissar Mountains Biodiversity project.

145. As mentioned in the previous section both UNEP and WB have related activities in the country and efforts were made, particularly with the latter, to consult during project development (the concept paper for the WB MSP for Dashti-Djum actually evolved from a UNDP/GEF project development training workshop) – there is a close interaction occurs between the national offices of the two agencies. Specific mechanisms such as the Project Steering and Coordination Committee and cooperation arrangements will ensure that linkages are maintained and broadened during actual implementation.

3. Implementation/Execution Arrangements

146. The Implementing Agency (IA): UNDP CO in Tajikistan will play a key role in the support and monitoring of the project. Concretely, support will include:

- Management oversight (project launching, participation in steering committee meetings, monitoring of implementation of annual and quarterly work plans, field visits, financial management and accountability, annual audit, budget revisions, etc.);
- Ensuring reporting and evaluation is undertaken - regular quarterly reporting, Annual Project Reports (PIR/APRs), independent evaluation (helping to contract an independent evaluator, mission planning and support), etc.
- Assistance with identification and recruitment of project personnel and subcontractors if required;
- Assistance with the procurement of goods and supplies if required.

147. Project Execution: Following extensive discussions and review of capacities during the PDFA implementation a decision was reached that the international NGO currently working in the project zone, CARE/Tajikistan, would be best placed to effectively execute the project. This will be done under the UNDP NGO Execution Modality in accordance with standard UNDP rules and procedures[15].

148. In brief this decision was reached because CARE/Tajikistan has the institutional capacity to meet UNDP execution requirements and has relevant practical experience of implementing projects in the field in Tajikistan. Furthermore, a large proportion of the project funds dealing with activities related to sustainable livelihoods in the project area result from the reprogramming of CARE resources and they thus also have a strong interest and incentive to ensure the effective execution of the project.

149. Responsibilities of the Executing agency will include day-to-day implementation of project activities and the timely and verifiable attainment of project outputs, outcomes and objectives (see UNDP Program Manual[16]). This includes, but is not limited to: recruiting and contracting of project personnel and consultant services including sub-contracting; procuring equipment; managing budgets and providing timely reports on expenditures; coordination and management of all staff and subcontractors and troubleshooting; technical reporting; and providing other assistance as needed for effective project implementation. CARE will receive an execution fee of approximately 8% for management of none CARE resources (i.e. funds originating from GEF, UNDP and other cash donors).

150. *Project Staff and Technical Experts*: To execute the project CARE will recruit qualified and capable international and national staff in accordance with UNDP rules and regulations. CARE/Tajikistan has strong "in-house" knowledge and experience in sustainable livelihoods aspects of the project and general experience of operating in Tajikistan but lacks key technical resources in a number of other areas. The most significant of these is in regard to specific biodiversity conservation issues and especially

[15] See UNDP Program Manual at http://www.undp.org/bdp/pm/table-of-contents.html for details

[16] See Annexes of Memo of 6 June 2000, Subject: UNDP-GEF Projects - Reimbursement of UNDP Country Office Support Services

protected areas planning, management, training and related legal framework. These aspects of the project are largely contained within activities falling under Outcome 1 and Outcome 3 (which constitutes about 20% of the total budget).

151. In view of CARE's limited technical capacity in these specific issues it is planned to recruit an international Project Director with the appropriate background and experience to fill these gap in technical capacity. In addition, specialised international and regional expertise will be utilized as required (for example in regard to development of sustainable financing mechanism, PA capacity development, data management and GIS, Community Forestry management, Pico/Micro-hydro etc) to fill gaps in national level expertise and bring international / regional experience.

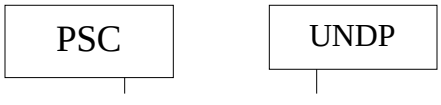
152. The International Project Director (PD) will be directly responsible for the execution and coordination of project activities, the day to day functioning of the project, communication between stakeholders, and monitoring and reporting. Furthermore the PD will be responsible for ensuring the overall technical soundness of the project is maintained and that the various different components are correctly integrated and balanced during implementation. The PD will be responsible for working closely with parallel financers (i.e. CAMP and the Women and Development NGO) to ensure their activities (energy efficiency and micro-credit) dovetail correctly into the project. Likewise, he/she will be responsible for ensuring effective mechanisms for coordination and joint activity with other related GEF co-financed projects.

153. The PD will report to and be directly supervised by CARE's Rural Livelihood Coordinator, responsible for overseeing the integration and complementarity for environmental, agricultural, disaster mitigation and livelihood programs. The Assistant Country Director for Programming (ACD/P) will ultimately be responsible to UNDP and the Project Steering Committee (see below) for the progress of the project.

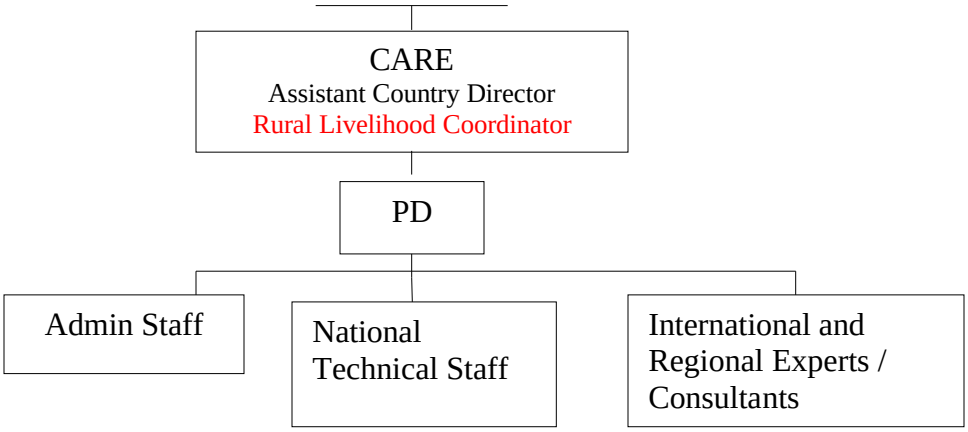
154. A national Assistant Project Director (APD) who will take the lead responsibility for the project administration and financial management, in accordance with UNDP NGO Execution requirements and standard rules and regulations, will work under the PD. An Admin/Finance Clerk and translator will support the APD.

155. Project Steering and Coordination Committee: A project Steering and Coordination Committee (PSC) under the Chairmanship of the Government Focal Point for the Poverty Reduction Strategy (PRSP)[17],or his representative, will be established and contain members of all key stakeholder groups including: The State Committee on Environmental Protection and Forestry (Directorate of Protected Areas), local authorities, relevant land use agencies, UNDP, relevant national NGO representatives, representatives of related GEF co-financed projects etc. The PSC will meet periodically (either quarterly or biannually) to review project progress and agree strategic directions or possible revisions proposed by CARE or UNDP to increase the long term impacts of the project.

Overall Project Management Structure



[17] The Gissar project was specifically included into the PRSP and thus is of direct interest to the PRSP Government Focal Point (who is the State Adviser to the President on Economic Affairs and National Coordinator for External Aid).


CARE
Assistant Country Director
Rural Livelihood Coordinator
PD
Admin Staff
National Technical Staff
International and Regional Experts / Consultants

ANNEXES

Annex 1: Log-frame Matrix

Annex 2: Maps of Project Area in the Gissar Mountain Region

Annex 3: GEF Focal Point Endorsement Letter

Annex 4: Work Schedule

Annex 5: Biodiversity Information

- IUCN Red Book Species in the Project Area
- List of Endemics
- Animal Species of Interest

Annex 6: Letters of co-financier commitments

Annex 7: Brief Review and Forecasting of ME at Shirkent NP and Romit Zapovednik Using WB/WWF PA Management Effectiveness Tracking Tool Organizational

Annex 8: Statute on National Biodiversity and Biosafety Center Republic of Tajikistan

Annex 9: References

ANNEX 1: LOG-FRAME MATRIX

Overall Objective/Project Objective	Performance Indicators for measurement	Baseline	Target	Means of Verification	Assumptions/Risks
Development Objective/Goal:					
Project Goal: To catalyze the improved conservation of globally significant biodiversity in Tajikistan through the demonstration of new mechanisms and approaches for effective management of protected areas and natural resources adjacent to them.					
Project Objective:					
Project Objective: To strengthen the management effectiveness and sustainability of three selected protected areas of different types on the southern slopes of the Gissar Mountains, and thereby to provide models and best practices replicable throughout the national PA system.	Clear models and best practices for the adaptation and establishment of sustainable PA's	No relevant models or experience in Tajikistan	Practical experience and examples of replicable new approaches and methods for improving the effectiveness, sustainability and benefits of PA's provided by yr 4	Project Terminal Evaluation Reports National Reports to Secretariat CBD	NGOs participation will remain strong. Political Stability and Peace will be further secured. –
	More effective Protected areas in Tajikistan as a whole by 10 years after project completion	Effectiveness of PA's limited and declining as Soviet era approaches and management practices become increasingly redundant	Effectiveness of PA system increased as more appropriate and sustainable management practices and approaches are adopted by yr 10	METT scores	The economy will stabilize. Conflict in the region will not significantly impact the project zone.
	Over 54,000 ha. of PAs in project area under effective and sustainable conservation	PA management bodies lack capacity, resources or management instruments	PA management bodies are effective in meeting objectives and specified targets of existing management instruments (plans) on a sustainable basis by yr. 4 and by yr 10	Management plan implementation reviews, METT scores, established monitoring system	
	Key indicator species in project area indicate improved conservation / sustainable use	Populations of key indicator species declining	Populations of key indicator species (flora and fauna) maintained or increased by yr. 5 and yr. 10	Field surveys, established monitoring system	
	Key resource indicators indicate improved sustainability of resource use	Deforestation and pasture degradation occurring	Deforestation and pasture degradation reduced or reversed, by yr. 5 and yr. 10	Field surveys, established monitoring system	
Outcomes:					

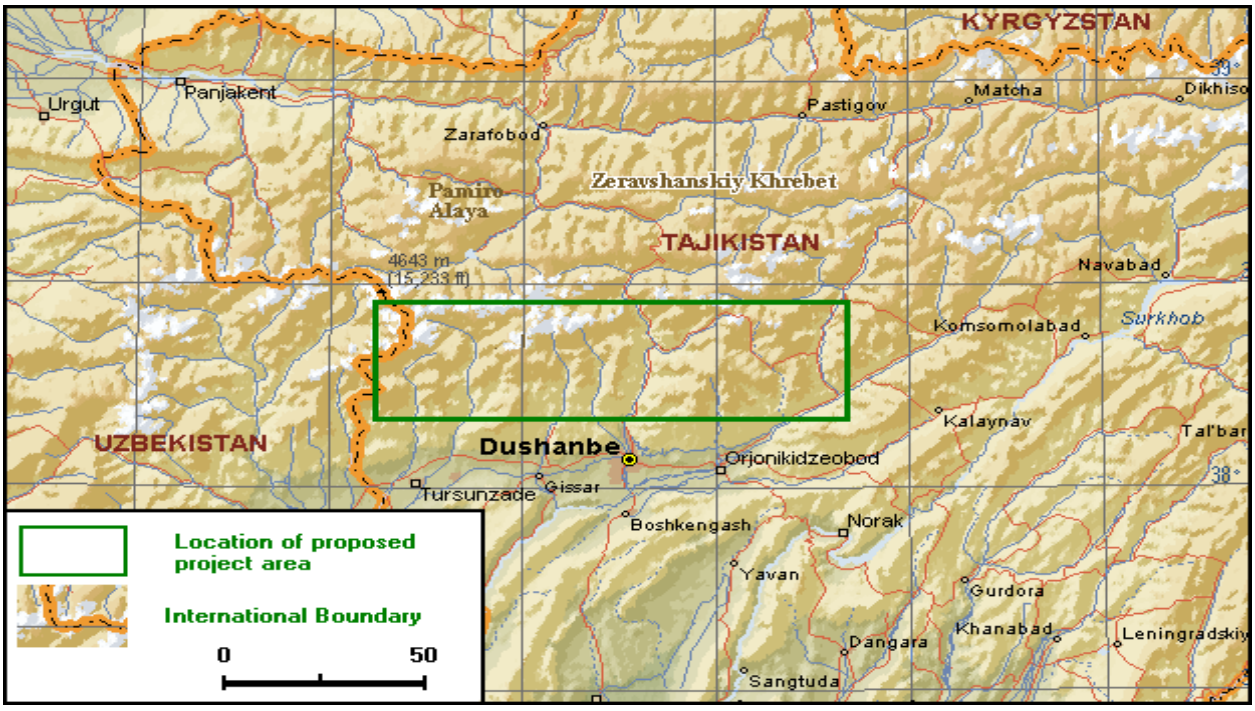
Overall Objective/Project Objective	Performance Indicators for measurement	Baseline	Target	Means of Verification	Assumptions/Risks
Outcome 1: Strengthened environmental governance provides a more sustainable land-use context for the PA system	PA law and implementation instruments strengthened and /or clarified	PA law and application inappropriate for new development situation	Appropriate PA law and clear instructions / precedents for its application introduced by year 4	Interviews; Laws/policies. Field surveys; Official reports.	Continued government support for PAs and environment in the Government.
	Improved application of land tenure and taxation laws / instruments Replicable examples of more effective community level management of natural resources management	Rural communities lack clear long term tenure and decision making control over land use leading to either no access or open access. Taxes are often a disincentive to effective use Absence of community level natural resource management plans or mechanisms	Approaches to provide rural communities with clearer long term tenure and rights to resources and taxation which encourages effective use tested by yr 3. Community Management plans exist and are being implemented in at least 4 communities by yr 4.	Report on legislative situation and recommendations. Project MTE Plans themselves; Field interviews with communities; with GoRT.	Continued GoRT support for improved standards of living in balance with the environment in the Government.

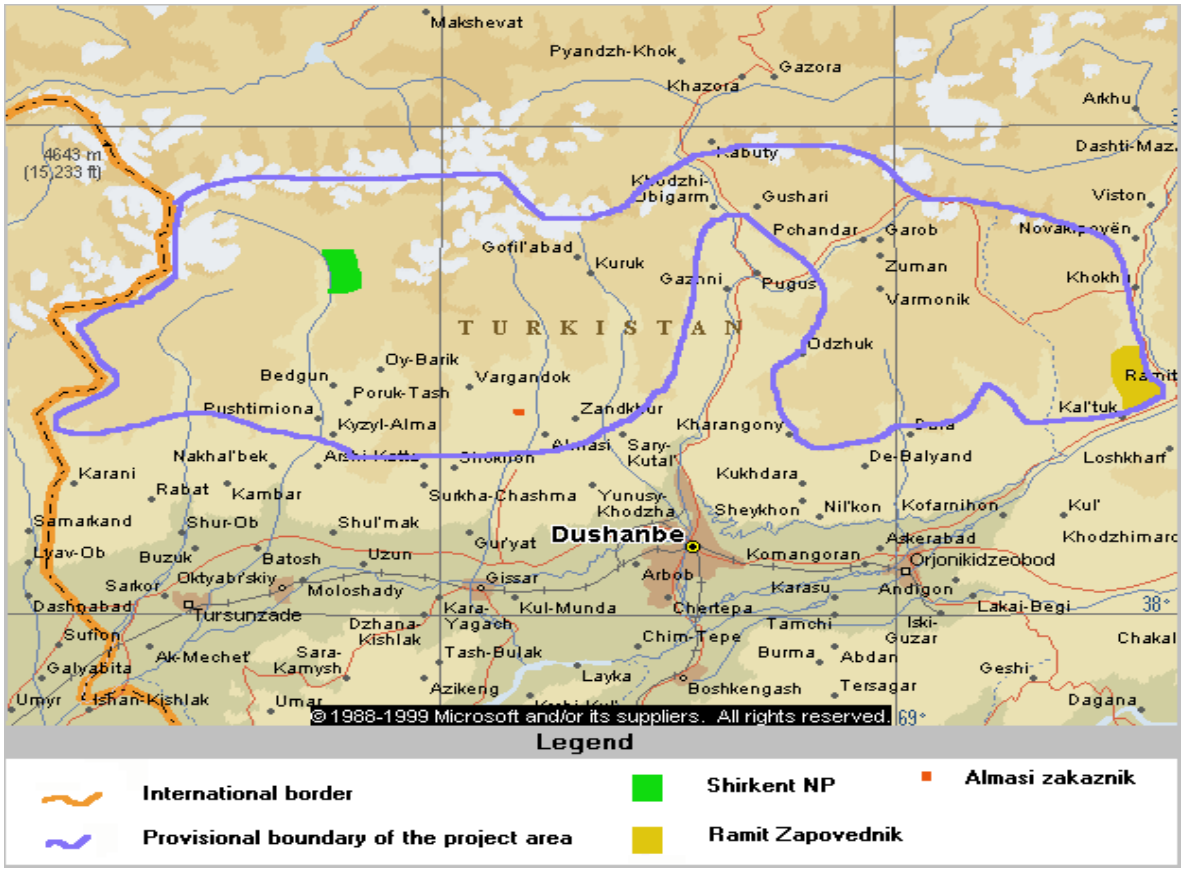
Overall Objective/Project Objective	Performance Indicators for measurement	Baseline	Target	Means of Verification	Assumptions/Risks
Outcome 2: New management practices are introduced and capacity built in target PAs; overall management effectiveness and sustainability of the PA system substantively improved	METT Scores increased in all 3 PA's by the end of project (yr4) Achievement of clear cut management objectives for PA's Capacity to implement and undertake effective PA management planning increased at 3 target PA's Cadre of appropriately trained PA and central authority staff	Shirkent NP - approx. 15, Ramit Zapovednik - approx 23 No clear cut management objectives or means to achieve them elaborated Low technical and organizational capacity To be determined Absence of appropriate training mechanisms or materials	METT score over 80 for all 3 PA's in project area Management Plans for all three PA's prepared , approved and tested by yr.5. Adequate Technical and organizational capacity to implement and undertake Management planning by yr 5 Appropriate training institution/field training facilities and appropriate curriculum/trainers by yr 3	Established monitoring system / METT Report sheets Approved PA management plans. Implementation review documents. Before/after knowledge tests and interviews. Management plan implementation review documents Project evaluation reports, management plan review documents	.
	PA boundaries reviewed and adjusted.	None delineated w/ GPS on maps and on ground.	All fully delineated.	Official documents, maps, field surveys.	
	Illegal activities (I) in PA reduced.	To be determined	Reduced 80% by yr 3	Field surveys, enforcement reports from PA and Forest service.	None.
	Data needed to make effective management planning / decisions	Not available	Adequate, and robust monitoring and data management system In place by yr 3. .	Database itself Or evidence of its outputs.	

Overall Objective/Project Objective	Performance Indicators for measurement	Baseline	Target	Means of Verification	Assumptions/Risks
	Adequate sustainable financing in accordance with management requirements	Financing needs undefined, inadequate and uncertain – no long term financing plans in place	Adequate financing for the 3 PA's on the basis of a clear and agreed financing plan with defined needs, responsibilities, sources and institutional mechanmisms	Financial plan documents themselves; management plan review documents, interviews.	GoT will undertake required system wide institutional/ legal revisions necessary for financing system to be viable
	Alternative, local revenue generation options tested/not tested.	None exist	Being tested by yr 4.	Field visits; Field interviews.	GoRT will allow revenue generated by a PA to stay with the PA.
	% change in level of awareness among people in target communities and schools.	Baseline to be determined	Baseline + 50%. By yr 4	Periodic public awareness surveys in villages and schools.	
	Replication of best practices occurring in other PA's or their periphery	None	At least 2 other areas by yr 4	Government national reports to CBD and conservation NGO reports.	

Overall Objective/Project Objective	Performance Indicators for measurement	Baseline	Target	Means of Verification	Assumptions/Risks
Outcome 3: Practical examples for stakeholders of how to achieve environmentally sustainable livelihoods around target PAs	Number of households involved and benefiting from sustainable joint forestry management	Few / none	At least 20 by yr 5	Field visits & interviews.	GoRT will, devolve authority to the community level for NRM use and planning.
	Number of Replicable Models of more sustainable livestock and rangeland management by target communities	None	At least 5 by yr 4		
	Number of households benefiting directly or indirectly from community based eco-tourism	None	At least 10 by yr 4		
	Number of other initiatives to test / model sustainable livelihood options (beekeeping, medicinal plant production, etc)	Few	At least 15 by year 5		
	More efficient fuel wood / other options for reducing environmental impact adopted	Little or none	Technology adopted into a minimum of 10 households by yr 4.	Field visits & interviews	
	Demonstration of improved energy efficiency	Little or none	At least 4 by yr 4	Field visits & interviews	
	Demonstration of Pico / Micro-hydropower	None	At 4 by yr 4	Field visits & interviews	

ANNEX 2: MAPS OF PROJECT AREA IN THE GISSAR MOUNTAIN REGION





ANNEX 3 GEF FOCAL POINT ENDORSEMENT LETTER

ЧУМХУРИИ ТОЧИКИСТОН

КУМИТАИ ДАВЛАТИИ ХИФЗИ МУХИТИ ЗИСТ ВА ХОЧАГИИ ЧАНГАЛ

734025, ш. Душанбе, кӯчаи Бохтар, 12
тел.: (992372) 21-30-39
факс: (992372) 21-18-39, 21-59-94
Эл. почта: akarimov@tojikiston.com

РЕСПУБЛИКА ТАДЖИКИСТАН

ГОСУДАРСТВЕННЫЙ КОМИТЕТ ОХРАНЫ ОКРУЖАЮЩЕЙ СРЕДЫ И ЛЕСНОГО ХОЗЯЙСТВА

734025, г. Душанбе, ул. Бохтар, 12
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Эл. почта: akarimov@tojikiston.com

№ 1041/1-22
«11» 10 2004

Офис ПРООН в Таджикистане

Копия: ГЭФ

Государственный комитет охраны окружающей среды и лесного хозяйства Республики Таджикистан, рассмотрев последнюю редакцию Проекта «Сохранение биологического разнообразия и устойчивое развитие Гиссарского горного региона», в целом одобряет проект и имеет следующее замечание:

–координацию и реализацию Проекта возложить на Государственный комитет охраны окружающей среды и лесного хозяйства Республики Таджикистан.

Дополнительно сообщаем, что ответственным лицом за реализацию данного проекта от Государственного комитета охраны окружающей среды и лесного хозяйства Республики Таджикистан назначен Касиров Кокул Хасанович – Генеральный Директор Государственного учреждения особоохраняемых природных территорий «Таджикский Национальный парк».

Надеемся на дальнейшее партнерство и сотрудничество.

Председатель **А. Каримов**

Исп : К. Касиров
Тел: 25-12-43

RECEIVED
OCT 27 2004
ACTION OFFICER:
FORM OF ACTION:
REPLY
OTHER ACTION:
NO ACTION:
INTERIM REPLY: (ATTACH M-32)
ENCLOSURES
FYI:
DESCRIPTION:

Unofficial translation

11.10.2004

To: UNDP Tajikistan

CC: GEF

The State Committee for Environment Protection and Forestry considered the project "Biodiversity Conservation and Sustainable Development in the Gissar Mountains" and in general endorses the project with one comment:

- the coordination of the project should be done via the State Committee for Environment Protection and Forestry of the Republic of Tajikistan.

Additionally, we would like to inform you that the person responsible for the coordination from the State Committee for Environment Protection and Forestry will be Kokul Kasirov, General Director of the State Institution on Protected Areaas "Tajik National Park".

We look forward to the further cooperation.

Abduvohid Karimov
GEF Operational and Political Focal Point/
Chairman of the State Committee on Environment Protection and Forestry

ANNEX 4: PROJECT WORK SCHEDULE

Year	1		2		3		4	
Outcome/Output								
Output 1.1: Legal and policy framework for PA management and enforcement is strengthened	X	X	X	X				
Output 1.2: Overall regulatory framework and enabling environment for biodiversity conservation and sustainable resources use in and around PAs is strengthened and/or clarified	X	X	X	X	X	X		
Output 1.3: Participatory land use and natural resource management plans developed and piloted in the PAs and their buffer zones					X	X	X	X
Output 2.1.: Technical knowledge and management capacity of the PA staff is improved:								
- Student internships		X	X	X	X	X	X	X
- Staff capacity building for target areas in PA management	X	X	X	X	X	X		
- Cross visit				X	X	X		
Output 2.2: Field conservation capacity and financial sustainability of the PAs is strengthened								
- Surveys and targeted research	X	X						
- Develop monitoring protocol & info management/database (GIS)		X	X	X	X			
- Develop PA management plans			x	X	x			
- Mobilize community awareness and participation		X	X	X	X	X	X	X
- Strengthen infrastructure & equipment modernized		X	X	X				
Output 2.3. Networking and exchange of best practices throughout the PA system is established; replication of lessons generated by the project is ensured							X	X
Output 3.1: Environmentally sustainable income generation activities are introduced reducing socio-economic pressures on natural resources in and around PAs:								
- Socio-economic assessment	X	X						
- Economically viable and sustainable natural resource use pilot activities			X	X	X	X	X	X
- Community organization and mobilization		X	X	X	X			
- Appropriate Credit scheme			X	X	X	X	X	
Output 3.2: Alternative options for producing and conserving energy are demonstrated helping to reduce use of fuel wood								
- Renewable energy sources have been found and introduced to community			X	X	X	X	X	
- Energy saving benefits and viability of house insulation demonstrated			X	X	X	X	X	
- Viability of micro-hydro assesses and demonstrated at least one site.			X	x	X	X	X	

ANNEX 5: M&E BUDGET

Type of M&E activity	Responsible Parties	Budget US$ *Excluding project team Staff time*	Time frame
Inception Workshop (IW)	§ Project Coordinator § UNDP CO, UNDP GEF	5,000	Within first two months of project start up
Inception Report	§ Project Team § UNDP CO	None	Immediately following IW
Measurement of Means of Verification for Project Purpose Indicators	§ Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members	To be finalized in Inception Phase and Workshop. Cost to be covered by targeted survey funds.	Start, mid and end of project
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)	§ Oversight by Project GEF Technical Advisor and Project Coordinator § Measurements by regional field officers and local IAs	TBD as part of the Annual Work Plan's preparation. Cost to be covered by field survey budget.	Annually prior to APR/PIR and to the definition of annual work plans
APR and PIR	§ Project Team § UNDP-CO § UNDP-GEF	None	Annually
TPR and TPR report	§ Government Counterparts § UNDP CO, Project team § UNDP-GEF Regional Coordinating Unit (RCU)	None	Every year, upon receipt of APR
Steering Committee Meetings	§ Project Coordinator § UNDP CO	None	Following IW and annually thereafter.
Technical reports/ Lessons learned	§ Project team § Hired consultants as needed	10,000	TBD by Project team and UNDP-CO
Mid-term External Evaluation	§ Project team § UNDP- CO § UNDP-GEF RCU § External Consultants (evaluation team)	35,000	At the mid-point of project implementation.
Final External Evaluation	§ Project team, § UNDP-CO, UNDP-GEF RCU § External Consultants (evaluation team)	40,000	At the end of project implementation
Terminal Report	§ Project team § UNDP-CO § External Consultant	None	At least one month before the end of the project
Audit	§ UNDP-CO § Project team	5,000 (average $1000 per year)	Yearly

Visits to field sites (UNDP staff travel costs to be charged to IA fees)	§ UNDP CO, UNDP-GEF RCU § Government representatives	5,000	Yearly average one visit per year
TOTAL INDICATIVE COST *Excluding project staff time, UNDP staff and travel expenses.*		US$ 100,000	

ANNEX 6: BIODIVERSITY INFORMATION

LIST OF IUCN RED BOOK SPECIES RECORDED IN THE PROJECT AREA (DATA FROM INITIAL PROJECT PROPOSERS)

Name	IUCN Category	Comments
PLANTS		
Ungernia victoris	I	Endemic to W.Pamir-Alia
Ostrwskia magnifica	I	Highly endemic to W. Tien Shan and Pamir-Alia
Iskandera hissarica	I	Endemic to W.Pamir-Alia
Dracocephalum formosum	I	Highly endemic to W. Pamir- Alia
Tulipia lanata	I	Highly endemic to S. Pamir-Alia
Dionysia involucrata	I	Highly endemic to Central Tajikistan
Ferula sumbul	I	Endemic to W. Pamir-Alia
Ferula eugenii	I	Highly endemic to Central Tajikistan
ANIMALS		Common Name
Rhinolophus hipposideros	VU A2c	Lesser Horseshoe Bat (E)
Crocidura pergrisea	VU B1+2C	Pale Grey Shrew
Lutra lutra seistanica	NE	European Otter
Uncia uncia	EN C2a	Snow Leopard
Naja naja ssp. oxiana	DD	Central Asian Cobra (E)
Aegypius monachus	LR/nt	Black Vulture (E)Cinereous Vulture (E)

LIST OF ENDEMICS

Bryophyta:
1) Fissidens karataviensis Sams. (endemic to the Pamir-Alai and Tien-Shan)
2) Pteridophyta: Dryopteris Komarovii C.Koss. (endemic to Central Asia)

Gymnospermae:
1) Thuja orientalis L. (endemic to Central Asia)
2) Junipera zaravshanica (endemic to Tajikistan)

Angiospermae:
1) Ungernia Victoris Vved. ex Artjuschenko (endemic to Western Pamir-Alai) IUCNRDB (I)
2) Ostrowskia magnifica Regel (highly endemic to Western Tien-Shan and Pamir-Alai) IUCNRDB (I)
3) Lonicera heterotricha Pojark. et Zak. (highly endemic to Central Tajikistan)
4) Silene subadenophora Ovcz. (endemic to Central Tajikistan)
5) Iskandera hissarica N. Busch. (endemic to Western Pamir-Alai) IUCNRDB (I)
6) Phaeonychium Abalakovii Junuss (endemic to Tajikistan)
7) Crocus Korolkowii Regel et Maw.(highly endemic to Central Asia)
8) Iris Hoogiana Dykes (endemic to Tajikistan)
9) Juno Nicalai Vvved (highly endemic to Tajikistan)
10) Dracocephalum formosum Gontsch. (highly endemic to Western Pamir-Alai) IUCNRDB (I)
11) Astragalus artemisiiformis Rassul. (highly endemic to Western Pamir-Alai)
12) Astragalus subspongocarpus Ovcz. et Rassul. (highly endemic to Central Tajikistan)
13) Astragalus tashkutanus V. Nikit. (highly endemic to central Tajikistan)
14) Oxytropis siomensis Abduss. (highly endemic to Central Tajikistan),
15) Allium flavellum Vved. (highly endemic to Central Tajikistan)
16) Allium hexaceras Vved. (highly endemic to Central Tajikistan)

17) Allium Lipskyanum Vved. (highly endemic to Central Tajikistan and south Uzbekistan)
18) Eremurus robustus Regel (endemic to Central Asia)
19) Eremurus tadshikorum Vved. (highly endemic to Central Tajikistan)
20) Gadea villosula Vved. (endemic to Western Pamir-Alai)
21) Tulipia lanata Regel (highly endemic to south Pamir-Alai) IUCNRDB (I)
22) Dionysia involucrata Zapr. (highlly endemic to Central Tajikistan) IUCNRDB (I)
23) Delphinium Ovczinnikovii R. Kam. et Pissjauk (highly endemic to Western Pamir-Alai)
24) Crataegus pamiroalaica V. Zapr. (highly endemic to Central Tajikistan)
25) Ferula sumbul (kauffm.) Hook. f.(endemic to West Pamir-Alai) IUCNRDB (I)
26) Ferula Eugenii R. Kam. (highly endemic to Central Tajikistan) IUCNRDB (I)
27) Zeravschania Regeliana Korov.(endemic to Western Pamir-Alai)

Invertebrates:

1) Porphyrophora sophorae Arch. (endemic to Central Asia)
2) Mustha baranovi Kir. (endemic to Central Asia)
3) Carabus hissarianus Sem. (endemic to Central Tajikistan)
4) Acosmeryx naga hissarica Stshetkin (endemic to Central Tajikistan)
5) Nola elaeagni Stshetkin (endemic to Central Tajikistan)
6) Leucozonella caria Schileyko (endemic to Central Tajikistan)

ANIMAL SPECIES OF INTEREST

MAMMALS

1) Ursus arctos isabellinus Horsfield (White Clawed or Tien Shan bear)
2) Rhinolophys hipposideros Bechst (Lesser Horseshoe bat)
3) Rhinolophys ferrumequinum Schreber (? Bat)
4) Myotis mystacinus Kuhl, (? bat)
5) Sorex buchariensis Ognev (? Shrew)
6) Crocidura pergrisea Miller(Pale Grey Shrew IUCN RDB VU B1+2C)
7) Hystrix leucura satunini Muller (Porcupine)
8) Mustela nivalis pallida Barrett-Hamilton (?weasel)
9) M.n. heptneri L.Turova (?weasel)
10) Lutra lutra seistanica Birula (European otter) IUCN RDB (NE)
11) Felis chaus oxiana Heptner (Reed or Jungle cat)
12) Felis lynx isabellina Blyth (Turkestan Lynx)
13) Uncia uncia Schreber (snow leopard IUCNRDB EN C2a)
14) Siberian Ibex
15) Wild Boar/Kaban

REPTILES

1) Typhlops vermicularis Merrem (?snake)
2) Eryx tataricus Lichtenstein (Tatary Sand Boa)
3) Naja oxiana Eichward (Central Asian Cobra)
4) Vipera lebetina turanica Cernow (Levantine viper)

BIRDS

1) Aquila chrysaetus daphanea Menzbier (Golden Eagle)
2) Aquila pennata Gmelin (?)
3) Accipiter nisus melanoschistus Hume (Eurasian Sparrow Hawk)
4) Falco cherrug coatsi Dem. (Sakar Falcon)
5) Falco peregrinus babylonicus Sclater (Peregrine Falcon)
6) Ammoperdix griseogularis Brandt (See See Partridge)
7) Ibidorhyncha struthersi Vigors (?)

8) Columba palumbus casiotis Br. (Wood Pigeon)
9) Garrulax lineatus bilkevitchi Zarudny (Streaked Laughing Thrush – only Taj and S. Uzbek mountains)
10) Terpsiphone paradisi leucogaster Sw. (Asian Paradise Flycatcher)
11) Muscicapa ruficauda Swainson (Rufous tailded Flycatcher)
12) Microcichla scouleri scouleri Vigors (?)
13) Chaimarrornis leucocephala Vigors (?)
14) Myophonus caeruleus turkestanicus Zurudnyi (Blue Whistling thrush)

ANNEX 7: LETTERS OF CO-FINANCIER COMMITMENTS

Letters of commitment are provided in a separate attachment to the project proposal

ANNEX 8: BRIEF REVIEW AND FORECASTING OF ME AT SHIRKENT NP AND ROMIT ZAPOVEDNIK USING WB/WWF PA MANAGEMENT EFFECTIVENESS TRACKING TOOL

Tracking Tool for
GEF Biodiversity Focal Area Strategic Priority One:
"Catalyzing Sustainability of Protected Areas"

Section One: Project General Information

1. Project name: Demonstrating new approaches to Protected Areas and Biodiversity Management in the Gissar Mountains as a model for strengthening the national Tajikistan Protected Areas System

2. Country (ies): Tajikistan

National Project: **X** Regional Project:_____ Global Project:_____

3. Name of reviewers completing tracking tool and completion dates:

	Name	**Title**	**Agency**
Work Program Inclusion	**Mark Anstey**	**Biodiversity/project development consultant**	**UNDP**
Project Mid-term			
Final Evaluation/project completion			

4. Funding information

GEF support: US$983,000
Co-financing: US$745,000
Total Funding: US$1,728,000

5. Project duration: ***Planned*** 4 years ***Actual*** _____ years

6. a. GEF Agency: **X** UNDP UNEP World Bank ADB AfDB IADB EBRD FAO IFAD UNIDO

6. b. Lead Project Executing Agency (ies): CARE/Tajikistan

7. GEF Operational Program:
drylands (OP 1)
coastal, marine, freshwater (OP 2)
forests (OP 3)
X mountains (OP 4)
agro-biodiversity (OP 13)

integrated ecosystem management (OP 12)
sustainable land management (OP 15)

Other Operational Program not listed above:_____

8. Project Summary (one paragraph): Tajikistan's current PA System is a legacy from the Former Soviet Union (FSU). While many good things can be said of this system, it is now outdated and in many respects irrelevant to the new social and economic realities of a Tajikistan emerging from years of conflict and in transition to a market economy. Most PAs in Tajikistan often exist only on paper, and all suffer severe barriers to effective conservation and sustainable management of biodiversity, including: fragmented institutional and management responsibilities, reduction of capacity due to qualified staff losses, severe cuts in funding, policy and legal inconsistencies and weaknesses, inadequate information and monitoring, and an absence of mechanisms for participation, benefit sharing and conflict resolution with local communities. The project will focus on demonstrating improved, holistic management in at least three target PAs, and the productive areas in their periphery, that represent a cross section of the PA categories of Tajikistan. The project will: introduce new people-oriented management practices; strengthen capacity in terms of ecological, technical, socio-economic, and financial planning; reach out to, and involve, "non-traditional" PA stakeholders; include a focus on the wider landscape context of the reserves and not just the reserves themselves; clarify and rationalize policies affecting PA management; and resolve resource-use issues that negatively affect PA management and biodiversity conservation.

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9. Project Development Objective: To catalyze the improved conservation of globally significant biodiversity in Tajikistan through the demonstration of new mechanisms and approaches to achieving the effective management of protected areas and natural resources between and adjacent to them.

10. Project Purpose/Immediate Objective: To strengthen the effectiveness and sustainability of management within and around three categories of protected areas on the southern slopes of the Gissar Mountains, thereby provide models and best practices replicable throughout the national PA system

11. Expected Outcomes (GEF-related):

OUTCOME 1: Strengthened environmental governance provides a more sustainable land-use context for the PA system

Output 1.1 Legal and policy framework for PA management and enforcement is strengthened
Output 1.2 Overall regulatory framework and enabling environment for biodiversity conservation and sustainable resources use in and around PAs is strengthened and/or clarified
Output 1.3 Participatory land use and natural resource management plans developed and piloted in the PAs and their buffer zones **/ target communities in periphery to PA's**

OUTCOME 2: New management practices are introduced and capacity built in target PAs; overall management effectiveness and sustainability of the PA system substantively improved

Output 2.1. Technical knowledge and management capacity of the PA staff is improved
Output 2.2 Field conservation capacity of the PAs is strengthened
Output 2.3: Financial Sustainability of the PA's is improved.
Output 2.4. Networking and exchange of best practices throughout the PA system is established; replication of lessons generated by the project is ensured through SCEPF

OUTCOME 3: Practical examples for stakeholders of how to achieve environmentally sustainable livelihoods around target PAs

Output 3.1 Pilot environmentally sustainable income generation activities are introduced to demonstrate approaches and mechanisms for reducing socio-economic pressures on natural resources in and around PAs

Output 3.2 Alternative options for producing and conserving energy are demonstrated

OUTPUT 3.3: DISSEMINATION OF LESSONS LEARNED TO RELEVANT GOVERNMENT AUTHORITIES, NGO'S, COMMUNITIES AND DEVELOPMENT AGENCIES AND FACILITATION OF FOLLOW UP INITIATIVES.

12. Types of Protected Area Activities Supported:

12. a. Please select all activities that are being supported through the project.

X Enabling Environment (please check each activity below)

X Policy, legislation, regulation

X Capacity building
Capacity building budget: USD 95,000 (GEF70,000, GoT25,000)
Comments on Capacity Building: Please note if capacity building is geared towards indigenous and local communities: Partially

_ Education and awareness raising
X Institutional arrangements

X Finance and incentives

X Replication and scaling up

X Management practices related to status of biodiversity

12. b. Is carbon sequestration an objective of the project (This question is included for purposes related to the GEF-3 targets for the Climate Change focal area)

____Yes **X** No

The estimated amount of carbon sequestered is: N/A

13. Project Replication Strategy

13. a . Does the project specify budget, activities, and outputs for implementing the replication strategy? Yes X No __

13. b. For all projects, please complete box below. An example is provided.

Replication and dissemination activities will be the focus of the Phase 2 of the project.

Replication Quantification Measure	Replication Target Foreseen at project start	Achievement at Mid-term Evaluation of Project	Achievement at Final Evaluation of Project
Replication of best practices occurring in other PA's or their periphery	At least 2 other areas by yr 4		

14. Scope and Scale of Project:
Please complete the following statements.

14.a. The project is working in:

____a single protected area
X multiple protected areas
X national protected area system

14.b. The level of the intervention is:
____ global
____ regional
X national
____subnational

14. c. Please complete the table below. An example is completed.

Targets and Timeframe Project Coverage	Foreseen at project start	Achievement at Mid-term Evaluation of Project	Achievement at Final Evaluation of Project
Extent in hectares of protected areas targeted by the project	54,768		

14. d. Please complete the table below for the protected areas that are the target of the GEF intervention. Use NA **for not applicable. <u>Examples are provided below.</u>**

Name of Protected Area	Is this a new protected area? Please answer yes or no.	Area in Hectares	Global designation or priority lists (E.g., Biosphere Reserve, World Heritage site, Ramsar site, WWF Global 200, , etc.)	Local Designation of Protected Area (E.g, indigenous reserve, private reserve, etc.)	IUCN Category for each Protected Area[18]					
					I	II	III	IV	V	VI
1. Shirkent NP	**No**	**31,929**	**National Park**	**National Park**		X				
2. Ramit Strict Nature Reserve (zapovednik)	**No**	**16,139**	**Strict Nature Reserve**	**Zapovednik**	X					
3. Almasi zakaznik	**No**	**6,700**	**Nature Reserve**	**Temporary or seasonal reserve (zakaznik)**			X			

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I. Strict Nature Reserve/Wilderness Area: managed mainly for science or wilderness protection
II. National Park: managed mainly for ecosystem protection and recreation
III. Natural Monument: managed mainly for conservation of specific natural features
IV. Habitat/Species Management Area: managed mainly for conservation through management intervention
V. Protected Landscape/Seascape: managed mainly for landscape/seascape protection and recreation
VI. Managed Resource Protected Area: managed mainly for the sustainable use of natural ecosystems

Section Two: World Bank/WWF Site-Level Management Effectiveness Tracking Tool for Protected Areas (Scorecard)

Scores of current situation are marked 

Name of protected area	Shirkent NP	
Location of protected area (country and if possible map reference)	Tajikistan	
Date of establishment (distinguish between agreed and gazetted*)	Agreed NA	Gazetted
Ownership details (i.e. owner, tenure rights etc)	State	
Management Authority	State Directorate PA System (Tajik National Parks)	
Size of protected area (ha)	31,929	
Number of staff	Permanent ??	Temporary ??
Budget	USD 4,000 / annum (official data)	
Designations (IUCN category, World Heritage, Ramsar etc)	Category II	
Reasons for designation	Conservation of Gissar Mountain ridge	
Brief details of World Bank funded project or projects in PA	NA	
Brief details of WWF funded project or projects in PA	NA	
Brief details of other relevant projects in PA	NA	
List the two primary protected area objectives		
Objective 1	To conserve representative sample of biodiversity of Gissar Mountains .	
Objective 2	To provide resource for applied scientific research and for limited recreation and susytainable use.	
List the top two most important threats to the PA (and indicate reasons why these were chosen)		
Threat 1	Illegal use of resources.	
Threat 2		
List top two critical management activities		

Activity 1	Protection
Activity 2	Research

Date assessment carried out: ____October 2004_____
Name/s of assessor: Mark Anstey (consultant) on basis of data provided ____* Or formally established in the case of private protected areas

Issue	Criteria	Score	Comments	Next steps
1. Legal status Does the protected area have legal status? *Context*	The protected area is not gazetted	0	The area is equivalent of IUCN Cat. II –	
	The government has agreed that the protected area should be gazetted but the process has not yet begun	1		
	The protected area is in the process of being gazetted but the process is still incomplete	2		
	The protected area has been legally gazetted (or in the case of private reserves is owned by a trust or similar)	3		
2. Protected area regulations Are inappropriate land uses and activities (e.g. poaching) controlled? *Context*	There are no mechanisms for controlling inappropriate land use and activities in the protected area	0	No management or protection is currently applied	
	Mechanisms for controlling inappropriate land use and activities in the protected area exist but there are major problems in implementing them effectively	1		
	Mechanisms for controlling inappropriate land use and activities in the protected area exist but there are some problems in effectively implementing them	2		
	Mechanisms for controlling inappropriate land use and activities in the protected area exist and are being effectively implemented	3		
3. Law enforcement Can staff enforce protected area rules well enough? *Context*	The staff have no effective capacity/resources to enforce protected area legislation and regulations	0	Staff have limited training, are poorly paid and lack equipment. Legal instruments are unwieldy.	
	There are major deficiencies in staff capacity/resources to enforce protected area legislation and regulations (e.g. lack of skills, no patrol budget)	1		
	The staff have acceptable capacity/resources to enforce protected area legislation and regulations but some deficiencies remain	2		
	The staff have excellent capacity/resources to enforce protected area legislation and regulations	3		
4. Protected area objectives	No firm objectives have been agreed for the protected area	0	There is no clear cut management	Need to determine overall goal of

Issue	Criteria	Score	Comments	Next steps
Have objectives been agreed? *Planning*	The protected area has agreed objectives, but is not managed according to these objectives	1	planning for achieving objectives in the long run apart from protection and use for research.	the reserve, specific management objectives and actions required in the long term and annually to achieve objectives.
	The protected area has agreed objectives, but these are only partially implemented	2		
	The protected area has agreed objectives and is managed to meet these objectives	3		
5. Protected area design Does the protected area need enlarging, corridors etc to meet its objectives? *Planning*	Inadequacies in design mean achieving the protected areas major management objectives of the protected area is impossible	0		
	Inadequacies in design mean that achievement of major objectives are constrained to some extent	1		
	Design is not significantly constraining achievement of major objectives, but could be improved	2		
	Reserve design features are particularly aiding achievement of major objectives of the protected area	3		
6. Protected area boundary demarcation Is the boundary known and demarcated? *Context*	The boundary of the protected area is not known by the management authority or local residents/neighbouring land users	0		
	The boundary of the protected area is known by the management authority but is not known by local residents/neighbouring land users	1		
	The boundary of the protected area is known by both the management authority and local residents but is not appropriately demarcated	2		
	The boundary of the protected area is known by the management authority and local residents and is appropriately demarcated	3		
7. Management plan Is there a management plan and is it being	There is no management plan for the protected area	0	There is no long or medium term management plan for the reserve -	Urgent need to develop such a plan (see above) – crucially important
	A management plan is being prepared or has been prepared but is not being implemented	1		

Issue	Criteria	Score	Comments	Next steps
implemented? *Planning*	An approved management plan exists but it is only being partially implemented because of funding constraints or other problems	2		would be to identify realistic management actions possible given constraints (particularly financial constraints).
	An approved management plan exists and is being implemented	3		
Additional points	The planning process allows adequate opportunity for key stakeholders to influence the management plan	+1	NA	
	There is an established schedule and process for periodic review and updating of the management plan	+1		
Planning	The results of monitoring, research and evaluation are routinely incorporated into planning	+1		
8. Regular work plan Is there an annual work plan?	No regular work plan exists	0	Annual "regime" plans theoretically exist but are absent in practice	
	A regular work plan exists but activities are not monitored against the plan's targets	1		
	A regular work plan exists and actions are monitored against the plan's targets, but many activities are not completed	2		
Planning/Outputs	A regular work plan exists, actions are monitored against the plan's targets and most or all prescribed activities are completed	3		
9. Resource inventory Do you have enough information to manage the area?	There is little or no information available on the critical habitats, species and cultural values of the protected area	0		
	Information on the critical habitats, species and cultural values of the protected area is not sufficient to support planning and decision making	1		
Context	Information on the critical habitats, species and cultural values of the protected area is sufficient for key areas of planning/decision making but the necessary survey work is not being maintained	2		

Issue	Criteria	Score	Comments	Next steps
	Information concerning on the critical habitats, species and cultural values of the protected area is sufficient to support planning and decision making and is being maintained	3		
10. Research Is there a programme of management-orientated survey and research work? *Inputs*	There is no survey or research work taking place in the protected area	0		
	There is some *ad hoc* survey and research work	1		
	There is considerable survey and research work but it is not directed towards the needs of protected area management	2		
	There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs	3		
11. Resource management Is the protected area adequately managed (e.g. for fire, invasive species, poaching)? *Process*	Requirements for active management of critical ecosystems, species and cultural values have not been assessed	0		Need to clearer articulate critical active management needs, unsure these are known by staff and target resources to their achievement.
	Requirements for active management of critical ecosystems, species and cultural values are known but are not being addressed	1		
	Requirements for active management of critical ecosystems, species and cultural values are only being partially addressed	2		
	Requirements for active management of critical ecosystems, species and cultural values are being substantially or fully addressed	3		
12. Staff numbers Are there enough people employed to manage the protected area? *Inputs*	There are no staff	0		
	Staff numbers are inadequate for critical management activities	1		
	Staff numbers are below optimum level for critical management activities	2		
	Staff numbers are adequate for the management needs of the site	3		
13. Personnel management	Problems with personnel management constrain the achievement of major management objectives	0		

Issue	Criteria	Score	Comments	Next steps
Are the staff managed well enough? *Process*	Problems with personnel management partially constrain the achievement of major management objectives	1		
	Personnel management is adequate to the achievement of major management objectives but could be improved	2		
	Personnel management is excellent and aids the achievement major management objectives	3		
14. Staff training Is there enough training for staff? *Inputs/Process*	Staff are untrained	0		
	Staff training and skills are low relative to the needs of the protected area	1		
	Staff training and skills are adequate, but could be further improved to fully achieve the objectives of management	2		
	Staff training and skills are in tune with the management needs of the protected area, and with anticipated future needs	3		
15. Current budget Is the current budget sufficient? *Inputs*	There is no budget for the protected area	0	The current budget is only partially reliable and impact reduced due to being inflexible	
	The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage	1		
	The available budget is acceptable, but could be further improved to fully achieve effective management	2		
	The available budget is sufficient and meets the full management needs of the protected area	3		
16. Security of budget Is the budget secure? *Inputs*	There is no secure budget for the protected area and management is wholly reliant on outside or year by year funding	0	The budget is secure in that it is a clearly defined part of the	
	There is very little secure budget and the protected area could not function adequately without outside funding	1		
	There is a reasonably secure core budget for the protected area but many innovations and initiatives are reliant on outside funding	2		
	There is a secure budget for the protected area and its management needs on a multi-year cycle	3		

Issue	Criteria	Score	Comments	Next steps
17. Management of budget Is the budget managed to meet critical management needs? *Process*	Budget management is poor and significantly undermines effectiveness	0	There is little or no opportunity to flexible manage budgets (funds are tied to specific items such as staff, fuel, etc)	
	Budget management is poor and constrains effectiveness	1		
	Budget management is adequate but could be improved	2		
	Budget management is excellent and aids effectiveness	3		
18. Equipment Is equipment adequately maintained? *Process*	There is little or no equipment and facilities	0		
	There is some equipment and facilities but these are wholly inadequate	1		
	There is equipment and facilities, but still some major gaps that constrain management	2		
	There is adequate equipment and facilities	3		
19. Maintenance of equipment Is equipment adequately maintained? *Process*	There is little or no maintenance of equipment and facilities	0		
	There is some *ad hoc* maintenance of equipment and facilities	1		
	There is maintenance of equipment and facilities, but there are some important gaps in maintenance	2		
	Equipment and facilities are well maintained	3		
20. Education and awareness programme Is there a planned education programme? *Process*	There is no education and awareness programme	0	This is not in the original mandate of the reserve.	This is an important need if support for the reserve at a regional government and local population level is to be achieved
	There is a limited and *ad hoc* education and awareness programme, but no overall planning for this	1		
	There is a planned education and awareness programme but there are still serious gaps	2		

Issue	Criteria	Score	Comments	Next steps
	There is a planned and effective education and awareness programme fully linked to the objectives and needs of the protected area	3		achieved.
21. State and commercial neighbours Is there co-operation with adjacent land users? *Process*	There is no contact between managers and neighbouring official or corporate land users	0	Ditto above	
	There is limited contact between managers and neighbouring official or corporate land users	1		
	There is regular contact between managers and neighbouring official or corporate land users, but only limited co-operation	2		
	There is regular contact between managers and neighbouring official or corporate land users, and substantial co-operation on management	3		
22. Indigenous people Do indigenous and traditional peoples resident or regularly using the PA have input to management decisions? *Process*	Indigenous and traditional peoples have no input into decisions relating to the management of the protected area	0	NA	
	Indigenous and traditional peoples have some input into discussions relating to management but no direct involvement in the resulting decisions	1		
	Indigenous and traditional peoples directly contribute to some decisions relating to management	2		
	Indigenous and traditional peoples directly participate in making decisions relating to management	3		
23. Local communities Do local communities resident or near the protected area have input to management decisions? *Process*	Local communities have no input into decisions relating to the management of the protected area	0		
	Local communities have some input into discussions relating to management but no direct involvement in the resulting decisions	1		
	Local communities directly contribute to some decisions relating to management	2		
	Local communities directly participate in making decisions relating to management	3		

Issue	Criteria	Score	Comments	Next steps
Additional points	There is open communication and trust between local stakeholders and protected area managers	+1		
Outputs	Programmes to enhance local community welfare, while conserving protected area resources, are being implemented	+1		
24. Visitor facilities Are visitor facilities (for tourists, pilgrims etc) good enough? *Outputs*	There are no visitor facilities and services	0	NA – Legally visitors are not allowed to the reserve and thus no facilities – some facilities for scientist exist which could be adapted.	
	Visitor facilities and services are inappropriate for current levels of visitation or are under construction	1		
	Visitor facilities and services are adequate for current levels of visitation but could be improved	2		
	Visitor facilities and services are excellent for current levels of visitation	3		
25. Commercial tourism Do commercial tour operators contribute to protected area management? *Process*	There is little or no contact between managers and tourism operators using the protected area	0	NA – see above	
	There is contact between managers and tourism operators but this is largely confined to administrative or regulatory matters	1		
	There is limited co-operation between managers and tourism operators to enhance visitor experiences and maintain protected area values	2		
	There is excellent co-operation between managers and tourism operators to enhance visitor experiences, protect values and resolve conflicts	3		
26. Fees If fees (tourism, fines) are applied, do they help protected area management? *Outputs*	Although fees are theoretically applied, they are not collected	0	NA	
	The fee is collected, but it goes straight to central government and is not returned to the protected area or its environs	1		
	The fee is collected, but is disbursed to the local authority rather than the protected area	2		
	There is a fee for visiting the protected area that helps to support this and/or other protected areas	3		

Issue	Criteria	Score	Comments	Next steps
27. Condition assessment Is the protected area being managed consistent to its objectives? *Outcomes*	Important biodiversity, ecological and cultural values are being severely degraded	0		
	Some biodiversity, ecological and cultural values are being severely degraded	1		
	Some biodiversity, ecological and cultural values are being partially degraded but the most important values have not been significantly impacted	2		
	Biodiversity, ecological and cultural values are predominantly intact	3		
Additional points *Outputs*	There are active programmes for restoration of degraded areas within the protected area and/or the protected area buffer zone	+1		
28. Access assessment Are the available management mechanisms working to control access or use? *Outcomes*	Protection systems (patrols, permits etc) are ineffective in controlling access or use of the reserve in accordance with designated objectives	0		
	Protection systems are only partially effective in controlling access or use of the reserve in accordance with designated objectives	1		
	Protection systems are moderately effective in controlling access or use of the reserve in accordance with designated objectives	2		
	Protection systems are largely or wholly effective in controlling access or use of the reserve in accordance with designated objectives	3		
29. Economic benefit assessment Is the protected area providing economic benefits to local communities? *Outcomes*	The existence of the protected area has reduced the options for economic development of the local communities	0		
	The existence of the protected area has neither damaged nor benefited the local economy	1		
	There is some flow of economic benefits to local communities from the existence of the protected area but this is of minor significance to the regional economy	2		

Issue	Criteria	Score	Comments	Next steps
	There is a significant or major flow of economic benefits to local communities from activities in and around the protected area (e.g. employment of locals, locally operated commercial tours etc)	3		
30. Monitoring and evaluation	There is no monitoring and evaluation in the protected area	0	See comments above regarding resource inventory and research, etc.	
	There is some *ad hoc* monitoring and evaluation, but no overall strategy and/or no regular collection of results	1		
Planning/Process	There is an agreed and implemented monitoring and evaluation system but results are not systematically used for management	2		
	A good monitoring and evaluation system exists, is well implemented and used in adaptive management	3		
TOTAL SCORE (current situation)		**13 - 4 questions NA adjusted score = 15[19]**		
TOTAL SCORE FORESEEN POST PROJECT		**87 – 1 question NA adjusted score = 90**		

SUMMARY

Currently the reserve has an adjusted ME Score of 15 (out of a potential 96). This is indicative of a very low level of effective management - an accurate reflection of its largely "paper" status.

If project activities achieve the results expected the score should realistically have risen to approximately 90 by the end of the project.

[19] 4 questions out of 30 NA thus adjusted score equals 30/26x13=38. See WB/WWF document for details.

Name of protected area	**Romit Strict Nature Reserve (zapovednik**)		
Location of protected area (country and if possible map reference)	Tajikistan		
Date of establishment (distinguish between agreed and gazetted*)	Agreed NA	Gazetted	
Ownership details (i.e. owner, tenure rights etc)	State		
Management Authority	State Directorate PA System (Tajik National Parks)		
Size of protected area (ha)	16,139		
Number of staff	Permanent ??	Temporary ??	
Budget	USD 3,641 / annum (official data)		
Designations (IUCN category, World Heritage, Ramsar etc)	Category 1		
Reasons for designation	Conservation of Gissar Alia Mountain ecotype particularly open montane woodland		
Brief details of World Bank funded project or projects in PA	NA		
Brief details of WWF funded project or projects in PA	NA		
Brief details of other relevant projects in PA	NA		
List the two primary protected area objectives			
Objective 1	To conserve representative sample of biodiversity of Gissar Mountains .		
Objective 2	To provide resource for applied scientific research		
List the top two most important threats to the PA (and indicate reasons why these were chosen)			
Threat 1	Illegal use of resources.		
Threat 2	Civil war		
List top two critical management activities			
Activity 1	Protection		
Activity 2	Research		

Date assessment carried out: ____October 2004_____

Name/s of assessor: <u>Mark Anstey (UNDP/GEF Biodiversity Adviser) in consultation with ???</u>

***** Or formally established in the case of private protected areas

Issue	Criteria	Score	Comments	Next steps
1. Legal status Does the protected area have legal status? *Context*	The protected area is not gazetted	0	The area is equivalent of IUCN Cat. I	
	The government has agreed that the protected area should be gazetted but the process has not yet begun	1		
	The protected area is in the process of being gazetted but the process is still incomplete	2		
	The protected area has been legally gazetted (or in the case of private reserves is owned by a trust or similar)	3		
2. Protected area regulations Are inappropriate land uses and activities (e.g. poaching) controlled? *Context*	There are no mechanisms for controlling inappropriate land use and activities in the protected area	0	No management or protection is currently applied	
	Mechanisms for controlling inappropriate land use and activities in the protected area exist but there are major problems in implementing them effectively	1		
	Mechanisms for controlling inappropriate land use and activities in the protected area exist but there are some problems in effectively implementing them	2		
	Mechanisms for controlling inappropriate land use and activities in the protected area exist and are being effectively implemented	3		
3. Law enforcement Can staff enforce protected area rules well enough? *Context*	The staff have no effective capacity/resources to enforce protected area legislation and regulations	0	Staff have limited training, are poorly paid and lack equipment. Legal instruments are unwieldy.	
	There are major deficiencies in staff capacity/resources to enforce protected area legislation and regulations (e.g. lack of skills, no patrol budget)	1		

Issue	Criteria	Score	Comments	Next steps
	The staff have acceptable capacity/resources to enforce protected area legislation and regulations but some deficiencies remain	2		
	The staff have excellent capacity/resources to enforce protected area legislation and regulations	3		
4. Protected area objectives Have objectives been agreed? *Planning*	No firm objectives have been agreed for the protected area	0	There is no clear cut management planning for achieving objectives in the long run apart from protection and use for research.	Need to determine overall goal of the reserve, specific management objectives and actions required in the long term and annually to achieve objectives.
	The protected area has agreed objectives, but is not managed according to these objectives	1		
	The protected area has agreed objectives, but these are only partially implemented	2		
	The protected area has agreed objectives and is managed to meet these objectives	3		
5. Protected area design Does the protected area need enlarging, corridors etc to meet its objectives? *Planning*	Inadequacies in design mean achieving the protected areas major management objectives of the protected area is impossible	0		
	Inadequacies in design mean that achievement of major objectives are constrained to some extent	1		
	Design is not significantly constraining achievement of major objectives, but could be improved	2		
	Reserve design features are particularly aiding achievement of major objectives of the protected area	3		
6. Protected area boundary demarcation Is the boundary	The boundary of the protected area is not known by the management authority or local residents/neighbouring land users	0		

Issue	Criteria	Score	Comments	Next steps
	The boundary of the protected area is known by the management authority but is not known by local residents/neighbouring land users	1		
	The boundary of the protected area is known by both the management authority and local residents but is not appropriately demarcated	2		
	The boundary of the protected area is known by the management authority and local residents and is appropriately demarcated	3		
7. Management plan Is there a management plan and is it being implemented? *Planning*	There is no management plan for the protected area	0	There is no long or medium term management plan for the reserve -	Urgent need to develop such a plan (see above) – crucially important would be to identify realistic management actions possible given constraints (particularly financial constraints).
	A management plan is being prepared or has been prepared but is not being implemented	1		
	An approved management plan exists but it is only being partially implemented because of funding constraints or other problems	2		
	An approved management plan exists and is being implemented	3		
Additional points *Planning*	The planning process allows adequate opportunity for key stakeholders to influence the management plan	+1	NA	
	There is an established schedule and process for periodic review and updating of the management plan	+1		
	The results of monitoring, research and evaluation are routinely incorporated into planning	+1		
8. Regular work plan	No regular work plan exists	0	Annual “regime” plans theoretically	

Issue	Criteria	Score	Comments	Next steps
Is there an annual work plan? *Planning/Outputs*	A regular work plan exists but activities are not monitored against the plan's targets	1	exist but are absent in practice	
	A regular work plan exists and actions are monitored against the plan's targets, but many activities are not completed	2		
	A regular work plan exists, actions are monitored against the plan's targets and most or all prescribed activities are completed	3		
9. Resource inventory Do you have enough information to manage the area? *Context*	There is little or no information available on the critical habitats, species and cultural values of the protected area	0		
	Information on the critical habitats, species and cultural values of the protected area is not sufficient to support planning and decision making	1		
	Information on the critical habitats, species and cultural values of the protected area is sufficient for key areas of planning/decision making but the necessary survey work is not being maintained	2		
	Information concerning on the critical habitats, species and cultural values of the protected area is sufficient to support planning and decision making and is being maintained	3		
10. Research Is there a programme of management-orientated survey and research work?	There is no survey or research work taking place in the protected area	0		
	There is some *ad hoc* survey and research work	1		

Issue	Criteria	Score	Comments	Next steps
and research work? *Inputs*	There is considerable survey and research work but it is not directed towards the needs of protected area management	2		
	There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs	3		
11. Resource management Is the protected area adequately managed (e.g. for fire, invasive species, poaching)? *Process*	Requirements for active management of critical ecosystems, species and cultural values have not been assessed	0		Need to clearer articulate critical active management needs, unsure these are known by staff and target resources to their achievement.
	Requirements for active management of critical ecosystems, species and cultural values are known but are not being addressed	1		
	Requirements for active management of critical ecosystems, species and cultural values are only being partially addressed	2		
	Requirements for active management of critical ecosystems, species and cultural values are being substantially or fully addressed	3		
12. Staff numbers Are there enough people employed to manage the protected area? *Inputs*	There are no staff	0		
	Staff numbers are inadequate for critical management activities	1		
	Staff numbers are below optimum level for critical management activities	2		
	Staff numbers are adequate for the management needs of the site	3		
13. Personnel management	Problems with personnel management constrain the achievement of major management objectives	0		

Issue	Criteria	Score	Comments	Next steps
Are the staff managed well enough? *Process*	Problems with personnel management partially constrain the achievement of major management objectives	1		
	Personnel management is adequate to the achievement of major management objectives but could be improved	2		
	Personnel management is excellent and aids the achievement major management objectives	3		
14. Staff training Is there enough training for staff? *Inputs/Process*	Staff are untrained	0		
	Staff training and skills are low relative to the needs of the protected area	1		
	Staff training and skills are adequate, but could be further improved to fully achieve the objectives of management	2		
	Staff training and skills are in tune with the management needs of the protected area, and with anticipated future needs	3		
15. Current budget Is the current budget sufficient? *Inputs*	There is no budget for the protected area	0	The current budget is only partially reliable and impact reduced due to being inflexible	
	The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage	1		
	The available budget is acceptable, but could be further improved to fully achieve effective management	2		
	The available budget is sufficient and meets the full management needs of the protected area	3		

Issue	Criteria	Score	Comments	Next steps
16. Security of budget Is the budget secure? *Inputs*	There is no secure budget for the protected area and management is wholly reliant on outside or year by year funding	0	The budget is secure in that it is a clearly defined part of the	
	There is very little secure budget and the protected area could not function adequately without outside funding	1		
	There is a reasonably secure core budget for the protected area but many innovations and initiatives are reliant on outside funding	2		
	There is a secure budget for the protected area and its management needs on a multi-year cycle	3		
17. Management of budget Is the budget managed to meet critical management needs? *Process*	Budget management is poor and significantly undermines effectiveness	0	There is little or no opportunity to flexible manage budgets (funds are tied to specific items such as staff, fuel, etc)	
	Budget management is poor and constrains effectiveness	1		
	Budget management is adequate but could be improved	2		
	Budget management is excellent and aids effectiveness	3		
18. Equipment Is equipment adequately maintained? *Process*	There is little or no equipment and facilities	0		
	There is some equipment and facilities but these are wholly inadequate	1		
	There is equipment and facilities, but still some major gaps that constrain management	2		
	There is adequate equipment and facilities	3		

Issue	Criteria	Score	Comments	Next steps
19. Maintenance of equipment Is equipment adequately maintained? *Process*	There is little or no maintenance of equipment and facilities	0		
	There is some *ad hoc* maintenance of equipment and facilities	1		
	There is maintenance of equipment and facilities, but there are some important gaps in maintenance	2		
	Equipment and facilities are well maintained	3		
20. Education and awareness programme Is there a planned education programme? *Process*	There is no education and awareness programme	0	This is not in the original mandate of the reserve.	This is an important need if support for the reserve at a regional government and local population level is to be achieved.
	There is a limited and *ad hoc* education and awareness programme, but no overall planning for this	1		
	There is a planned education and awareness programme but there are still serious gaps	2		
	There is a planned and effective education and awareness programme fully linked to the objectives and needs of the protected area	3		
21. State and commercial neighbours Is there co-operation with adjacent land users? *Process*	There is no contact between managers and neighbouring official or corporate land users	0	Ditto above	
	There is limited contact between managers and neighbouring official or corporate land users	1		
	There is regular contact between managers and neighbouring official or corporate land users, but only limited co-operation	2		

Issue	Criteria	Score	Comments	Next steps
	There is regular contact between managers and neighbouring official or corporate land users, and substantial co-operation on management	3		
22. Indigenous people Do indigenous and traditional peoples resident or regularly using the PA have input to management decisions? *Process*	Indigenous and traditional peoples have no input into decisions relating to the management of the protected area	0	NA	
	Indigenous and traditional peoples have some input into discussions relating to management but no direct involvement in the resulting decisions	1		
	Indigenous and traditional peoples directly contribute to some decisions relating to management	2		
	Indigenous and traditional peoples directly participate in making decisions relating to management	3		
23. Local communities Do local communities resident or near the protected area have input to management decisions? *Process*	Local communities have no input into decisions relating to the management of the protected area	0		
	Local communities have some input into discussions relating to management but no direct involvement in the resulting decisions	1		
	Local communities directly contribute to some decisions relating to management	2		
	Local communities directly participate in making decisions relating to management	3		
Additional points	There is open communication and trust between local stakeholders and protected area managers	+1		

Issue	Criteria	Score	Comments	Next steps
Outputs	Programmes to enhance local community welfare, while conserving protected area resources, are being implemented	+1		
24. Visitor facilities Are visitor facilities (for tourists, pilgrims etc) good enough? *Outputs*	There are no visitor facilities and services	0	NA – Legally visitors are not allowed to the reserve and thus no facilities – some facilities for scientist exist which could be adapted.	
	Visitor facilities and services are inappropriate for current levels of visitation or are under construction	1		
	Visitor facilities and services are adequate for current levels of visitation but could be improved	2		
	Visitor facilities and services are excellent for current levels of visitation	3		
25. Commercial tourism Do commercial tour operators contribute to protected area management? *Process*	There is little or no contact between managers and tourism operators using the protected area	0	NA – see above	
	There is contact between managers and tourism operators but this is largely confined to administrative or regulatory matters	1		
	There is limited co-operation between managers and tourism operators to enhance visitor experiences and maintain protected area values	2		
	There is excellent co-operation between managers and tourism operators to enhance visitor experiences, protect values and resolve conflicts	3		
26. Fees If fees (tourism, fines) are applied, do they help protected area management?	Although fees are theoretically applied, they are not collected	0	NA	
	The fee is collected, but it goes straight to central government and is not returned to the protected area or its environs	1		

Issue	Criteria	Score	Comments	Next steps
Outputs	The fee is collected, but is disbursed to the local authority rather than the protected area	2		
	There is a fee for visiting the protected area that helps to support this and/or other protected areas	3		
27. Condition assessment Is the protected area being managed consistent to its objectives? *Outcomes*	Important biodiversity, ecological and cultural values are being severely degraded	0		
	Some biodiversity, ecological and cultural values are being severely degraded	1		
	Some biodiversity, ecological and cultural values are being partially degraded but the most important values have not been significantly impacted	2		
	Biodiversity, ecological and cultural values are predominantly intact	3		
Additional points *Outputs*	There are active programmes for restoration of degraded areas within the protected area and/or the protected area buffer zone	+1		
28. Access assessment Are the available management mechanisms working to control access or use? *Outcomes*	Protection systems (patrols, permits etc) are ineffective in controlling access or use of the reserve in accordance with designated objectives	0		
	Protection systems are only partially effective in controlling access or use of the reserve in accordance with designated objectives	1		
	Protection systems are moderately effective in controlling access or use of the reserve in accordance with designated objectives	2		

Issue	Criteria	Score	Comments	Next steps
	Protection systems are largely or wholly effective in controlling access or use of the reserve in accordance with designated objectives	3		
29. Economic benefit assessment Is the protected area providing economic benefits to local communities? *Outcomes*	The existence of the protected area has reduced the options for economic development of the local communities	0		
	The existence of the protected area has neither damaged nor benefited the local economy	1		
	There is some flow of economic benefits to local communities from the existence of the protected area but this is of minor significance to the regional economy	2		
	There is a significant or major flow of economic benefits to local communities from activities in and around the protected area (e.g. employment of locals, locally operated commercial tours etc)	3		
30. Monitoring and evaluation *Planning/Process*	There is no monitoring and evaluation in the protected area	0	See comments above regarding resource inventory and research, etc.	
	There is some *ad hoc* monitoring and evaluation, but no overall strategy and/or no regular collection of results	1		
	There is an agreed and implemented monitoring and evaluation system but results are not systematically used for management	2		
	A good monitoring and evaluation system exists, is well implemented and used in adaptive management	3		
TOTAL SCORE (current situation)		**20- 4 questions NA adjusted score = 23[20]**		

[20] 4 questions out of 30 NA thus adjusted score equals 30/26x20=. See WB/WWF document for details.

Issue	Criteria	Score	Comments	Next steps
TOTAL SCORE FORESEEN POST PROJECT		**87 – 1 question NA adjusted score = 90**		

SUMMARY

Currently the reserve has an adjusted ME Score of 23 (out of a potential 96). This is indicative of a low level of effective management - an accurate reflection of its difficult situation within the socioeconomic and natural resource use situation of post conflict transition Tajikistan..

If project activities achieve the results expected the score should realistically have risen to approximately 90 by the end of the project.

ANNEX 9: STATUTE ON NATIONAL BIODIVERSITY AND BIOSAFETY CENTER REPUBLIC OF TAJIKISTAN

Unofficial translation

Approved by Decree of Government of Republic of Tajikistan

September 1, 2003 #392

STATUTE
on National Biodiversity and Biosafety Center
Republic of Tajikistan

1. The Statute is elaborated to implement the commitments of Republic of Tajikistan related to the UN Convention on Biodiversity and Cartagena Protocol on Biosafety to the Convention on Biodiversity (hereinafter referred to as Cartagena Protocol).

2. The Statute defines regulations, order, activity and directions promoting the implementation of the UN Convention on Biodiversity and Cartagena Protocol in accordance with legislative claims of Republic of Tajikistan, international agreements and treaties.

Mayor goal of National Biodiversity and Biosafety Center (hereinafter referred to as National Biological Center) is regulating and coordinating of activities for implementation of National Strategy and Action plan on biodiversity conservation within frames of the UN Convention on Biodiversity.

The tasks of National Biological Center include:

- attracting of international grants for sustainable implementation of National Action Plan on biodiversity conservation at geosystem, ecosystem, population and species and genetic levels;
- developing of initiatives on creation of ecological network in the country;
- assessment, analysis and activity of protected areas;
- developing of regulative documentation on biodiversity use;
- preparation of documentation and recommendations on improvement of legislative regulations on structural activity on biodiversity and biosafety;
- elaboration of projects and its submitting to GEF for funding;
- preparation of documentation and reports on biodiversity use and conservation in accordance with National Action Plan;
- organization of information databases on biodiversity and biosafety;
- conducting of workshops, round tables and other informative-educational activities on biodiversity conservation.

National Biological Center cooperates with Ministry for Nature Protection of Republic of Tajikistan, State Land Use Committee, Academy of Science, Forestry Enterprise, and other nature protection institutions of Republic of Tajikistan in accord with existing legislation system of Tajikistan and the Statute.

Funding for the National Biological Center is provided by grants for projects related to the biodiversity issues, biosafety and environment, as well as by means allocated for the implementation of Action Plan.

Technical assistance includes existing project equipment and office.

Main activities of National Biological Center include:

- Elaboration and confirmation of project documentation concerning conservation and sustainable use of biodiversity.
- Participation in realization of national, global, regional Strategies and Action plans on conservation and sustainable use of ecosystems, biological and genetic resources, nature protected areas and facilities.
- Elaboration of projects and organization of activities aimed at biodiversity conservation and biosafety.
- Preparation of national environment reports, ecological certificates, project proposals and other documentation.
- Arrangement of other environmental nature-conservative measures.
- Identification of biological resources.
- Elaboration of recommendations on sustainable and safe use of biological resources.
- Establishment of quota on flora and fauna use.
- Elaboration and implementation of international project documentation and construction of links with international organizations.

National Biological Center has got its bank account, seal, letterhead, etc.

The Manager of National Biological Center is National Focal Point on Biodiversity and Biosafety of Republic of Tajikistan.

Within the Center will act National Coordination Committee on Biosafety. Structure, staff and responsibilities of the Committee are identified by Chairman of National Biological Center in accordance with International commitments of the UN Convention on Biodiversity.

National Biological Center submits quarter report concerning its activity to Government of Republic of Tajikistan and Secretariat of the Convention.

It can address with letters and minutes to different organizations. National Biological Center realizes all decisions according to its Chairman order.

*ANNEX 10: **REFERENCES***

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Unusov, S. "Report on the baseline situation in Land-use, legislation and policy in the project zone." Baseline study performed under the PDFA. Dushanbe, Tajikistan. September 2003.

_____. "Report on the Baseline condition of the Flora and Vegetation in the project zone." Baseline study performed under the PDFA. Dushanbe, Tajikistan. September 2003.

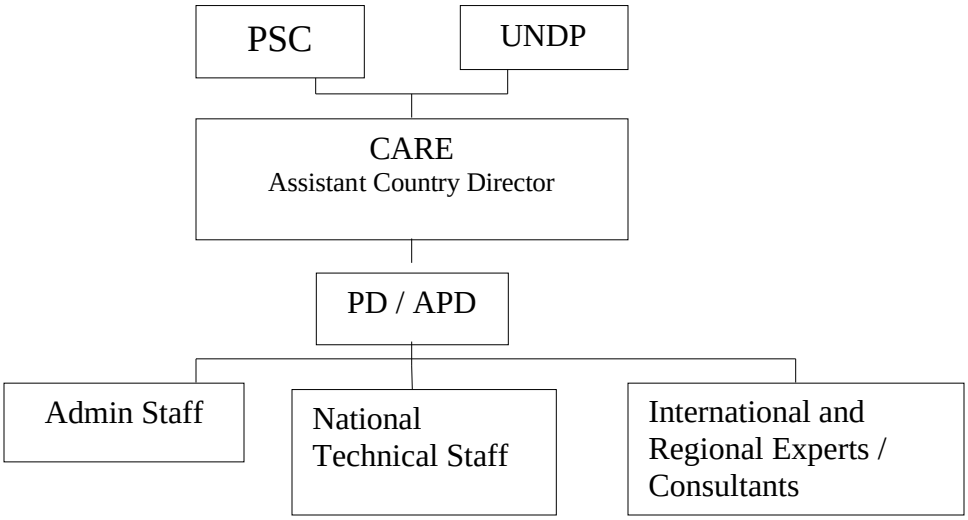
Part II. Other agreements

Letter of endorsement from GEF Operational Focal Point Tajikistan

See the ANNEX 3 of the attached project proposal please.

Letters of commitment are provided in a separate attachment to the project proposal

Part III. Organigram of Project



Part IV. Terms of References for key project staff and main sub-contracts

Draft Terms of Reference
for International Project Director

Job Title:	International Project Director (PD)
Project number & title:	PIMS 1786 BD MSP Demonstrating new approaches to Protected Areas and Biodiversity Management in the Gissar Mountains as a model for strengthening the national Tajikistan Protected Areas System
Duty Station and travel:	Dushanbe, Tajikistan with frequent trips within the project area.
Duration and contract:	12 months with possible extension.
Reporting to:	CARE Assistant Country Director

PROGRAMME CONTEXT

The project contributes to meeting the objectives as set out in the United Nations Development Assistance Framework for Tajikistan (UNDAF), and will be implemented within the UNDP's Country Programme Action Plan (CPAP). Within this framework, CPAP for 2005-2009 strives to achieve sustainable environment and energy management in Tajikistan. Fulfillment of obligations under Convention on Biodiversity is one of the main priorities for the country.

General: The overall task of the PD is to provide, on the basis of relevant technical and managerial knowledge and appropriate national and international experience, leadership of the project during the critical start up period. In addition, the PD must ensure the adequate capacity development of project staff, particularly the Assistant PD, in order to ensure long term managerial capacity to implement the project.

BACKGROUND

Project Rationale and Problem Statement: The protected areas system of Tajikistan consists of four Strict Nature Reserves (zapovedniks – IUCN Category I), two National Parks (IUCN Category II), thirteen nature reserves (zakazniks IUCN Category IV), twenty-six Natural Monuments (IUCN Category .III), and a limited area of tourism /recreation zones[21]. In total the protected areas system covers approximately 31 thousand km^2, an impressive 21% of total country area. However, in terms of strictly protected areas (IUCN Category I) coverage is approximately 1.2%. A lack of an ecosystem approach during design of the protected areas has resulted in a reduction of conservation effectiveness in many cases (too small, inappropriate borders, absence of wildlife corridors, etc).

Tajikistan's current PA system is a legacy from the Former Soviet Union (FSU). While many good things can be said of this system, it is now outdated and in many respects irrelevant to the new social and economic realities of Tajikistan emerging from years of conflict and in transition to a market economy. Most PAs in Tajikistan often exist only on paper, and all suffer severe barriers to effective conservation and sustainable management of biodiversity, including: fragmented institutional and management responsibilities, reduction of capacity due to qualified staff losses, severe cuts in funding, policy and legal

[21] Tajikistan BSAP 2003

inconsistencies and weaknesses, inadequate information and monitoring, and an absence of mechanisms for participation, benefit sharing and conflict resolution with local communities.

Amidst these problems and barriers, however, lies a strategic opportunity to influence the emergence of a new national PA System in Tajikistan, as the country is currently engaged in the process of creating the legal and institutional ground work for a democratic political system and a market based economy and has recently completed its BSAP. Thus, the goal of this project is to help catalyze the emergence of a sustainable national PA system in Tajikistan. The project will focus on demonstrating improved, holistic management in three target PAs, and the productive areas in their periphery, that represent a cross section of the PA categories of Tajikistan.

The project will: introduce new systematic and participatory management practices; strengthen capacity in terms of ecological, technical, socio-economic, and financial planning; reach out to, and involve, "non-traditional" PA stakeholders; include a focus on the wider landscape context of the reserves and not just the reserves themselves; clarify and rationalize policies affecting PA management; and demonstrate viable approaches to resolving key resource-use issues that negatively affect PA management and biodiversity conservation and sustainable use.

POST PROFILE

Under the direct supervision of the CARE Assistant Country Director, in close collaboration with UNDP Tajikistan, and ultimate responsibility of the CARE Country Director, the incumbent undertakes responsibility for the provision of managerial and technical leadership for the initial implementation of the project to ensure it achieves its overall objective and concrete outcomes as identified in the project document. In essence the PD will be responsible for operationally establishing the project, setting the technical direction and building sufficient capacity in order for the project team to effectively implement over the long term. The PD will also be responsible for the development of the terms of reference for all project staff and consultants. It is envisaged, that following the initial full time employment with the project, the PD will be retained on a part time basis to ensure continuity of technical direction and provide continued operational guidance.

KEY TASKS AND RESPONSIBILITIES:

More specifically tasks and responsibilities of the PD will include:

Operational Start up and staff capacity development

- In accordance with UNDP NGO execution requirements and with the administrative support of CARE, undertake the establishment of project implementation resources including: location and refurbishment of a project office, finalization and recruitment of key project personnel (APD and Admin/Finance Clerk), procurement of project vehicle/s and office equipment.
- Become fully familiar with UNDP NGO Execution procedures and regulations and CARE's internal operational procedures and mechanisms.
- Provide, with the assistance of UNDP and CARE, appropriate initial training of project core staff on operational and administrative systems and approaches.
- Establish clear cut internal and external monitoring and reporting mechanisms and procedures and standardized office best practices (including effective electronic and paper filing system, communications and delineation of responsibilities).

- Development of an annual technical workplan and an initial quarterly/6 month technical work plan for the project.
- Organization and conduction of the inception workshop for key stakeholders.

Co-financing Coordination
- Achieve clear and agreed plans for ensuring the integrated application of in-kind/parallel financing, particularly with CARE (the major project co-financer).
- Develop agreed coordination and cooperation mechanisms with each of the project co-financers to oversee and monitor the practical application of agreed plans.

Legal and Policy Framework for PA's Management
- Develop TORs for the project staff and National Consultants (NC) to undertake detailed analysis of key legal limitations, gaps and barriers for PA management and concrete recommendations for addressing them (including draft revised laws or "instructions").
- Oversee the process for the identification, selection and recruitment of the Legal National Consultants (NC).
- Provide technical support and advice to NCs in the implementation of their tasks.
- Ensure participatory discussion and consensus development regarding proposed policy and legal framework improvement through appropriate dissemination of draft materials and organization of review workshops.
- Ensure initiation of official procedures for implementation of agreed improvements to PA legal framework and the provision of appropriate facilitation and follow up in order to achieve its timely completion.

Regulatory Framework and Enabling Environment
- Develop TORs for National Consultants (NC) to undertake detailed analysis and recommendations regarding key policy and legislative gaps and barriers relevant to sustainable land and natural resource use, including: land tenure issues, grazing and forestry management / regulation, arable farming and water access regulation and control, enforcement mechanisms and compliance incentive measures, and institutional management arrangements.
- Oversee the process for the identification, selection and recruitment of the NCs.
- Provide technical support and advice to NCs in the implementation of their tasks.
- Ensure participatory discussion and consensus development regarding proposed approaches and actions to overcome identified issues through appropriate dissemination of draft materials and organization of review workshops.
- Ensure support to relevant institutions and bodies responsible for carrying out agreed actions required in order to achieve their effective and timely completion.

Technical Knowledge and Management Capacity
- Provide to the International Consultant for Capacity Building and national staff technical oversight and guidance in the process of identifying key capacity gaps of PA system staff (central authority and in the field) and the development of appropriate training modules/study tours. This includes review and approval of TORs for national and international consultant and indirect supervision of their work.
- Review and finalize plans for implementation of required capacity development programme.
- Provide oversight and guidance for the procurement of relevant materials and equipment for implementing training modules.
- Provide oversight and guidance during implementation of training modules and study tours.
- In cooperation with appropriate government bodies, develop the concept of PA system student internships, develop a plan for its implementation and provide oversight and guidance to its implementation.

Field Conservation capacity and financial sustainability

- Identify key research needs for management planning purposes, plan research and survey operational implementation and develop TORs for Team Leaders.
- Oversee the selection and recruitment process of Team leaders.
- Provide advice and technical/operational guidance during implementation.
- Provide advice and technical support for the development of appropriate and robust monitoring systems and development of appropriate information management system (GIS).
- Provide guidance on the concept, purpose, best practices and necessary content of management plans for the PAs.
- Assist in the design of a participatory process for identifying key management requirements of each PA and operational/technical support in its implementation.
- Ensure practical support and guidance by the project to the initial application of management plans in the field.
- Design in consultation with relevant stakeholders and interested parties (ecological NGOs, local authorities, etc) a framework plan for increasing the awareness of communities regarding conservation and sustainable natural resource use and for their participation in management planning.
- Develop TOR for Team leader to further elaborate and be responsible for managing execution of awareness and participation plan.
- Provide ongoing technical guidance and operational support to the implementation of the plan including oversight of the selection and recruitment of staff, procurement of equipment, work planning.
- Review and advise on key equipment and infrastructure needs identified by project staff and counterparts and closely oversee procurement process and execution.
- Provide support to International financing consultant and NCs during development of a financing plan for the PA's within the project area.
- Organize and facilitate discussion and consensus building on the financing plan.
- Ensure appropriate follow up is undertaken in order for the financing plan to be integrated into PA management plans and for appropriate institutional approaches and instruments for it to function are put in place.

Environmentally Sustainable Income generation

- Under the guidance of the CARE Rural Livelihoods Coordinator, identify the key socio-economic data needs and operational means to means to collect it.
- Oversee the development of TORs and selection and recruitment of NCs to undertake the survey work.
- Provide oversight and operational guidance to the practical implementation of the survey and review/comment/approve the final output in coordination with the CARE Rural Livelihoods coordinator.
- Provide leadership to project and CARE staff in the development of an appropriate community mobilization programme.

Reporting, Monitoring, and Evaluation

- Ensure that internal project monitoring and reporting procedures are in place and function.
- Prepare quarterly reports on the implementation of Quarterly workplans, and Annual APR/PIR reports.
- Organize, participate and respond to the needs of Project Steering Committee and APR/PIR meeting.
- Prepare TORs and organized selection, recruitment and mission of independent mid term and terminal evaluator.

The present ToR is subject to annual revision by CARE Assistant Country Director and UNDP's Head of Environment and Energy Unit according to the project needs.

QUALIFICATIONS:

- Post-graduate degree preferably in a directly related field (e.g. natural resource management; biodiversity conservation);
- Experience as project manager, with proven experience in protected areas;
- Developed inter-personal, communication and negotiating skills;
- Good familiarity with the goals and procedures of international organizations is preferred, in particular those of the GEF and its partners (UNDP, UNEP, the World Bank, major NGOs, and current and future potential donors);
- Proficient English speaking and writing capability. Knowledge of Russian and/or Tajik will be considered as a significant asset;
- Previous work experience in the project region on issues directly related to the Project;
- Ability and willingness to travel; and,
- Demonstrable skills in using information technology (word processing, spread sheets) and familiarity with GIS applications.

Draft Terms of Reference for Project Assistant Director

Job Title:	Assistant Project Director
Project number & title:	PIMS 1786 BD MSP: Demonstrating new approaches to Protected Areas and Biodiversity Management in the Gissar Mountains as a model for strengthening the national Tajikistan Protected Areas System
Duty Station and travel:	Dushanbe. Frequent visits to the project site (in Gissar Area) will be required but no DSA or travel costs within the project area will be payable.
Duration and contract:	1 year contract after 3 months probation period subject to satisfactory performance, with probable long-term extension
Reporting to:	International Project Director

PROGRAMME CONTEXT

The project contributes to meeting the objectives as set out in the United Nations Development Assistance Framework for Tajikistan (UNDAF), and will be implemented within the UNDP's Country Programme Action Plan (CPAP). Within this framework, CPAP for 2005-2009 strives to achieve sustainable environment and energy management in Tajikistan. Fulfillment of obligations under Convention on Biodiversity is one of the main priorities for the country.

General: The Project Assistant Director will during the initial period of the post be responsible for directly supporting the PD in the execution of his tasks, particularly in regard to managing operational aspects of project implementation. For the remaining period of the project the APD will take over the overall day to day management of the project. However, the PD will remain responsible for directing the main technical direction and act as a resource person for difficult operational issues.

The extent of the project, both geographically and technically is wide and includes a large number of stakeholders nationally and more significantly at local level, including Oblast level authorities, rayon level authorities, local branches of national agencies for nature protection, forestry, fisheries, livestock agriculture, etc, etc. Furthermore, the project activities and objectives are a significant departure from the Soviet era approaches to development and natural resource management in which local level partners where trained and brought up. This will constitute a major challenge for the project. The location of the project sites and its size result in the logistical and organizational scope of work being significant.

BACKGROUND

Project Rationale and Problem Statement: The protected areas system of Tajikistan consists of four Strict Nature Reserves (zapovedniks – IUCN Category I), two National Parks (IUCN Category II), thirteen nature reserves (zakazniks IUCN Category IV), twenty-six Natural Monuments (IUCN Category .III), and a limited area of tourism /recreation zones[22]. In total the protected areas system covers approximately 31 thousand km^2, an impressive 21% of total country area. However, in terms of strictly protected areas (IUCN Category I) coverage is approximately 1.2%. A lack of an ecosystem approach during design of the protected areas has resulted in a reduction of conservation effectiveness in many cases (too small, inappropriate borders, absence of wildlife corridors, etc).

Tajikistan's current PA system is a legacy from the Former Soviet Union (FSU). While many good things can be said of this system, it is now outdated and in many respects irrelevant to the new social and economic realities of a Tajikistan emerging from years of conflict and in transition to a market economy. Most PAs in Tajikistan often exist only on paper, and all suffer severe barriers to effective conservation and sustainable management of biodiversity, including: fragmented institutional and management responsibilities, reduction of capacity due to qualified staff losses, severe cuts in funding, policy and legal inconsistencies and weaknesses, inadequate information and monitoring, and an absence of mechanisms for participation, benefit sharing and conflict resolution with local communities.

Amidst these problems and barriers, however, lies a strategic opportunity to influence the emergence of a new national PA System in Tajikistan, as the country is currently engaged in the process of creating the legal and institutional ground work for a democratic political system and a market based economy and has recently completed its BSAP. Thus, the goal of this project is to help catalyze the emergence of a sustainable national PA system in Tajikistan. The project will focus on demonstrating improved, holistic management in three target PAs, and the productive areas in their periphery, that represent a cross section of the PA categories of Tajikistan.

The project will: introduce new systematic and participatory management practices; strengthen capacity in terms of ecological, technical, socio-economic, and financial planning; reach out to, and involve, "non-traditional" PA stakeholders; include a focus on the wider landscape context of the reserves and not just the reserves themselves; clarify and rationalize policies affecting PA management; and demonstrate viable approaches to resolving key resource-use issues that negatively affect PA management and biodiversity conservation and sustainable use.

POST PROFILE

Under the direct supervision of the Project Director, in close collaboration with UNDP Tajikistan, the incumbent undertakes responsibility for achieving project's objective and outcomes in accordance with the approved project documents. The APD will be responsible for effective delivering of the outputs, organization of the workload for the project personnel, monitoring and reporting in accordance with UNDP/GEF standards.

KEY TASKS AND RESPONSIBILITIES:

More specifically tasks and responsibilities of the APD will include:

[22] Tajikistan BSAP 2003

- Assisting the PD with managing the project in accordance with the project document, the UNDP Country Office Programme Kit, the NGO Execution Guidelines and CARE's procedures;
- Assisting in the selection and recruitment of the hired project staff.
- Under the supervision of the PD be directly responsible for supervising project administrative staff and technical team leaders and support efforts to build project personnel capacity.
- Assisting the PD in the provision and administration of all project inputs and activities according to the Annual and Quarterly technical Work Plans, in particular ensure day to day operational activities are undertaken in an effective manner.
- Ensure effective reporting to the PD of operational and technical status of the project.
- Assisting the PD in updating and regular reviewing of the project work plans.
- Assisting the PD in the timely preparation and submission of the Annual and Quarterly Project Work Plans and Reports and any other required progress reports and ensuring that reports prepared by project personnel or participants are prepared as required.
- Assisting the PD in keeping the National Project Coordinator and other key national/local partners abreast of project activities.
- Undertake other activities needed for the achievement of the project objective and outcomes in accordance to the project document and UNDP/GEF guidelines.

The present ToR is subject to annual revision by CARE Assistant Country Director and UNDP Head of Environment and Energy Unit according to the project needs. The ToR will also be discussed during the project inspection workshop and may be changed based on its recommendations.

QUALIFICATIONS:

- Post-graduate degree preferably in a directly related field (e.g. natural resource management; biodiversity conservation);
- Previous experience in protected areas;
- Previous experience in working with international organizations;
- Developed inter-personal, communication and negotiating skills;
- Proficient English speaking and writing capability. Good knowledge of Russian and/or Tajik is essential;
- Ability and willingness to travel; and,
- Good knowledge of computers (word processing, spread sheets).

SIGNATURE PAGE

Country: Tajikistan

UNDAF Outcome(s)/Indicator(s):	**Outcome 4**: Natural resources sustainably managed, and fewer persons killed or affected by disasters
Expected Outcome(s)/Indicator(s):	same as in UNDAF
Expected Output(s)/Indicator(s):	Managing Energy and Environment for Sustainable Development
Implementing partner:	UNDP/CARE International in Tajikistan
Other Partners:	The State Committee on Environmental Protection and Forestry , (State Special Inspection and Control Department , Tajik National Parks, The *leskhozes* and GLOKH), The National Biodiversity and Biosafety Center, the Ministry of Agriculture and Water, Khukumats of rayons, :The Association of Forests and Wildlife Protection, the Child Ecological Society "Zumrad", the Youth Ecological Center, and the Civil Initiatives Supporting Foundation.

Programme Period: 2005 – 2009
Programme Component: Overcoming Mountains
Project Title: Demonstrating new approaches to Protected Areas and Biodiversity Management in the Gissar Mountains as a model for strengthening the national Tajikistan Protected Areas System
Project ID: PIMS 1786
Atlas Award ID: 00042239
Atlas Project ID: 00048392
Project Duration: 5 years
Management Arrangement: NGO

Budget	$ 1,100,000
Total budget:	**$ 1,100,000**
Allocated resources:	
• Regular (UNDP)	$ 125,000
• GEF	$ 975,000
Co-financing:	
• **In kind contributions:**	
• Government	$ 150,000
• Other	$ 455,000

	Name	Date
Agreed by (State Committee on Environmental Protection and Forestry):		30.12.2005
Agreed by (CARE International):		21.12.2005
Agreed by (UNDP):	PDM/OC - OTC	03/01/06