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| **Improving Biodiversity and Sustainable Forestry** |

**July 2022**



# PROJECT DOCUMENT

Upon request from the Government of Türkiye, represented by the Ministry of Agriculture and Forestry;

the Food and Agriculture Organization of the United Nations (FAO) will provide technical assistance for the following Project:

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| **Project Title:** | **Improving biodiversity and sustainable forestry** |
| **Project Symbol:** |  |

Upon signature of this project document by the duly authorized representatives of both parties, the project will be implemented in accordance with the background, rationale and management arrangements described herein.

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| On behalf of the Government:  Ministry of Agriculture and Forests | | On behalf of:  The Food and Agriculture Organization of the United Nations | |
| Name: |  | Name: |  |
| Title: |  | Title: |  |
| Date: |  | Date: |  |

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| --- | --- |
| **Project Title:** | **Improving biodiversity and sustainable forestry** |
| **Project symbol:** |  |
| **Recipient Country(ies):** | **Focal countries:** Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan  **Other beneficiary countries:** Azerbaijan, Montenegro, Turkmenistan |
| **Government(s)/other counterpart(s):** | **Focal countries:**   1. **Kazakhstan**: The Forestry and Wildlife Committee, Ministry of Ecology, Geology and Natural Resources of the Republic of Kazakhstan 2. **Kyrgyzstan**: Forestry Service under the Ministry of Agriculture of the Kyrgyz Republic 3. **Tajikistan:** Forestry Agency of the Tajikistan Government 4. **Uzbekistan:** The State Committee on Forestry of the Republic of Uzbekistan   **Other beneficiary countries:**   1. **Azerbaijan**: Ministry of Ecology and Natural Resources, Forest Development Department 2. **Montenegro:** National Parks of Montenegro, Ministry of Ecology, Spatial Planning and Urbanism 3. **Turkmenistan:** Ministry of Agriculture and Environmental Protection, Environmental Protection Service, Forestry Department |
| **Expected EOD (Starting Date):** |  |
| **Expected NTE (End Date):** |  |
| **Contribution to FAO’s Strategic Framework (2022 – 2031):**  **(Indicate as appropriate)** | * + ***Four Betters* organizing principle: Better Environment**   **Programme Priority Areas (PPAs)**   * + BE3: Biodiversity and ecosystem services for food and agriculture   + ***Four Betters* organizing principle: Better Life**   **Programme Priority Areas (PPAs)**   * + BL1: Gender equality and rural women’s empowerment   + BL2: Inclusive rural transformation   + **Focal Country Programming Frameworks[[1]](#footnote-1):**   **Kazakhstan CPF (2014-2017):** Priority Area 3. Sustainable natural resources management (water, land and forestry),  **Outcome 1.** Capacity of the national institutions, natural resources managers and agricultural producers for sustainable natural resources management strengthened.  **Kyrgyzstan CPF (2015 – 2017):** Priority Area 3: Improved resilience in responding to climate change, crisis and disaster.  **Outcome 3:** Climate change mitigation and adaptation in the agriculture and forestry sectors, and resilience in disaster and crises situations enhanced.  **Tajikistan CPF (2016-2017):** Priority Area B: Sustainable management of natural resources and improved resilience to climate change.  **Output 2.2:** Innovative and multisectoral approaches and practices for sustainable and integrated natural resources management and improved resilience to climate change (land, water, forestry and wildlife) promoted.  **Uzbekistan CPF (2014-2017):** Priority Area E: Sustainable management of natural resources. Outcome 1. Development of forestry for sustainable management of natural resources and increased income-generating opportunities for rural population supported  **Regional Initiative/Priority Area:**  Managing natural resources sustainably and preserving biodiversity in a changing climate. Main components:   1. Policy alignment, coordination and cooperation for sustainable use of natural resources and the integration of climate change and disaster risk reduction. 2. Provision and collection of data. 3. Capacity development, strengthening national capacities for sustainable approaches to natural resource management, including landscape approach, agroecology, sustainable land use, genetic resources, water management and climate-smart agriculture. |
| **Environmental and Social Risk Classification** | low risk€ moderate risk **X** high risk € |
| **Gender Marker** | G0 € G1 Χ G2 € |
| **Total Budget:** | USD 3.300.000 |

# EXECUTIVE SUMMARY

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| **Executive Summary**  Central Asia is dominated by some of the world’s largest areas of steppe and desert, but also with important wetland and key mountain ecosystems vital to the sustainable provision of water to the populations of Asia. Located at the junction of three of the world’s bio-geographic realms the area is supporting a unique biodiversity.  Forests and forest landscapes have been degrading throughout the region as the post-1990s established forest institutions were understaffed and underfunded to carry out forest management activities and enforce adequate forest protection. Unauthorized fuelwood removal, enhanced by the lack of affordable energy availability, logging for commercial purposes, and overgrazing in the forest and wooded lands, became significant threats to forests.  For the wild flora and fauna of Central Asia, these anthropogenic pressures have, for the most  part, been adverse. Many endemic species of animals and plants, 155 species according to the IUCN Red List, are threatened of extension and some have become extinct within the last century. Many nature reserves suffered from the lack of management due the complicated socioeconomic situation, which does not allow countries to pay the necessary attention to the problems of nature protection.  Climate change will most likely aggravate the degradation of forest area and the risk posed to biodiversity conservation.  To address the ongoing landscape degradation, at the first ‘Ministerial Roundtable on Forest Landscape Restoration and the Bonn Challenge in the Caucasus and Central Asia’, held in Astana, Kazakhstan on 21-22 June 2018, participating countries pledged to restore over 3 million ha of forest landscape by 2030 and to strengthen partnerships and regional cooperation.  To support these commitments, the Ministry of Agriculture and Forestry of Türkiye (MAF) is willing to support countries in the Caucasus and Central Asia and in the Balkans in their efforts to combat forest and biodiversity degradation under the FAO-Türkiye Forestry Partnership Programme (FTFP). Countries which will benefit from this support include:   1. Azerbaijan, 2. Kazakhstan, 3. Kyrgyzstan, 4. Montenegro 5. Tajikistan, 6. Turkmenistan and 7. Uzbekistan.   Amongst these countries Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan will be focal countries of this project where model forest and/or protected areas management plans will be developed and/or updated. Other countries will beneficiate from the project’s capacity development activities as well as from knowledge sharing with focal countries.  **The objectives of this project is** to equip beneficiary countries, through regional cooperation and networking, with the necessary and gender-responsive capacity and knowledge on sustainable biodiversity conservation and sustainable forest management. This will contribute to improving ecosystem functions such as biodiversity and soil conservation, storage of CO2 and regulation of water flows. To achieve these objectives, and considering the available financial resources, the project will have both, a pilot character to develop and demonstrate the best and state-of-the-art sustainable management planning systems for forests and protected areas and, a strong capacity development component, putting emphasis on an appropriate mix of theory and practice, to ensure that up-to-date knowledge is well and sustainably embedded in the respective national administrations in charge of forests and protected areas.  The project strategy will be based on four pillars:   1. Addressing the needs for an integrated approach in management planning; 2. Capacity development; 3. Piloting of management planning; and 4. Knowledge management and sharing.   These four pillars will be based on cross-cutting principles relevant to climate change and gender equality.  **During the three years of project implementation,** emphasis, at the early stage of the project, will be on providing up to 60 experts, Turkish experts and their counterparts from beneficiary countries, with knowledge on community-based natural resources management (Output 1); These experts will then be trained, according to their responsibilities, in the corresponding specialized fields of forest and protected areas management. Four study tours will also be conducted in Türkiye to share experiences. This important capacity development component will be sustained through coaching sessions in the focal countries to ensure an efficient integration of the learned skills within national institutions (Output 2); The project will then support the updating of protected area management plans for sustainable biodiversity conservation at landscape level, one in Kyrgyzstan and one in Uzbekistan (Output 3) and the development of forest management plans for sustainable multipurpose forestry, one per country, in Kazakhstan, Kyrgyzstan and Tajikistan (Output 4); The project will strongly contribute to regional knowledge sharing and collaboration and to awareness raising on biodiversity conservation and sustainable forest management through dedicated awareness campaigns (Output 5).  National experts who are foreseen to support project implementation will be selected according to technical and gender equality criteria. They will be trained in Türkiye to acquire the latest knowledge and skills in forest and PAs management techniques.  The sustainability of the project will be enhanced through review and analysis of the existing management planning systems. In addition, management planning will be carried out with an integrated and participatory approach involving all concerned main stakeholders, in particular, the rural population equally composed of women and men. This will ensure that the management options will be designed in a transparent manner, thus minimizing possible natural resources-based conflicts. The project will further support the creation of PPPs and of small and medium enterprises. Further public support can be expected through awareness raising campaigns on sustainable forest management and biodiversity conservation that will be conducted by the project.  The project will strongly promote regional collaboration. It will conclude with a regional workshop to share experiences and lessons learned among participating countries, and to discuss possible ways to maintain and strengthen regional collaboration. The project will further share these findings with other interested countries. |

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# ****ACRONYMS****

ADB Asian Development Bank

BE FAO organizing principle “Better Environment”

BH Budget holder

BL FAO organizing principle “Better Life”

CCA Caucasus and Central Asia

CPF FAO Country Programming Framework

CSO Civil Society Organizations

DG Director General, General Directorate within the Turkish forestry administration

EU European Union

ENRTP European Neighbourhood and Partnership Instrument

FAO Food and Agriculture Organization of the United Nations

FAO-REU FAO Regional Office for Europe and Central Asia

FAO-SEC FAO Subregional Office for Central Asia

FLO Funding Liaison Officer

FRA FAO Global Forest Resources Assessment

FTFP FAO-Türkiye Forestry Partnership Programme

GCF Green Climate Fund

GEF Global Environment Facility

GPS Government Provided Staff

GPS Global Positioning System

IUCN International Union for Conservation of Nature

JTO Junior Technical Officer

LoA Letter of Agreement

LTO Lead Technical Officer

LTU Lead Technical Unit

MAF Ministry of Agriculture and Forestry (Türkiye)

MoU Memorandum of Understanding

NBSAP National Biodiversity Strategies and Action Plan

NFO FAO Forest Division

NFP National Forest Programmes

NGOs Non-governmental Organizations

NPC National Project Coordinator

NWFP Non-Wood Forest Products

OECD Organisation for Economic Co-operation and Development

OVIs Objectively Verifiable Indicators

PAs Protected Areas

PCM FAO Project Cycle Management

PES Payment for Ecosystem Services

PFD Partnership Framework for Development

PPAs: Programme Priority Areas

PPPs Public-Private-Partnerships

PTF Project Task Force

SC Steering Committee

SDGs UN Sustainable Development Goals

SEC FAO Sub-regional Office for Central Asia

SFM Sustainable Forest Management

TIKA Turkish Cooperation and Coordination Agency

ToR Terms of Reference

UNAPF United Nations-Azerbaijan Partnership Framework

UNCCD United Nations Convention to Combat Desertification

UNDAF United Nations Development Assistance Framework

UNECE United Nations Economic Commission for Europe

UNFCCC United Nations Framework Convention on Climate Change

# ****SECTION 1 – RELEVANCE****

### Alignment and Strategic Fit

The project will address the priorities of participating countries identified in the UN Decade for Ecosystem Restoration – 2021-2030 -, the UNCCD 2018-2020 Strategic Framework, the UNCCD Land Degradation Neutrality (LDN) Target Setting Programme, the UNCCD National Action Programmes, the Bonn Challenge, in particular the National commitments announced at the Ministerial Roundtable on Forest Landscape Restoration and the Bonn Challenge in the Caucasus and Central Asia in the “Astana Resolution” in June 2018, the Sustainable Development Goal 15 (Life on Earth), the Aichi Biodiversity Target 15 and the FAO country programming framework (CPF) of participating countries. It contributes to the achievement of national sectoral plans and priorities including biodiversity, climate change, natural resources management policies, laws and programmes, which are at various stage of implementation.

### *Alignment to FAO’s Strategic Framework*

The project will contribute to the achievement of FAO **Strategic Framework**, under the *Four Betters* organizing principle*:* **Better Environment,** in particular the Programme Priority Area (PPA):

**BE3: Biodiversity and ecosystem services for food and agriculture** and;

under the *Four Betters* organizing principle: **Better Life**, in particular the PPAs:

**BL1: Gender equality and rural women’s empowerment**

**BL2: Inclusive rural transformation**

The project will further contribute to FAO Strategic Framework cross-cutting themes,

**gender, youth,** and i**nclusion,** and will provide particular visibility to these important issues.

### *Alignment with the regional initiative*

The project will directly contribute to the FAO Regional Initiative**:** **Managing natural resources sustainably and preserving biodiversity in a changing climate.** In particular it will support the following main components of the Initiative:

1. Policy alignment, coordination and cooperation for sustainable use of natural resources and the integration of climate change and disaster risk reduction.
2. Provision and collection of data.
3. Capacity development, strengthening national capacities for sustainable approaches to natural resource management, including landscape approach, agroecology, sustainable land use, genetic resources, water management and climate-smart agriculture.

### *Alignment to Country Programming Framework (CPF)*

The project will directly contribute to Country Outcomes and to the FAO Country Programming Frameworks of the ^project focal countries. These contributions will relate to specific outcomes as indicated below:

### *Contribution to Country Outcome*

**Kazakhstan: Partnership Framework for Development (PFD), 2021-2025:**

**Thematic area 1: “Prosperity and Planet”**

**Outcome 3.2.** By 2025, all people in Kazakhstan, in particular the most vulnerable, benefit from increased climate resilience, sustainable management of the environment and clean energy, and sustainable rural and urban development.

**Kyrgyzstan:** **The United Nations Development Assistance Framework (UNDAF), (2018-2022):**

**Priority III. Environment, climate change, and disaster risk management**

**Outcome 3:** By 2022, communities are more resilient to climate and disaster risks and are engaged in sustainable and inclusive natural resource management and risk-informed development.

**Tajikistan: The United Nations Development Assistance Framework (UNDAF), (2016-2021):** **Focus Area: Resilience and Environmental Sustainability**

**Outcome 6:** People in Tajikistan are more resilient to natural and manmade disasters resulting from improved policy and operational frameworks for environmental protection and sustainable management of natural resources.

**Uzbekistan: The United Nations Development Assistance Framework (UNDAF), (2021-2025):**

**Strategic Priority C: Sustainable, climate responsible and resilient development**

**Outcome 5:** By 2025, the most at risk regions and communities of Uzbekistan are more resilient to climate change and disasters, and benefit from increasingly sustainable and gender-sensitive efficient management of natural resources and infrastructure, robust climate action, inclusive environmental governance and protection (national SDGs: 1, 2, 5, 6, 7, 8, 9, 11, 12, 13,15)

### *Contribution to CPF Output(s)[[2]](#footnote-2)*

**Kazakhstan CPF (2014-2017):** Priority Area 3. Sustainable natural resources management (water, land and forestry), Outcome 1. Capacity of the national institutions, natural resources managers and agricultural producers for sustainable natural resources management strengthened.

**Kyrgyzstan CPF (2015 – 2017):** Priority Area 3: Improved resilience in responding to climate change, crisis and disaster. Outcome 3: Climate change mitigation and adaptation in the agriculture and forestry sectors, and resilience in disaster and crises situations enhanced.

**Tajikistan CPF (2016-2017):** Priority Area B: Sustainable management of natural resources and improved resilience to climate change. Output 2.2: Innovative and multisectoral approaches and practices for sustainable and integrated natural resources management and improved resilience to climate change (land, water, forestry and wildlife) promoted.

**Uzbekistan CPF (2014-2017):** Priority Area E: Sustainable management of natural resources. Outcome 1. Development of forestry for sustainable management of natural resources and increased income-generating opportunities for rural population supported

### *Expected Results*

### *Impact*

The project impact will enhance large-scale and effective biodiversity conservation and sustainable forest management contributing to mitigation of and adaptation to climate change in the sub-region

### *Outcome*

Participating countries are equipped, through regional cooperation and networking, with the necessary capacity and knowledge on sustainable biodiversity conservation and forest management, which is socially inclusive and responsive to the needs of marginalized groups.

### *Outputs*

**Output 1:** Community-based management capacity of project staff and national counterparts is strengthened.

**Output 2:** Technical capacity on biodiversity conservation and sustainable forest management of project countries strengthened.

**Output 3:** Management plans for sustainable biodiversity conservation at landscape level updated.

**Output 4:** Model multifunctional forest management plans developed.

**Output 5:** Awareness raising on biodiversity conservation and sustainable forest management conducted.

### *Activities*

Activities under **Output 1** will mainly be dedicated to gender-responsive capacity development and knowledge development, as outlined in paragraph 3.4 “Gender equality”, of project staff and counterparts of the participating countries, up to 60 experts in total, on the basics of participatory approaches. A good understanding and adequate skills on participatory approaches is a prerequisite for the development and implementation of community-based management of natural resources. These skills are required to respond to the challenges regarding rural livelihoods, poverty alleviation, potential and existing natural resources-based conflicts, cross-sectoral coordination and of overall sustainability of biodiversity conservation and forest management. Output 1 is therefore a preparatory step towards further technical capacity development activities under Output 2. These activities will involve group of trainees that will be composed of a mix of experts with biodiversity and forest management backgrounds and from all countries, including Türkiye. It is expected that, through these joint capacity development activities at the early stage of the project, a collaborative spirit and a common vision amongst participants will be facilitated. While activities under this output are mainly dedicated to beneficiary countries, they will also support the development and implementation of a human resources strategy for strengthening Turkish expertise in regional technical cooperation.

Activities under **Output 2** are mainly dedicated to gender-responsive technical capacity development and knowledge development and exchange to support the implementation of techniques and approaches for biodiversity conservation and sustainable forest management. Trainees will be required to have acquired the skills on participatory approaches provided under Output 1.

Some capacity development activities, such as GIS and valuation of ecosystem services trainings, will be jointly carried out with biodiversity conservation and sustainable forest management experts to further enhance the collaboration and mutual understanding of these groups of experts who, often work, in different institutions. To ensure an effective capacity development, activities under this output will be dedicated to in-country coaching sessions (focal countries only). These coaching sessions will take place after the formal training and at regular intervals, e.g.; every 6 months, to review achievements and provide further advices to the trained experts in their working environment.

Activities under **Output 3** will support the review and update of national PAs management system in Kyrgyzstan and Uzbekistan to identify possible issues for improvement. Most other activities will be dedicated to the thorough assessment of the pilot PAs, considering the wider landscape surrounding these areas, and to the participatory updating of model management plans for biodiversity conservation addressing all issues of concern and providing the required economic incentives, such as the creation of small-scale eco-tourism enterprises based on the FAO Market Analysis and Development methodology, for key stakeholders to ensure their sustainable management. PAs assessment and monitoring guidelines will also be prepared to support countries with the updating and implementation of their other PAs management plans.

Activities under **Output 4** will support the review of national forest management planning system in Kazakhstan, Kyrgyzstan and Tajikistan to identify possible issues for improvement. Other activities will be dedicated to select pilot forest areas for the development of model forest management plans. The model plans will build on the concept of ecosystem services and emphasize the management of non-wood forest products (NWFPs). This will include a thorough assessment of pilot forest areas and a participatory development of model management plans for sustainable multipurpose forestry addressing all issues of concern and providing the required economic incentives for key stakeholders to ensure their sustainable management. Based on project experience, forest management plan formulation and monitoring guidelines will also be prepared to support countries with the formulation and implementation of their forest management plans. The institutionalization of national centralized forest management units will also be supported in the focal countries to ensure more efficient and harmonized sustainable forest management planning systems.

Activities under **Output 5** will support the development of awareness raising materials on biodiversity conservation and on sustainable forest management and their dissemination through awareness raising campaigns. Activities under this output will also promote Public-Private-Partnerships (PPPs) and the exchange of information and knowledge through a regional workshop and existing regional networks with a view to scale-up project’s achievements.

### Comparative Advantages

There are several comparative advantages for requesting the services of FAO for this project.

Forests are home to most of the world’s terrestrial biodiversity. Within FAO, the Forestry Department takes the lead in supporting member countries to implement sustainable forest management by providing policy advice, technical knowledge and reliable information, while ensuring that forests and trees and biodiversity conservation contribute to sustainable livelihoods. The FAO Forestry Department works to balance social and environmental considerations with the economic needs of rural populations, women and men, living in and near forest areas.

The Department leads programme entities in sustainable forest management; the conservation of forests and fragile ecosystems; forest plantations and trees outside forests; forests and water; forests and climate change; forest resource assessments; forestry sector outlook studies; economic aspects of forests; forest products information; utilization of forest products and wood-based energy; strengthening national institutional capacities; forest policies and governance; forests, poverty alleviation and food security; participatory forestry and sustainable livelihoods; international forestry processes; and forestry information.

### *Mandate to Act*

At both global and national levels, FAO serves, and is widely recognized, as a neutral forum for policy dialogue, as a reliable source of information on forests and trees and as a provider of expert technical assistance and advice to help countries develop and implement effective national forest programmes.

### *Capacity to Act*

FAO has dedicated teams on Sustainable Forest Management, Wildlife and Protected Areas and Social Forestry.

The FAO Team on Sustainable Forest Management helps countries overcome the challenges of developing and implementing SFM by providing policy advice, technical support and capacity building through field projects, workshops, and hands-on training. The Organization also helps countries in assessing their forest resources, defining the elements of SFM and monitoring their progress towards it. FAO helps identify, test and promote innovative, multipurpose forest management approaches and techniques that respond to the need for mitigating and adapting to a changing climate, increased demand for wood and non-wood forest products and services, and threats from fires, pests and natural disasters. FAO promotes SFM by working at the international level and through collaborative partnerships to address and help solve regional and global forest-related issues.

The FAO Team on Wildlife and Protected Areas is promoting the sustainable management of PAs across all habitats as a key element in achieving sustained nutrition and income for rural populations and indigenous people, and achieving its goal of zero hunger. Through its programme, FAO is actively involved in supporting Member countries to:

* develop innovative mechanisms to reduce unsustainable hunting practices;
* promote the sustainable use and management of wild meat;
* provide technical assistance and strengthen capacities to deal with human wildlife conflicts;
* enhance cross-border collaboration and strengthen the governance of protected areas;
* design and implement relevant field projects and initiatives.

The Social Forestry Team supports the FAO official commitment to participatory development and actively works to promote participatory approaches that enable local people, women and men, and other stakeholders from forest-dependent communities (particularly the most vulnerable) to be involved in forest or natural resources use planning and management, and to derive equal benefits from this involvement.

FAO has a Sub-regional Office for Central Asia (SEC) located in Ankara, Türkiye, which has the ability to respond to the priority needs of the countries in the subregion – Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Türkiye, Turkmenistan and Uzbekistan. In this capacity, FAO-SEC provides analysis and advice in policy reform for agriculture, land tenure and natural resources. The Organization’s technical assistance covers institution building, development of knowledge and competencies, and exchange of experience among countries facing the challenges of transition.

### *Position to Act*

FAO has a rich and unique experience worldwide designing and implementing projects with country partners to build institutional capacities for forestry, wildlife and natural resources management and in integrating forestry with biodiversity conservation and forest management.

FAO has extensive experience in Central Asia and has been involved in a large number of forestry and forestry related projects working on a range of issues in the forestry sector, from developing national forest programmes to establishing forestry research labs and studying the potential for local wood-based bioenergy industries, in close collaboration with governments and other partners.

FAO has a strong and permanent regional and country presence thanks to its sub-regional office for Central Asia and its country offices. These are supported by multidisciplinary teams with continuous and targeted support from its Rome-based headquarters team of experts.

### Context Analysis

Central Asia is dominated by some of the world’s largest areas of steppe and desert, but also with important wetland and key mountain ecosystems vital to water requirements of people of Asia. Located at the junction of three of the world’s bio-geographic realms the area is supporting a unique biodiversity. This region has experienced dramatic political changes in the last 40 years and a significant proportion of its populations remains exposed to rural poverty, relying heavily on natural resources for its subsistence and livelihood.

The natural environment of Central Asia underwent immeasurable changes. First, the total area of land used for production of crops increased significantly. In the past decades, efforts in cultivation included large-scale conversion of virgin land. Throughout the region, the number and size of irrigated fields, especially for cotton production, also expanded far beyond the boundaries of the ancient irrigated oases. In both plains and mountains, large areas of forest fell victim to this intense exploitation for crop and pasturelands.

Forests and forest landscapes have been degrading throughout the region as the post-1990s established forest institutions were understaffed and underfunded to carry out forest management activities and enforce adequate forest protection. Governments are facing outdated or non-existent multifunctional forest management plans, outdated forest resources inventory data and lack of information on the needs of communities depending on forests. Consequently, adequate management of forest resources is extremely limited and unauthorized fuelwood removal, enhanced by the lack of affordable energy availability, logging for commercial purposes, and overgrazing in the forest and wooded lands, became significant threats to forests.

As energy supply from the Russian Federation dropped sharply after independence, there was a switch to fuelwood as a primary energy source, in particular for rural populations. The shift to fuelwood was so fast and sudden that forests were degraded through uncontrolled tree cutting and fuelwood removal from the start of the 1990s until recent days.

After fuelwood collection, uncontrolled/overgrazing by livestock is a key driver of forest degradation. After independence, until the middle or end of the 1990s, livestock numbers tended to fall, notably in Kazakhstan and Kyrgyzstan. From 2000, livestock numbers rose in all countries. Livestock numbers in Azerbaijan, Tajikistan, Turkmenistan and Uzbekistan are currently higher than before independence. Cattle tend to be kept closer to settlements and taken to summer pastures in high mountains less often than small livestock and horses. The resulting increased grazing pressure on areas around settlements, including forests, prevents forest regeneration so that degraded forests remain degraded and could be lost completely. With the exception of Georgia, the CCA countries are net importers of forest products.

Non-wood forest products (NWFPs) are an important source of livelihoods in the region. Major NWFPs include nuts, fruits, berries, mushrooms, medicinal plants, wild game, beekeeping and fodder. Previously, Leshozes (forest administrations) systematically managed the collection of NWFPs. After independence, such management systems became less common, to be replaced by increased and uncontrolled collection (for subsistence purposes), leading to degradation of this resource.

Forest fires, pathogens and insufficient control of both, play a role in all countries to a varying extent. In the low-lying plains, in particular Kazakhstan and Uzbekistan, soil salinization and a reduction in river runoff are major additional drivers of degradation of tugai and black saxaul forests. Tugai forest had suffered severe degradation as a result of largescale clearance and reclamation for irrigated agricultural land.

For the wild flora and fauna of Central Asia, these anthropogenic pressures have, for the most

part, been adverse. Many endemic species of animals and plants, 155 species according to the IUCN Red List, are threatened of extension and some have become extinct within the last century. The Turanian tiger, for example, became extinct within the last century. Cheetah populations are probably also extinct, and the number of the Bukhara deer has dropped sharply all over its range.

Many nature reserves suffered from the lack of management due the complicated socioeconomic situation, which does not allow countries to pay the necessary attention to the problems of nature protection.

Climate change may be expected to exacerbate drivers of biodiversity and forest degradation. An increase in temperature normally results in lower timberlines moving up mountain slopes. However, in the region, at the higher altitudes, regular grazing prevents forest and other flora species recruitment and means that the upper timber and vegetation lines cannot move higher. Climate change will most likely result in a reduction in forest area and will endanger biodiversity conservation.

### *Stakeholder Engagement*

The type and engagement of stakeholders is presented in the matrix in Annex II.

### *Stakeholder Engagement*

This project will be implemented in close collaboration with national authorities in charge of forest and PAs management in their respective countries. These authorities will be the direct beneficiaries of the project as they will benefit from capacity development and the improvement of their management planning systems. They were consulted from the onset of the project concept development and they will be fully involved in the project implementation.

The role of local communities is essential in forest and biodiversity conservation measures. Both women and men will be direct beneficiaries in the four focal countries that will fully involve them in the implementation of forest management and PAs located on or close to their village lands. To be successful, community-based forest and PAs management will require the full support of national authorities. The project will pay special attention to the concerned rural population to ensure that both women and men benefit from strengthened management and enjoy rights to use natural resources.

The private sector and NGOs will be indirect beneficiaries as they will be involved wherever possible in supporting the project implementation, through contracts, to conduct surveys and assessments and gender-sensitive awareness raising campaigns. Public-Private-Partnerships will also be promoted to develop small non-wood forest products enterprises and eco-tourisms initiatives.

At global level, FAO is engaged in dialogue and technical exchange on policy and approaches on large-scale forest and biodiversity conservation. FAO will play a pivotal role through direct participation in international consultations to share and present results, achievements and lessons learned.

### *Grievance Mechanism*

Within the current formal agreements between the governments and future formal agreements with other stakeholders, any concerns may be shared and discussed with:

* The FAO Representations in the countries, which can relay the information to officers in the country and the project team;
* The Project Manager;
* Directly to the SEC-based Lead Technical Officer, which can relay the information to the project;
* Field staff and consultants.

Open channels of dialogue through workshops, field missions and meetings will be maintained with villagers/farmers’ organizations, civil society organizations, the private sector and any other not yet identified stakeholders.

### *Disclosure*

FAO will release the applicable information of project at the FAO portal prior to project appraisal since the project is classified as moderate risk.

Moreover, project work plans and evaluation of activities will be discussed and agreed upon twice yearly with concerned stakeholders and informative reports and dissemination materials on the performed activities will be circulated through regular emails in English and Russian as appropriate, summarizing main achievements and planned events, activities, etc. For field activities with local communities, FAO will use the already established channels of communication in agreement with Governmental counterparts.

### *Problems to be addressed*

The region as a whole has a harsh climate with mountains and deserts. Forests worldwide, but also in the Caucasus and Central Asia region, play an essential role in mitigating climate change, sequestering millions of tons of carbon dioxide but also alleviating the impacts of extreme weather events. The region further hosts a unique but fragile terrestrial biodiversity that is found in forest, mountain, riverine, plain, steppes and desert ecosystems.

The forest cover in the project focal countries is very low and below 10 per cent:

Forest cover Other wooded land Total

Kazakhstan: 1.3% 3.6% 4.9%

Kyrgyzstan 6.9% 2.2% 9.1%

Tajikistan 3.1% 1.0% 4.1%

Uzbekistan 8.7% 2.8% 11.5%

The forest cover in the project non-focal countries is as follows:

Forest cover Other wooded land Total

Azerbaijan: 13.7% 0.3% 14.0%

Montenegro 61.5% 10.2% 71.7%

Turkmenistan 8.8% 0.0% 8.8%

Source: FRA 2020.

As a recent study from FAO and UNECE identified the key drivers of forest degradation across Caucasus and Central Asia region as being fuelwood removal, overgrazing and uncontrolled logging. In addition, it is expected that forest degradation will be further exacerbated by the impact of climate change.

To address this challenge, at the first Ministerial Roundtable on Forest Landscape Restoration and the Bonn Challenge in the Caucasus and Central Asia, held in Astana, Kazakhstan on 21-22 June 2018, Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan pledged to restore a total of over 3 million ha of forest landscape under the Bonn Challenge by 2030. The meeting also adopted the Astana Resolution, committing the Caucasus and Central Asia region to go beyond 3 million ha, and strengthen partnerships and regional cooperation to this end.

The situation varies however amongst countries and can be categorized as follows for the four countries where the project activities will be conducted:

### *Kazakhstan:*

The Ministry of Agriculture of Kazakhstan is considering that 70 % of the country's ecosystems are degraded. Most degraded territories are arid zones with saxaul forests, steppes and agricultural land. In general, overgrazing and salinization are the main drivers of land degradation. The major causes of degradation of the saxaul forests were fuelwood removals and charcoal production as well as grazing. Today, fuelwood removal plays a less important role in contributing to forest degradation in Kazakhstan as a result of better access to other sources of energy.

Kazakhstan’s “Concept for Conservation and Sustainable Use of Biodiversity by 2030” specifies the Aral Sea and protective tree lines along roads and railway lines as key targets for forest and wooded land restoration. The Concept sets a target to increase wooded land to 4.7% of land area by 2020 and to 5% of the total land area by 2030. This is to be achieved through reforestation and afforestation of a total of 1.5 million ha by 2030, including the establishment of fast-growing tree plantations, establishing green belts around cities, and planting 10,000 ha of shelterbelts. In this context the President of the Republic of Kazakhstan has instructed to plant over two billion trees in forests and 15 million trees in settlements within five years (2021-2025).

Under the Bonn Challenge (Astana Resolution 2018), Kazakhstan has made the commitment to expand its existing restoration and afforestation efforts by 10,000 ha annually from 2021 onwards to reach the target of 1,5 million ha restored by 2030. Should additional technical and financial support be provided, Kazakhstan will be able to further expand its existing restoration and afforestation efforts by 15,000 ha annually (2021 onwards). Subject to availability of this support, the total area restored and afforested by 2030 could amount to 1,8 million ha.

According to official data, 318,000 ha have been restored between 2018 and 2020.

### *Kyrgyzstan:*

In Kyrgyzstan, 36 % (about 160,000 ha) of juniper forests and half of the walnut and wild fruit forests have been lost since 1968. Today, more than one-third of Kyrgyzstan’s households rely on coal or fuelwood for heating, with the fuelwood component contributing to forest degradation. Furthermore, grazing in forests inhibits regrowth, reinforcing forest degradation and making forest restoration difficult. Walnut forests are in the greatest need of restoration due to the high numbers of people living near them and whose incomes are tied to walnut harvest.

About 45% of all Central Asia's glaciers, which are the main sources of rivers, are on the territory of the Kyrgyz Republic. In connection with global climate change projections, the increased melting of glaciers, which is exacerbated by the degradation of mountain forests, is of particular concern. In addition, according to the latest forest inventory, more than 50% of the forests are mature and over-mature forests, which is another factor of forest degradation.

Taking into account the above, the 2040 Forest Sector Development Concept of the Kyrgyz Republic has made a priority prioritized the objective to increase the climate-regulating and water-regulating role potential of forests. With assistance of FAO, a National Action Plan for the forestry sector has been approved for the period 2019- 2023. Following the commitment made under the Bonn Challenge (Astana Resolution 2018), The Forest Ecosystems Development Department of the State Agency for Environmental Protection and Forestry announced that, in line with national programmes, afforestation with tree species will be implemented on 23,200 ha by 2030, accompanied by the restoration of 300,000 ha of degraded pasture land through grazing restrictions.

According to official data, 5,623 ha have been restored between 2018 and 2020.

In general, the loss of biodiversity in Kyrgyzstan is occurring at the ecosystem level, with most ecosystems impacted by human activity to a greater or lesser extent. Ecosystems that have undergone extreme changes include: foothill vegetation complexes, such as the piedmont plain steppe; riparian and wetland ecosystems in the Chui Valley; and the sub-plain community in the arid, semi-arid and desert ecosystems of the Fergana Valley foothills.

A significant number of species found in the country are endangered. According to the Red Book of the Kyrgyz Republic (2007), this applies to 53 bird species, 26 mammal species, 2 amphibian species, 8 reptile species, 7 fish species, 18 arthropod species, 89 species of higher plants and 6 species of fungi. As a result of human activity, some species have disappeared altogether. In terms of large- and medium-sized mammals, 3 species have died out and 15 species are under threat. As for bird fauna, 4 species have died out and 26 species are under threat. There is less loss to plant species, with only one species presumably disappeared and 56 species threatened.

Kyrgyzstan intends to stimulate ecotourism development with the participation of the local populations and the objective to preserve local culture and biodiversity. The country has only recently begun to conduct valuation studies of the various components of biodiversity and ecosystem services.

### *Tajikistan*

Forest cover in Tajikistan was around 16% about 100 years ago but most of this was cleared for agriculture and mining and is now 3.1%. Following the severe economic crisis and civil strife in the 1990s, most of Tajikistan’s population lived in poverty. Today, about 25% of the population still live under the national poverty line (ADB). With coal and other non-wood fuel difficult to obtain, 60 % of the rural population is estimated to rely on wood for heating and people resorted to collecting fuelwood from domestic forests and woodlands. In addition, increasing livestock numbers have led to overgrazing, preventing forest regeneration, which continues to be a major cause of forest landscape degradation. This is a particularly critical in the woodlands of the Pamir mountains because of the harsh growing conditions. Tugai forests, which had once made up 4.9% of the country’s forests, had shrunk to only 0.6% by end of the 1990s. Juniper, pistachio, riparian forests in the mountains and saxaul forests all need intensive forest landscape restoration.

The National Strategy and Action Plan on Conservation of Biodiversity 2020, aimed to expand the area of high-value forests by 1,000 ha by 2020 with the engagement of households and to restore 5 % of degraded lands. The State Forestry Agency has developed a strategy for forests, for implementation over the period 2015-2030. Currently a new Forest Sector Development Program 2022-2026 has been submitted to the Government for approval. The National Development Strategy 2030 addresses energy issues and aims to provide a reliable energy supply. According to NDS 2030, Planting 1,000 ha, rehabilitating 2,000 ha and supporting natural forest regeneration on 8,000 ha of forests annually is envisaged.

Under the Bonn Challenge (Astana Resolution 2018) Tajikistan committed to restore 66,000 ha by 2030, including 18,000 ha already restored between 2011 and 2018.

According to official data, 7,315 ha have been restored between 2018 and 2020.

### *Uzbekistan:*

Since the first half of the 20th century, Uzbekistan has lost 90 % of former tugai forests, as a result of conversion to agriculture, uncontrolled fuelwood removal, and reductions of seasonal flooding as a result of water over-exploitation for irrigation. The result is that saxaul forest area has dropped by 82 %. More recently, windbreaks, mostly of poplars on irrigated agricultural land, have decreased from 40,000 ha to less than 20,000 ha since the late 1990s.

According to Uzbekistan’s National Biodiversity Strategy and Action Plan, the tugai and saxaul forests are in greatest need of restoration. In addition, the establishment of large-scale nut and fruit plantations could help to compensate for degradation of the country’s mountain forests and creating job opportunities. The creation of woodlots or plantations around rural communities could address the population’s demand for timber and fuelwood.

Uzbekistan’s recently adopted forestry programme for 2020-2024, includes annual forest plantation targets of 555,000 ha. In 2019, almost 500 000 ha of forests were planted. Uzbekistan is committed to increase its forest cover by 500,000 ha in the period between 2011 and 2030 under the Bonn Challenge (Astana Resolution 2018). Moreover, should financial support be provided, an additional 500,000 ha could be restored and afforested.

In 2017, the Government launched an initiative for a United Nations Multi- Partner Human Security Trust Fund for the Aral Sea Region in Uzbekistan (MPHSTF) and currently works to plant around two million hectares of new plantations and forests, and claim back the land from the desert.

To support this effort, the European Investment Bank is currently looking at an investment plan worth EUR 100 million to address the main sources of the Aral Sea environmental catastrophe and is working closely with partners in Uzbekistan to ensure maximum effectiveness of the Aral Sea rescue efforts.

According to official data, 1.8 million ha have been restored between 2018 and 2020.

The main threats to Uzbekistan’s biodiversity are associated with habitat loss and degradation of natural ecosystems; decrease in population size and loss of species (flora and fauna), including economically valuable species; and erosion/loss of genetic diversity and natural resistance of species (to diseases and to climatic changes).

Key lessons learned from implementing the National Biodiversity Strategies and Action Plan (NBSAP) concern the need to mainstream biodiversity in national development plans, clarify the distribution of responsibilities and funding sources, and integrate NBSAP targets in existing plans and priorities of the country’s economic sectors.

Uzbekistan is currently revising its NBSAP in accordance with the global biodiversity framework and with consideration given to the key lessons learned from implementing the first NBSAP. Uzbekistan’s main strategic directions for biodiversity conservation are to: support and restore ecosystems and key components in productive landscapes to ensure ecosystem services; integrate actions for biodiversity in reformed natural resource management practices; assess the economic values of ecosystem services and biodiversity; expand protected areas coverage (currently at 5% of the total area) and increase the management efficiency of the protected areas system; raise awareness among stakeholders, including the general public, of the significance of biodiversity and ecosystem services and of the contribution they can make towards national development and improving the welfare of the Uzbek people.

### *Partnerships*

In June 2014, FAO has signed the Partnership Agreement “FAO-Türkiye Forestry Partnership Programme (FTFP)” with the former Ministry of Agriculture and Forestry.

The Agreement is focusing on the forestry sector and foresees that FAO provides technical assistance in the fields of sustainable natural resources management, sustainable development and improvement of livelihoods with a view to contribute to the development of sustainable forest management, sustainable land and natural resource management including land degradation neutrality, and enhance national capacities.

The Programme is to be implemented in;

1. Azerbaijan,
2. Kazakhstan,
3. Kyrgyzstan,
4. Tajikistan,
5. Turkmenistan,
6. Uzbekistan and,
7. Türkiye, as well as the other countries of mutual interest to Türkiye and FAO.

FAO SEC is acting as the Turkish Government counterpart to provide operational and management support for the Programme. The Third Steering Committee meeting of the Programme has been held on 18 December 2020 and endorsed for financing the following concept notes, subject of the conditions specified in its decision:

1) The concept notes on 'Linking protected areas with landscape approach for improved biodiversity conservation in Central Asia' and 'Forest management planning for improved sustainable forestry' will be merged under one project title, while keeping two distinct project components with a total budget of USD 3,300,000 for a duration of 36 months. The project document will be formulated in consultation with MAF and the FAO-SEC countries by considering the involvement of Montenegro as the beneficiary in the capacity building activities.

2) The concept note on 'Strengthening the collaboration between FAO and MAF through enhancing of the capacity of the International forestry training centre' with a budget of USD 1.000.000 will be formulated in consultation with MAF and the relevant countries.

### *Knowledge Management and Communication*

This project gives a high importance to gender-sensitive knowledge management communication and visibility, as reflected by its awareness raising and knowledge development activities.

### *Knowledge Sharing*

The project will support 4 focal countries in Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan) and 4 other countries, 2 in the Caucasus and Central Asia (Azerbaijan and Turkmenistan) and one in the Balkans (Montenegro). Due to its regional approach, it will put its main emphasis on gender-responsive knowledge sharing amongst the participating countries. This will be mainly achieved through joint training activities of the national experts, study tours in Türkiye and, toward the end of the project, with a regional workshop to share experiences, lessons learned and to discuss possible future joint activities.

The project will also contribute to existing regional networks of forestry and biodiversity conservation experts, from the government and civil society, in the SEC region to ensure that knowledge sharing can efficiently be promoted and continued after completion of the project.

Technical and gender-sensitive awareness raising materials will be produced in local languages and in Russian, as appropriate, and widely disseminated amongst the participating countries and be shared and preserved through FAO’s repositories or other relevant channels.

### *Lessons Learned*

All project focal countries have a very low forest cover, between 1.3% and 8.7%. There are strong anthropogenic pressures on forests, notably from fuelwood demand for local communities, leading to illegal/excessive logging, as well as from overgrazing, leading to forest degradation, and from irrigation and hydroelectric schemes along the rivers, leading to loss of forest cover. Similarly, biodiversity conservation, mostly in PAs, are limited in size and subjected to anthropogenic pressure.

In the project countries, national development strategies or strategies for poverty reduction or environment specifically refer to forest policy and biodiversity conservation, thus providing policy level visibility and commitment. However, in most cases, sufficient resources are not assigned, and monitoring is often not carried out.

In all countries, all forests are publicly owned, mostly through a state forest fund, which imposes specific rules on the land concerned. While afforestation activities to create green spaces in and around some major cities are increasing, much more need to be carried out if the countries are to fully enjoy the goods and services provided by forest and tree resources.

However, given the low economic and policy visibility of forest issues, most governmental management units are underequipped and underfunded, to the extent that they are unable to carry out satisfactorily their mission of sustainable forest management. This is reflected by the fact that forest inventories and management planning have often not been carried out on a national scale since independence.

Despite this challenging socio-economic environment, countries were able to stop deforestation and to initiate restoration efforts. A significant number of forest restoration and related projects have been or are currently implemented in the project countries. This presents a unique opportunity for policy makers and implementers to rely on comprehensive experiences and lessons learned.

Such lessons, from the last two decades, clearly show that an integrated approach which takes into consideration the capacity and needs of all main stakeholders needs to be taken to revert forest and other wooded lands degradation.

A significant number of forestry and biodiversity projects and related projects have been or are currently implemented in the project’s focal countries. This will enable the project team to rely on comprehensive experience and lessons learned by FAO and other implementers. The most important projects of interest are the following ones:

**Kazakhstan:**

* World Bank: Kazakhstan Resilient Landscapes Restoration Project (2021-2025), USD 4 million
* UNDP-GEF6: Conservation and Sustainable Management of Key Globally Important Ecosystems for Multiple Benefits (2018-2022), USD 8 million
* World Bank-GEF3: Forest Protection and reforestation project (2007-2015), World Bank: USD 30 million, GEF: USD 5 million

**Kyrgyzstan:**

* FAO-GCF: Carbon Sequestration through Climate Investment in Forests and Rangelands in Kyrgyz Republic (2021-2029), USD 30 million
* World Bank-GEF6: Sustainable Forest and Land Management / Integrated Forest Ecosystem Management Project (IFEMP) (2017-2022), World Bank: USD 12 million, GEF: USD 4 million
* UNDP-GEF6: Conservation of Globally Important Biodiversity and Associated Land and Forest Resources of Western Tian Shan Forest Mountain Ecosystems to Support Sustainable Livelihoods (2017-2021), USD 4 million
* FAO-GEF5: Sustainable Management of Mountainous Forest and Land Resources under Climate Change Conditions (2014-2021), USD 5 million
* GIZ: Community-based management of walnut forests and pasture in Southern Kyrgyzstan (2014-2018)
* SDC: Kyrgyz-Swiss Forestry Program (KIRFOR), (1995 – 2009)

**Tajikistan:**

* Korean Forest Service: Phase 3, Saxaul and pistachio plantations (2019-2020), USD 1.6 million
* GIZ: Adaptation to climate change through sustainable forest management (2013-2018), EURO 3 million
* KfW: Adaptation to climate change through sustainable forest management in main watersheds and for the protection of the local population from disasters (2015-2019), EUR 8 million

**Uzbekistan:**

* FAO-GEF6: Sustainable Management of Forests in Mountain and Valley Areas (2018-2023), USD 3 million
* UNDP-GEF6: Sustainable natural resource and forest management in key mountainous areas important for globally significant biodiversity (2017-2022), USD 6 million,
* UNDP-GEF3: Conservation of "Tugai Forest" and Strengthening Protected Areas System in the Amu Darya Delta of Karakalpakstan (2005-2013), USD 1 million

**Regional:**

* FAO: Restoration of Degraded Forest and other Wooded Lands in Caucasus and Central Asia: Forest Restoration Improvement for ENvironmental Development and Sustainability – FRIENDS (2022-2025). Countries: Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan, USD 2 million
* FAO-GEF6; Integrated Natural Resources Management in Drought-prone and Salt-affected Agricultural Production Landscapes in Central Asia and Türkiye (CACILM2) (2017-2022). Countries: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan, USD 11 million
* GIZ: Programme for sustainable and climate sensitive land use for economic development in Central Asia (2017-2020). Countries: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
* GIZ-IKI: Ecosystem-based adaptation to climate change in high mountainous regions of Central Asia (2015-2020). Countries: Kazakhstan, Kyrgyzstan, Tajikistan
* GIZ: Integrated Biodiversity Management in the South Caucasus (2015-2019). Countries: Armenia, Azerbaijan, Georgia

Experience gained from these projects have led to the project implementation strategy as detailed in paragraph 2.1.4 “Strategy”. In addition, the project team will be invited to closely collaborate with on-going projects to create synergies and to review available evaluation reports from completed projects to fully capture the existing lessons learned that could benefit project implementation.

### *Communication*

The project will give a high importance to gender-sensitive communication, i.e. where needed specific communication targeting both audience, men and women, and visibility as reflected by dedicated activities in the project logical framework (Output 5).

Awareness raising materials and campaigns will be developed and conducted during the second and third years of project implementation to ensure that general and specific audiences in beneficiary countries and the regions and Türkiye government are adequately and timely informed about project achievements. To that end, service providers, with the required expertise in communication and gender-sensitive awareness raising, will be contracted to reach target audiences using the appropriate media and languages.

FTPP and FTFP Communication Specialist at SEC Office will be the main contact point for communication and visibility related issues and ensure coordination with the donor through FTFP National Programme Coordinator.

Communication materials will focus on knowledge development activities in the 4 focal countries, and ensure that all message are sensitive to gender equality concerns.

A project webpage will be designed and dedicated to the project within the FAO-SEC home page where relevant documents, such as guidelines, reports and newsletters, will be published in English and Russian.

Communication activities will be consistent with the objectives and approach of the global visibility strategy, the gender policy of FAO and will be executed by the relevant FAO offices in consultation with the Project Manager, on behalf of the Turkish government, and with technical support of FAO’s Communication division.

FAO will routinely maintain formal and informal channels for communications with relevant institutions, such as high-level governmental agencies, as well as with other regional and global organizations that have an interest the project theme.

# ****SECTION 2 – FEASIBILITY****

### Implementation Arrangements

### *Institutional Framework and Coordination*

Overall project management will be the responsibility of the Project Manager. A Project Task Force (PTF), located at FAO-SEC, will act as the internal project’s management and consultative body. The PTF will be responsible for the quality of project documentation and implementation throughout the project cycle and will actively work to deliver agreed project work plans as a team and to:

1. manage for the agreed results of the project, and
2. ensure appropriate use of resources, as per project document and related agreements.

Details on interactions between the Project Manager and the PTF (including the membership), in addition to interactions among other project actors in line with FAO corporate rules and regulations are listed under 2.1.6.

The PTF and the Project Manager will also liaise with the eight Governments’ counterparts through the FAO Country Offices. The country-based team will be supported by the FAO country offices, the LTO and the Project Manager to build good communication channels with the governments of the eight countries.

FAO staff members based at the Sub-regional Office for Central Asia (FAO-SEC) and country FAO focal points for the project in Azerbaijan, Kazakhstan, Kyrgyzstan, Montenegro, Tajikistan, Turkmenistan and Uzbekistan will liaise internally through the Project Manager and will communicate and collaborate externally through corporate channels of communication and dedicated project activities to be organized in partnership with regional and national stakeholders.

FAO-SEC will facilitate the communication process with the government of Türkiye. In addition, FAO-SEC will organize regular FTFP Steering Committee meetings to discuss the status of project implementation, progress made and propose appropriate mechanisms to support the timely implementation of project activities.

The FTFP Steering Committee is established to provide overall policy guidance and orientation; review and approve funding and project proposal originated by relevant national Ministries and/or Ministries’ affiliated entities after initial technical review by FAO; provide overall supervision and monitoring of the FTFP management.

The FTFP Steering Committee will hold at least one meeting a year in which it will review the operations and performance of the Programme, including the project, for the previous period, review and approve the proposals to be implemented in the subsequent period.

The FTFP Steering Committee may hold ad-hoc sessions as required in order to consider issues which warrant their attention and decision. The FTFP Steering Committee is composed of: Co-chairs: Deputy Minister MAF, FAO-SEC Sub-regional Coordinator; Members: DG of Forestry, DG for Combating Desertification and Erosion, DG of Nature Conservation and National Parks, FTFP National Programme Coordinator and the FAO-SEC Forestry Officer.

Project implementation will also be supported through the secondment of four forestry junior technical officers (JTO) /government provided staff (GPS), two JTOs for sustainable forest management and two JTOs for protected areas, from the MAF to be based in FAO-SEC. This will contribute to closer collaboration and mainstream the pool of the existing technical knowledge and expertise among partners (MAF, FAO and country partners).

Representatives of other development agencies, such as UNDP, UNEP, the World Bank, GIZ, etc. and relevant ministries (Environment, Land, Agriculture, Energy) will be invited to attend project national and regional workshops to ensure project visibility and, more important, to strengthen synergies while avoiding duplication of efforts.

The project will also contribute to foster the FAO leadership on evidence-based policy support to the implementation of restoration activities by promoting regional cooperation.

The FAO LTO and the Project Manager will pay attention to share project achievements and progress while participating to international and regional meetings in the framework of the UN Decade for Ecosystem Restoration - 2021-2030 -, UNCCD and the Bonn Challenge, with a view to enhance cross-sectoral and inter-agencies collaboration.

Kazakhstan

National Project Coordinator

National experts

Kyrgyzstan

National Project Coordinator

National experts

Tajikistan

National Project Coordinator

National experts

Uzbekistan

National Project Coordinator

National experts

Azerbaijan, Montenegro, Turkmenistan,

National Project Coordinator,

National experts

FTFP Steering Committee

FAO-SEC Office

Project Manager

Assistant Project Manager

LTO

4 JTO/GPS

Turkish Consultants

International Consultants

Ministry of Agriculture and Forestry

FAO Headquarters

Forestry Department

Forest Management Team

* Toward sustainabilty
* Wildlife and protected area management

### *Government Inputs*

The project will involve eight beneficiary countries of the Caucasus and Central Asia and the Balkans, namely: Azerbaijan, Montenegro, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. However, the involvement of Azerbaijan, Montenegro and Turkmenistan will only be limited to capacity development activities and no project implementation will take place in these four countries. The other four countries are considered to be focal countries for project implementation.

In the framework of this project, the government of these eight countries will appoint and fund a National Project Coordinator (NPC) who is a high-level official of the forestry administration to coordinate project activities at national level. The NPC will ensure that project activities are fully integrated in the national strategies and action plans for forest restoration and that experience and lessons learned will be institutionalized.

Focal countries governments (Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan) in kind inputs will include:

1. Political support to the project activities and guidance on how to ensure their alignment with government policies, priorities and processes;
2. Appointment of a National Project Coordinator meeting the selection criteria proposed by the Project Manager and allocation of sufficient time to accomplish the required tasks;
3. Appointment of national experts, at least 2 per pilot forest and/or PA management paln, and allocation of sufficient time to accomplish their tasks including capacity development workshops;
4. Provision of office space, supplies and equipment for the tasks of the NPC and national experts;
5. Provision of vehicles for the transport for the project team;
6. Provision of logistical and administrative support for project activities including customs clearance for equipment, clearance of international personnel, etc;
7. Facilitation of access to rural communities and local/decentralized administrations wherever needed.

Azerbaijan, Montenegro and Turkmenistan governments in kind inputs will include:

1. Political support to the project capacity building activities;
2. Appointment of a National Project Coordinator meeting the selection criteria proposed by the Project Manager and allocation of sufficient time to accomplish the required tasks;
3. Appointment of national experts, at least 4 per country (2 forest management, 2 PA management), and allocation of sufficient time to accomplish their tasks including capacity development workshops;

### *Resource Partner Inputs*

The project will be funded by the Turkish Ministry of Agriculture and Forestry (MAF) with a contribution of USD 3.3 million.



### *Staffing:*

1. A Project Manager and an Assistant Project Manager will be hired and based in the FAO-SEC office in Ankara. The Project Manager and his/her Assistant will have the oversight on project management and will be responsible for a smooth implementation of the project and for a continuous collaboration with FAO.
2. Five national coordinators (3 SFM and 2 PAs) will be hired full-time to implement project activities in their respective country;
3. The MAF will appoint four Junior Technical Officer/Government Provided Staff, to be based at the FAOSEC, to assist the Project Manager.
4. The Project Manager will be assisted by a full-time Operation Specialist, a full-time Field Program Assistant and a full-time Procurement Assistant;
5. Translators Turkish/English and Turkish/Russian will be hired for workshops, study tours, trainings, etc.;
6. Translators will be hired for translation services of project documents from Turkish to English or from Turkish to Russian;
7. Up to sixteen Turkish consultants will be hired to conduct gender sensitive capacity development activities, to provide in-country coaching support for the preparation of management plans and for strengthening recipient countries planning institutions;
8. Up to four international consultants will be hired for capacity development on participatory and gender sensitive approaches and on participatory management of forests and of PAs;
9. In total up to 14 national consultants, will be hired for the development and implementation of awareness raising campaigns and for the promotion of PPPs.

Project staff, national experts and consultants will be selected according to technical and gender equality criteria. Terms of references for all staff are found in Annex VII.

### *Contracts:*

Considering the considerable amount of training sessions, workshops, study tours and coaching missions, provisions have been made to cover the costs of travel arrangements by a service provider. Service providers will also be contracted to conduct awareness raising campaigns in the project focal countries.

### *Equipment:*

Since the forest management and PAs administrations of the focal countries are still functioning with outdated survey and planning equipment, provisions have been made for the supply of survey and mapping hardware and software for the five pilot plans. Indicative technical specifications are indicated in Annex VIII, Table 2, but will be detailed during the inception phase in collaboration with the recipient countries. Other small equipment such as tools have been provisioned.

### *Capacity development:*

The project will have a strong component on capacity development. Four types of capacity development activities will take place:

1. **Training workshops:** Up to 48 national experts from the eight project countries and up to 12 Turkish experts will be trained in Türkiye on the basics of participatory approaches and community-based natural resources management. To enhance the gender responsive nature of the project, each technical training session will be complemented with a training module on gender equality. A better knowledge and understanding of rural life is expected to contribute to the improvement of local people’ livelihoods and to poverty alleviation, while the involvement of local communities in forest and PAs planning and management should raise awareness and interest for better conservation of ecological and biological values of the environment.

These “foundation” trainings will be followed by numerous technical trainings on GIS and Collect Earth, concept and valuation of ecosystem services, forest resource inventory, landscape level conservation, ecological and socio-economic monitoring of biodiversity conservation areas, participatory forest management planning, payment for ecosystem services and participatory biodiversity conservation. NPCs will be asked to designate qualified trainees according to criteria set by the project team.Participants from the project countries will work together on similar tasks. Some of these trainees will be asked to train their national colleagues upon their return in their country. These trainings will be delivered in Türkiye and will include field work/practices. In total up to 240 participants will be trained, some of them will undergo 2 or more trainings.

1. **Coaching missions:** An important approach complementing the trainings will be regular coaching missions by Turkish experts to support national experts in the implementation of the newly learned skills in their respective countries (i.e., training on the job). Coaching has proved to be very efficient in maintaining and developing skills. In the absence of coaching, it is often experienced that the newly learned skill is not put in practice and therefore, is lost fairly quickly. Thus, the coaching approach will add value to the investment made in capacity development while at the same time it will strengthen regional collaboration, networking and exchange. The interval for coaching will differ for the different fields of expertise and depending on the need. In general, up to two to three coaching missions should be foreseen for each field of speciality during project implementation. Up to 36 coaching missions are planned to that effect.
2. **Study tours:** Four study tours will be organized, two concerning PAs and two sustainable forest management approaches in Türkiye to provide participants from the eight project countries with the opportunity to gain a good understanding of Turkish practices and achievements. These study tours will therefore facilitate any future work in developing pilot management plans of PAs and forests as well as fostering mutual understanding and knowledge sharing. The participation of FTFP Steering Committee members to these study tours should also be considered for them to get an in-depth understanding of project context and implementation;
3. **Regional workshop**: Toward the end of the project a regional workshop will be organized to share achievements and lessons learned amongst the eight participating countries but also with the wider community. This will also offer the opportunity to explore ways for a continuing regional collaboration.

### *Letter of Agreement:*

To facilitate project implementation regarding the numerous capacity development activities, it is foreseen to have Letter(s) of Agreement (LoA) with an appropriate service provider to provide the necessary training services.

### *Duty travel:*

Provisions are made to cover all costs related to duty travel, international and national, of FTFP staff, Turkish consultants, international consultants and national consultants for project activities.

### *Operating expenses:*

Provision of some limited operating expenses are provided to support the national forest administration in the four focal countries. These operating expenses are expected to cover fuel costs for the use of official vehicles to reach project sites and other small project related expenses.

### *Support costs:*

The provisions for support costs is set at the standard FAO rate of 7% for trust fund projects.

### *Strategy/Methodology*

The objective of this project is to develop national capacities to successfully and sustainably manage their forest cover and PAs for biodiversity conservation which will contribute to improving ecosystem functions such as shade provision, soil conservation, storage of CO2 and regulations of water flows. These improved functions will, in turn, support agricultural production to adapt to drought and extreme climate events, as well as to mitigate climate change by carbon sequestration. To achieve this objective, and considering the available financial resources, the project will have a pilot character to test and demonstrate the best and state-of-the-art methodologies for management planning. Its strategy will be based on four pillars:



### *Addressing the needs for an integrated approach in management planning:*

Forests, trees and biodiversity, in particular, play essential roles in keeping an healthy environment, but their health and capacity to provide goods and environmental services are influenced by many external factors. Trees, forests and biodiversity conservation are often dealt with in relative isolation of other sectors and other important stakeholders such the rural population.

However, because women usually have less access to decent jobs and economically gainful opportunities due to structural gender inequalities, they might be more dependent on the access to the common resource property (forests) for obtaining sustenance and resources with which to generate income. As the availability of these resources disappear for a variety of systematic reasons as well as external pressures such as demographic changes, economic growth, and climate change, women might be impacted more severely than men with regards to natural resource degradation. The rural poor, particularly women, face increasing levels of poverty and their security is jeopardized (including food, water, energy, economic and health security).

An integrated approach to management that integrates forest and biodiversity management with other land uses and with the involvement of key stakeholders is most likely to produce sustainable outcomes.

The management of forest landscapes and of PAs should therefore be integrated with other priorities and processes (such as poverty-reduction and income generation strategies, land-use plans, infrastructure development and subsidy schemes). Only by understanding and removing the underlying socioeconomic, (in particular in recognizing women and men as users of forests), political and institutional causes that drive forest and biodiversity degradation, will forest and biodiversity conservation management efforts be successful, sustainable and capable of being scaled up. It is expected that a better understanding of the situation on the ground will guide national experts to design appropriate management plans and propose adequate strategies to prevent degradation.

Initial tasks of the project in the focal countries will be focused on reviewing and assessing existing forest and PAs management systems to identify areas of improvement. In addition, a review of lessons learned from previous or on-going related activities, as listed in “1.3.4.2 Lessons learned”, in the respective countries will be conducted.

This will be followed by an in-depth survey of the selected sites to collect all necessary bio-physical data (forest inventory, biodiversity inventory, including ecosystems services, etc.) but also all socio-economic data (stakeholders needs and income, access to and conflicts over natural resources, etc.). To that end, in addition to the technical surveys, community consultations will be conducted, taking into consideration the different opinions and needs of women and men, to have a good understanding of the socio-economic factors related to, often unsustainable, forest and biodiversity uses. A comprehensive understanding of the state of forest and biodiversity resources and of the needs of the concerned rural population will enable the formulation of management plans that integrate these findings and provide management actions that will ensure the sustainable management of these forests and PAs.

### *Capacity development:*

This is the most important component of this project and focus on technical and functional capacities.

**Technical capacities** are required in all the broad areas of management planning, including forest and biodiversity inventory, mapping and use of GIS, valuation of ecosystem services, landscape level conservation, participatory approaches, participatory community-based natural resources management, forest monitoring, ecological and socioeconomic monitoring of biodiversity, participatory forest and PA management, payment for ecosystem services and biodiversity conservation. A large number of national experts will be equipped with the required skills to prepare and implement management plans (see 2.1.3.4).

As the application of theoretical knowledge in a field context provides a quality and more sustainable training outcome, the capacity development strategy will pay particular attention to ensure an adequate mix of theoretical and practical training activities to provide trainees with the opportunity to implement their new skills.

**Functional capacities** enable national, subnational and local institutions to plan, lead, manage and sustain improvements in forest and PAs management. The goal is to ensure that technical knowhow is embodied in local systems and processes in a sustainable way. Such capacities include:

* Policy and normative – capacities to formulate and implement national policies and lead policy and institutional reform;
* knowledge – capacities to access, generate, manage and exchange information and knowledge, including the capacity to valorise scientific, traditional and local knowledge;
* partnering – capacities to engage in networks, alliances and partnerships; and
* implementation – management capacities to implement and deliver programmes and projects, from planning and budgeting to monitoring and evaluation.

The project will mainly address knowledge and partnering capacities and to a lesser extent to policy and normative capacities regarding to the national centralization and harmonization of forest management planning. With a regional approach and a common training program, it is expected that knowledge development and exchange and partnering will be greatly facilitated. Although each country has its specificities, the project countries do share a lot in common. The project will therefore promote synergies between countries for a greater efficiency in forest and PAs management development and implementation.

Regarding implementation, the project timeline will be too short to support the implementation of the various management plans. However, the project will prepare implementation monitoring guidelines to ensure a rigorous follow-up of activities implemented once the project will phase out.

### *Piloting of management planning:*

Pilot sites for the preparation of management plans will have to be selected with the highest care. With a view to upscaling the project approach, the sites will have to be as representative as possible of the existing context in the focal countries. In addition, and due to the relatively short timeframe, attention should be paid to accessibility and extent of these sites. Over ambitious targets could have a very negative impact on the project outcome. Therefore, the project team will have to select sites that will allow a timely completion of their management plans.

Once the pilot sites are selected, the biophysical and socioeconomic surveys completed and capacity development conducted, the pilot management plans can be formulated to demonstrate their comparative advantage over existing planning systems. It is then expected that the pilot forest and PAs management plans will serve as models for further planning initiatives in the focal countries and could, as well, generate interest amongst the other beneficiaries’ countries to adopt and adapt the project approaches.

### *Knowledge management and sharing:*

Knowledge management will consist of disseminating good practices and lessons learned from project implementation to practitioners and policy makers in the eight project countries through the following channels and activities:

* Inception workshop for the eight participating countries in Türkiye;
* Study tours in Türkiye and coaching sessions in four focal countries involving all national experts and Turkish Consultants;
* Regional concluding workshop for the eight participating countries;
* Contribution to existing regional network(s) of forestry and biodiversity conservation actors in the SEC region to sustain knowledge sharing amongst participating countries as initiated by the project.

The project, during its inception phase, will develop and implement gender-sensitive and gender-responsive communications and awareness raising campaigns in collaboration with MAF and country partners. This will include for example:

* Awareness raising through written and audio-visual media productions to support project visibility (in 3 languages as appropriate: English, Russian and Turkish);
* Establishing a project Website in English and Russian on project activities to be hosted by FAO-SEC with possibly links to MAF website. Web pages will be translated in Turkish for visibility in Türkiye;
* Press releases, photo gallery and Media outreach;

The project strategy is reflected in the project’s theory of change as illustrated below.

**Theory of Change**

Capacity development

Pilot forest and PAs integrated management plans

Project outcome

Impact

Training of experts

Coaching of experts

Identification of project’s pilot areas

Training of experts

Knowledge and capacity strengthened

Institutionalization of integrated forest and PAs management planning

Successful large-scale forest and biodiversity conservation

Sustainable forest and protected areas management

Integrated management plans are successfully implemented

Data collection and analysis - GIS

Planning systems assessed

Biophysical and socio-economic surveys

Pilot sites selected

Enhanced expertise in:

Gender, Participatory approaches, GIS, valuation of ecosystems services, forest inventory, landscape level conservation, monitoring biodiversity, forest and PAs management, PES

Pilot management plans developed

Guidelines for assessing, monitoring and evaluation of management plans

Regional exchange and contribution to regional networks

Validation or adjustment of management planning approaches

Knowledge and capacities available

National forest and protected areas administrations are upgrading their management planning units

Study tours

Compliance with SDG 15 and Aichi Biodiversity Target 15 Chalenge

### *Assessment and adjustment of the strategy:*

The project strategy will be assessed for its effectiveness for each reporting period (every six months) and whenever justified, corrective measure and adjustments will be made to increase project performance.

### *Technical Oversight and Support Arrangements*

The project will rely on technical support from FAO at different levels. The LTO, based in FAO-SEC, will be accountable for the technical quality of the project implementation and will ensure collaboration with other technical officers of the PTF, in order to provide the most effective mix of skills and high standards of inter-disciplinarily throughout the project cycle. FAO units include FAO-SEC, FAO-REU and NFO.

The Project Manager, based in FAO-SEC, will be responsible for overall project management. S/he has to closely collaborate with the LTO to achieve this task. The Project Manager will guarantee the technical quality of the intervention, the thematic relevance of the project outputs and the applicability and feasibility of suggested activities at national and regional levels and in close dialogue and partnership with governments.

The dialogue and coordination between the Project Manager and the LTO will be ensured by agreed annual work plans and activities reporting every 6 months. Approved reports will be made available also to the overall FTFP coordinator.

The project LTO and the Project Manager will jointly liaise with additional members of the PTF.

The coordination mechanism between FAO-SEC and the country teams will be ensured through the NPCs based in each country, who will be jointly appointed by the Project Manager and the respective governments. They will play the role of focal points for the project in dialogue with FAO-SEC and the Project Manager and will coordinate the field activities in the country and support the dialogue with governments.

National consultants will be recruited by the NPCs in agreement with the Project Manager.

International consultants and Turkish consultants will be recruited by the Project Manager in agreement with the LTO.

Staff at FAO-SEC and FAO staff at country level will provide support in terms of procurement and identification of service providers, missions, purchases, contracts, etc.

Monitoring and simplified reporting at national level will be ensured through concise monthly reports prepared by the NPCs (as specified in the Reporting Section).

### *Management and Operational Support Arrangements*

The Project will be funded by the Ministry of Agriculture and Forestry (Türkiye). The budget holder (BH) will be the FAO-SEC Sub-regional Coordinator who might delegate this responsibility to a FAO-SEC Officer as appropriate. Project activities at country level will be implemented by FAO country offices through Field Budget Authorization (FBA), under the supervision of respective BH at country level. The Budget Holder will approve the expenditure according to the work plan and modalities in accordance with FAO’s procurement rules and procedures.

The project will have a Project Task Force (PTF) chaired by the BH. The PTF consists of representatives of FAO units which areas of specialization are covered by the project and which have an active role to play in the project development and implementation. Members of the PTF are designated by their respective units from among staff capacitated and experienced so as to respond to the project needs.

The PTF chairperson will ensure that:

1. work schedules relating to project formulation and implementation are adhered to;
2. the project is linked correctly to FAO’s Strategic Framework;
3. key documents are made available to all members electronically through FPMIS;
4. all members of the PTF are duly informed of project status and are aware of their obligations in relation to the project;
5. appropriate consultations are initiated in time to resolve any issues that may arise in relation to the project; and
6. membership of the PTF is continuously updated.

The members of the PTF are responsible for:

1. providing technical, operational or administrative support to develop a project proposal from identification of an idea, to developing a concept note and drafting the project document;
2. advising and support the chairperson on any issues that they consider relevant for the smooth process of formulation and implementation of the project in its technical as well as general aspects;
3. ensuring, in the event of their temporary absence, that names of alternates be communicated to the chairperson to ensure continuous flow of information and support to the project; and
4. informing the chairperson in case of their changing status in relation to the project to enable their replacement.

The PTF established for this project is in line with the FAO Project Cycle guide and includes (at minimum) the BH, the Funding Liaison Officer (FLO) and the Lead Technical Officer (LTO).

The FLO’s responsibility is to maintain corporate relations with the MAF throughout the project cycle. During Implementation, the FLO will submit progress reports to the MAF and the BH as required in all areas of operations, including budget revisions.

The LTO responsibility is to ensure the application of FAO technical standards and policies during the project formulation and implementation. The LTO is administratively accountable to the FAO-SEC Sub-regional Coordinator but maintains a functional relationship with the HQ’s technical division, the Forest Division (NFO), and must apply its corporate technical policies and standards.

Technical supervision and guidance will be provided by the LTO. The Project Manager will coordinate the implementation of the work plan with the LTO and be accountable of reporting progress to the PTF`s Technical Officers.

In close collaboration with FAO-SEC, the Project Manager will coordinate the regional project`s team in close consultation with Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan FAO country offices.

The project will count on country-based project consultants and staff, who will be responsible for field and technical support activities. In each of the four countries (Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan), a NPC will be jointly appointed by the Project Manager and the Government for the coordination of the project. The salary of the NPC is paid by the project which will also provide additional resources to support operating costs at country level. The NPCs will report directly to the Project Manager on a monthly basis to ensure a good project oversight.

Each FAO country office will provide administrative support locally for the project’s smooth implementation.

FAO-SEC and close collaboration with the Project Manager will ensure direct contact and coordination with MAF to facilitate information sharing on progress in project implementation and communications.

Whenever required, meetings and conference calls will be organized to bring together countries’ project partners, MAF, FAO SEC, and FAORs from recipient countries, to discuss the status of project implementation, progress made and propose appropriate mechanisms to support the timely implementation of project activities.

In addition, the FTFP SC will provide general oversight and guidance in the implementation of the project at least once a year.

### Operational Modalities

FAO will be entirely responsible for project implementation and will deliver periodic reports to the MAF in accordance with the rules and procedures as well as standard documents ruling FAO relations under the FTFP. FAO, having the overall responsibility for the technical and financial management of activities, will maintain financial records in accordance with its financial regulations, rules, policies and procedures.

International, Turkish and national consultants will be contracted to allow the implementation at country-level and field activities for the tasks as defined in the project logical framework including capacity development (Annex I).

Letter(s) of agreement will be developed for the planned capacity development activities.

Due to their high number, travel arrangements for participants to capacity development activities will be contracted to a private service provider following the standard FAO procurement guidelines.

Detailed implementation arrangements per country will be defined during the inception phase (the first 3 months of the project implementation) through stakeholder consultations and meetings.

The costs of service providers and national and international consultants for activities to be performed are provided in the budget in Annex IV.

All project procurement and consultants’ recruitment will be carried out in close consultation with country offices and needs assessments, and in line with FAO procurement rules and procedures as indicated in the relevant FAO Manual sections. FAO will implement this project through modalities outlined in M.S. 502 (Procurement) and M.S. 507 (Letter of agreement).

During the inception phase and to ensure a timely delivery of project activities, the Project Manager will prepare, in close collaboration with the LTO and the project Task force members, a detailed procurement plan, service provider agreements and a disbursement plan.

If required, a budget revision can be envisaged until the sixth month of project implementation to adjust the budget wherever needed in response to any political or technical changes that might take place.

### Statistics

For the selection of project sites, the condition of forest and PAs will be evaluated through freely available satellite imagery, using the Collect Earth software and, wherever needed, drone-produced aerial photography. These assessments will also serve as a baseline for project monitoring. These data will only be for direct project use and will be handed over to the respective forest and PAs administration. They will have no other intended use.

### Information Technology

The project will contribute to the modernization and upgrading of computing and mapping facilities by providing GIS equipment and the required software to develop up-to-date GIS systems for forest and biodiversity conservation management planning.

### Risk Management

### *Potential risks to the project*

The main risks that may impact the project implementation are presented below in association with the project outcome and outputs:

* Outcome: Lack of project ownership by the respective governments. Governments do not appoint experts meeting the selection criteria provided by the project
* Output 1. Lack of interest of beneficiary countries leading to low participation to capacity development. Unqualified experts are nominated for training. Risk that trained experts do not remain in their positions during project implementation.
* Output 2. Lack of interest of beneficiary countries leading to low participation to capacity development. Unqualified experts are nominated for training. Risk that trained experts do not remain in their positions during project implementation.
* Output 3. Selection of pilot sites based on vested interest instead of objective criteria. Lack of willingness of governments to consider an integrated approach to PAs management planning.
* Output 4. Selection of pilot sites based on vested interest instead of objective criteria. Lack of willingness of governments to consider an integrated approach to forest management planning.
* Output 5. Lack of support and commitment of governments to conduct awareness raising campaigns.

### *Environmental and social risks from the project*

The project activities will include the preparation and revision of model forest and PAs management plans. These plans will be developed in an integrated and participatory way to ensure that the needs of the concerned rural population are well taken into account. They will also promote their involvement in some management and income generation activities in project sites.

On the other hand, based on review outcome of environmental and social risk certification with additional information, the project is reclassified from high risk to the moderate risk category. Given the fact that some project sites will be included in protected areas, the project triggers ESS 2: Biodiversity, Ecosystems and Natural Habitats and the development of an Environmental and Social Management Framework (ESMF) is recommended to assess risks by geography and by component, with a focus on the PAs and on integrating safeguards considerations into the revision of management plans.

Due to the attention paid to the participatory approach of this project, as well as the follow-up risk assessments that will be conducted in partnership with communities, stakeholders and Government representatives, foreseen environmental and social risks from the project will be managed accordingly and considering the Risk Management Matrix (Section B of Annex V) to be submit for endorsement to ESM- unit.

The project therefore must be categorized as moderate risk.

### Monitoring, Performance Assessment and Reporting

### *Monitoring Arrangements*

A monitoring plan will be developed to assess the project performance on delivering activities and outputs against the logical framework and yearly work plans. This plan will be implemented by the project team. For monitoring the implementation of activities, semi-annual progress reports will be prepared and internal monthly brief reports of activities (see 2.6.3) will be prepared in the four focal countries.

Additional monitoring tool at project level: The Project Manager in close collaboration with the NPCs, will prepare and continuously update a timeline table. The timeline table consists of entering the nature and date of any event of importance in a chronological order, such as inception workshops, important meetings, policy changes at national level, training sessions, etc. This also includes attitudinal changes from stakeholders that are attributed to project activities. This timeline table will provide a good monitoring basis for the project final evaluation by capturing details that are often not mentioned in progress reports.

### *Performance Assessment*

The project’s monitoring system will focus on monitoring the timely and effective delivery of planned results, and adjusting the planned activities as necessary to achieve the desirable impact, making optimal use of resources.

The BH will be ultimately accountable to coordinate the preparation of progress reports and the Terminal Report. The LTO will be responsible to ensure the technical validity of the reports as well as to ensure inputs from other Technical Officers from within the PTF and from other partners as needed.

The BH will delegate the reporting responsibility to the Project Manager who will ensure the timely submission of reports to the LTO and BH.

The project performance and results will be monitored by FAO-SEC, in close collaboration with the PTF members. The Project Manager will be accountable to all outputs in close collaboration with the LTO.

Assessment of project staff performances (including consultants) will follow the corporate systems and/or guidelines for results-oriented performance assessment against personal year-based work plans.

Considering the relatively short time of project implementation, it is not foreseen to conduct a mid-term evaluation. A final evaluation will be carried out within the last two months of the project.

### *Reporting*

The following reports will be prepared according to FAO regulations and guidelines:

1. **Inception report:** An inception report will be prepared after the inception workshop with a detailed workplan. The report will present a brief overview of modalities set in place to ensure a timely delivery of project activities. Problems encountered will be detailed with recommendations to alleviate them.
2. **Project progress report every 6 months (i.e., semi-annual) based on the standard FAO format.** The reports will be prepared following the standard format covering the activities and disbursements of the preceding period for submission to FAO and the Donor. Each report should be results-oriented, describing both the activities implemented during the period under review (as per the approved annual work plan) and progress made towards the achievement of project results (as per the project log frame). It will include findings; main problems encountered and measures taken to address them; a timeline table; proposed work plan for the next period and the budget revision, if necessary, for the next period. These reports may also propose modifications to the overall and national work plans if needed for the achievement of the project expected objective and results. Each progress report, covering the period of September to February and March to August, will be submitted not later than end of March and end of September respectively and as indicated in the “Supplemental Agreement on the Strengthening of the FAO Sub-regional Office for Central Asia”.
3. **Terminal Report.** A terminal report will be prepared upon completion of the project. Towards the end of the project, the Project Manager, with assistance from the LTO will draft a final report. The report will assess, in a concise manner, the extent to which the project’s planned activities have been carried out, the outputs produced and the immediate objectives reached. It will also present recommendations for any future follow-up action arising out of the project as well as the lessons learned.
4. **Brief activity report at country level on monthly basis.** To keep an updated oversight of project progress in the various countries, the Project Manager will develop a dedicated and simplified monitoring system to assess progress made. These brief reports, in tabular format, will be submitted on a monthly basis to the Project Manager by the NPCs. These brief reports will include: i) activities as foreseen in the project workplan; ii) achievement against each respective activity; iii) identification of any deviation; and iv) recommendations for corrective measures or for improving project impact.

The Project Manager will be responsible for compiling information for the donor.

All data on project stakeholders and beneficiaries will be collected and presented in a disaggregated manner.

Reports distribution to the donor:

FAO-SEC will submit the report to Donor Liaison Unit (PSR) in FAO HQ in line with PCM guidelines. The final report will be submitted by PSR Director to Permanent Representative of the Republic of Türkiye in Rome, Italy. These reports can be shared for the review of the Steering Committee.

### Evaluation Provisions

*`In compliance with the FAO approach to evaluation, no separate evaluation of the project is anticipated.  However, the project will potentially be evaluated through a cluster approach, along with other projects that share one or more of the following characteristics: theme and/or approach; geographical area of intervention; resource partner; and type of crisis (for E&R projects).*

*An allocation is therefore set aside as a contribution to fund these programmatic evaluations by the OED, which are pooled in the OED’s Evaluation Trust Fund (OEDTF)`.*

As per FAO’s standard evaluation requirements, provisions have been made for evaluation under the technical support budget item. The evaluation, if any, will be managed by the Regional Evaluation Specialist.

# ****SECTION 3 - SUSTAINABILITY****

### Capacity Development

Capacity development is at the heart of the project as described in the project strategy (see also 2.1.4).

To develop these capacities the project will focus on technical and functional capacities. Strengthening the technical and functional management capacities of individuals and organizations is the best way for the sustainable management of forests and protected areas at national level. It is expected that the project capacity development approach will support individuals, organizations and society as a whole to create, adapt, strengthen and maintain capacity over time. This will be associated with knowledge transfer and training of individuals.

Project staff, with support of consultants, will provide ongoing support to country activities and continuous on-the-job capacity development. This will strengthen the capacities of country stakeholders and increase national ownership and the likelihood of the sustainability of results at the end of the project.

Sustainability of the capacity development supported by the project will be further enhanced through a regional approach and a common training program for all countries, thus leading to knowledge development and exchange and partnering amongst participants that will most certainly be maintained after end of the project.

The project capacity development is based on the organization of:

* Training on technical and socioeconomical aspects of management planning;
* Coaching sessions;
* Technical workshops and meetings;
* Knowledge exchange workshop;
* Study tours.

The participation of government officials, specialists, private sector representatives, rural communities and service providers will be encouraged, where appropriate, in each capacity development activities.

The capacity development outlined above will contribute to the implementation of the project’s exit strategy, as institution and other actors will have further developed all the necessary capacities to develop and implement effective forest and PAs management plans. This will be further supported by the participation to relevant regional networks of experts in forest and PAs management which are providing platforms for knowledge development and experience sharing.

### Decent Rural Employment

Decent Rural Employment (DRE) aspects will be addressed explicitly in project activities, especially those involving the use of labour for conducting field survey of forests and PAs and those aiming at developing income generation activities, e.g. small-scale enterprises, for local communities, based on the FAO Market Analysis and Development methodology. The project will mainly address Pillar I and IV of the Decent Work Agenda. In particular:

Pillar I: Employment creation and enterprise development

The project will support employment creation in rural areas, in particular for youth and women. Rural communities and labourers will benefit from on-the-job training to acquire the necessary skills to conduct field surveys of forests sand PAs. Groups of women from forest dependent communities, especially young women, and young men will be encouraged to learn set-up alternative income generation activities, such as eco-tourism and NWFP-based small enterprises.

Pillar IV: Governance and social dialogue

At the initial phase of the project and during the survey of pilot sites, rural communities with participation of women, and particularly young women and men, will be consulted to identify their needs regarding the use of natural resources they depend on. Potential conflicts over these resources will be identified and addressed.

### Environmental Sustainability

The project is designed to yield major environmental benefits. That is the main rationale behind the project. The project aims to develop improved planning systems for the sustainable management of forests and PAs.

The project will directly contribute to the Aichi Biodiversity Target 15: “by 2020, ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15 % of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification”.

This project will further contribute in mainstreaming climate change adaptation into its activities at national and regional levels and will directly contribute to the SDG Goal 15 “Life on Land”, in particular to these six targets:

Target 15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements

Target 15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally

Target 15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world

Target 15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development

Target 15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species

Target 15.B Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation

There is no reason to expect that any of the project activities should lead to pollution, watershed degradation, the introduction of alien species or any other form of environmental damage. This situation will be monitored using standard FAO procedures and mechanisms.

Hence the project should only have positive impacts on the environment.

### [Gender Equality](http://www.fao.org/docrep/017/i3205e/i3205e.pdf)

Women and men from forest dependent communities are differentially impacted by biodiversity degradation and loss, due to different social roles they perform. Hence, addressing the existing inequalities that restrict women’s rights and access to and control over forest, biodiversity and natural resources is essential for a gender-responsive implementation of the project.

Therefore, the project will ensure that analytical, normative and field activities will systematically address and integrate gender considerations in its implementation, with specific attention to the monitoring and evaluation system, for generating data collection methodologies and normative products which

To ensure that gender equality is adequately addressed and applied in the course of implementation, the project will systematically train every project staff, including consultants, on gender issues, at the onset of the project followed by sessions 6 months and 1 year after project start, to ensure that they are knowledgeable on the links between gender, biodiversity and forest management and have skills to apply this knowledge into the practice. This should contribute to a behavioural change in the attitudes of the project team but also beneficiaries and stakeholders, reflected in the sound and sustainable project outcomes.

Women and men play distinctive roles in the natural resources conservation and utilisation. The project will identify those areas / activities that demand special attention in order to foster the active participation of women and ensure socially inclusive development of local communities. The project is committed to address gender disparities through project activities, identifying social roles of women and men in biodiversity and natural resource management and root-cases of inequalities and formulating and implementing gender-responsive strategies for sustainable natural resource management, ensuring awareness and understanding of national counterparts in these concepts. The project will also engage specific communication strategies and channels to ensure the outreach of the project activities to forest dependent communities and active involvement of women, especially rural women, in project activities, ensuring that their needs are adequately addressed in planning, decision-making, and implementation.

Throughout the project implementation, the team will be guided by [*FAO Gender mainstreaming and HRBA. Guidelines for technical officers;*](http://www.fao.org/3/a-i6808e.pdf) [*FAO Environmental and social management guidelines*](http://www.fao.org/3/a-i4413e.pdf). Other useful documents will be shared with the stakeholders FAO Country Gender Assessments, available for Kyrgyzstan, Tajikistan, Türkiye and Uzbekistan.

The project monitoring and reporting system will include the collection of sex disaggregated data to assess women participation in project activities, and will be guided by the UN established quotas of 30 % of the underrepresented sex.

### [Indigenous Peoples](http://www.fao.org/docrep/013/i1857e/i1857e00.pdf)

Based on the assessment during the project formulation, some indigenous territories or indigenous populations have been identified in the project countries such as a number of traditional populations of Turkic, Semitic and Iranian origins. The project will pay special attention to include representatives of these groups in relevant project activities. This will be facilitated by the rigorous use of participatory approaches that will enable the identification and involvement of these groups during the planning and implementation stages of biodiversity conservation and sustainable forest management.

# **Annexes**

## ****Annex I: Logical Framework Matrix****

| Results Chain | Indicators | | | | Assumptions |
| --- | --- | --- | --- | --- | --- |
| Indicators | Baseline | Target | Means of Verification |  |
| **Impact**  The project impact will enhance large-scale and effective biodiversity conservation and sustainable forest management contributing to mitigation of and adaptation to climate change in the sub-region thus contributing to the achievements of SDG 15 and Aichi Biodiversity Target 15 | Areas under sustainable biodiversity conservation and forest management | N/A | National planning systems for biodiversity conservation and forest management are updated for an efficient implementation in all protected and forest areas | National directives for management planning;  Management plans and monitoring of management plans | Political stability during and beyond project implementation, support of national authorities |
| **Outcome**  Participating countries are equipped, through regional cooperation and networking, with the necessary capacity and knowledge on sustainable biodiversity conservation and forest management, which is socially inclusive and responsive to the needs of marginalized groups | Number of trained experts on sustainable biodiversity conservation and forest management;  Number of management plans | 0 | Protected areas: at least 4 experts in PAs management and 2 updated management plans;  SFM: at least 6 experts trained in SFM and 3 management plans | Reports and training certificates;  Management plans | Support of national authorities and staff stability |
| **Output 1**  Community-based management capacity of project staff and national counterparts is strengthened | Number of experts trained | N/A | 60 trained experts (48 project countries experts, 12 Turkish experts)  8 trainings | Reports and training certificates | Support of national authorities and staff stability |
| **Activity 1.1** Organize the inception workshop | Workshop | N/A | 1 workshop | Worksop report | Participation of all countries |
| **Activity 1.2**  Train and coach experts on participatory and gender sensitive approaches | Number of experts trained | N/A | 60 trained experts  4 trainings | Training reports | Participation of all countries |
| **Activity 1.3**  Train experts on community-based natural resource management | Number of experts trained | N/A | 60 trained experts  4 trainings | Training reports | Participation of all countries |
| **Activity 1.4**  Define human resources policy to promote Turkish expertise in FAOSEC region | Human resources policy | N/A | Human resources policy defined | Administrative circular | Support of OGM and DKMP |
| **Output 2**  Technical capacity on biodiversity conservation and sustainable forest management of project countries strengthened | Number of trained experts | N/A | 50 trained experts  8 trainings | Training reports | Support of national authorities and staff stability |
| **Activity 2.1** Conduct GIS and Collect Earth training for forest and biodiversity conservation information systems | GIS and Collect earth training | N/A | 2 GIS and Collect Earth trainings, 20 trainees | Training reports | Support of national authorities and staff stability |
| **Activity 2.2** Conduct training on concept and valuation of ecosystem services | Concept and valuation of ecosystem services training | N/A | 1 training on concept and valuation of ecosystem services, 10 trainees | Training report | Support of national authorities and staff stability |
| **Activity 2.3** Conduct training on forest resources inventory | Forest resources inventory training | N/A | 1 forest resources inventory training, 20 trainees | Training report | Support of national authorities and staff stability |
| **Activity 2.4** Provide training on landscape level conservation | landscape level conservation training | N/A | 1 landscape level conservation training, 10 trainees | Training report | Support of national authorities and staff stability |
| **Activity 2.5** Provide training on ecological and socio-economic monitoring of biodiversity conservation areas | ecological and socio-economic monitoring of biodiversity conservation areas training | N/A | 1 ecological and socio-economic monitoring of biodiversity conservation areas training, 10 trainees | Training report | Support of national authorities and staff stability |
| **Activity 2.6** Provide training on participatory forest management planning | participatory forest management planning training | N/A | 1 participatory forest management planning training, 20 trainees | Training report | Support of national authorities and staff stability |
| **Activity 2.7** Provide training on Payment for Ecosystem Services | Payment for Ecosystem Services training | N/A | 1 Payment for Ecosystem Services training, 20 trainees | Training report | Support of national authorities and staff stability |
| **Activity 2.8** Provide training on participatory biodiversity conservation | Participatory biodiversity conservationtraining | N/A | 1 participatory biodiversity conservationtraining, 10 trainees | Training report | Support of national authorities and staff stability |
| **Activity 2.9**  Deliver coaching sessions for sustainable biodiversity conservation at landscape level | Coaching sessions per country | N/A | At least 4 coaching sessions per focal country | Coaching missions reports | Support of national authorities and staff stability |
| **Activity 2.10**  Deliver coaching sessions for sustainable forest management | Coaching sessions per country | N/A | At least 6 coaching sessions per focal country | Coaching missions reports | Support of national authorities and staff stability |
| **Activity 2.11**  Conduct study tours | Study tour | N/A | 2 study tours for biodiversity conservation in Türkiye  2 study tours on SFM in Türkiye | Study tour reports and attendance lists | Support of OGM and DKMP |
| **Output 3**  Management plans for sustainable biodiversity conservation at landscape level updated | Updated management plans for sustainable biodiversity conservation | N/A | 2 management plans | Approved management plans | Support of national authorities |
| **Activity 3.1**  Review and assess existing national PAs management planning system | PAs management system assessment | N/A | PAs management system assessed in each focal country | Reports | Support of national authorities |
| **Activity 3.2**  Select suitable sites within established protected areas | Selected sites | 0 | At least 2 sites | Decisions of national authorities | Support of national authorities |
| **Activity 3.3** Survey selectedsites to analyse gender specific socioeconomic data and ecological conditions | Survey reports | N/A | At least 2 survey reports | Reports | Support of national authorities |
| **Activity 3.4** Identify ecosystem services and biodiversity values in selected sites | Reports | N/A | At least 2 reports | Reports | Support of national authorities |
| **Activity 3.5** Determine drivers of conflicts between PAs and local communities | Reports | N/A | At least 2 reports | Reports | Support of national authorities and participation of local communities |
| **Activity 3.6** Identify solutions to address gender specific local communities’ needs through sustainable conservation strategies | Reports | N/A | At least 2 reports | Reports | Support of national authorities and participation of local communities |
| **Activity 3.7**  Define and provide economic incentives for the involvement of local communities in the management of PAs | Reports | N/A | At least 2 reports | Reports | Support of national authorities and participation of local communities |
| **Activity 3.8** Develop strategies to connect areas with high biodiversity values at landscape level | Report on strategy | N/A | At least 2 reports | Reports | Support of national authorities |
| **Activity 3.9** Develop participatory updated PAs management plans | Updated management plans | N/A | At least updated management plans | Management plan documents | Support of national authorities |
| **Activity 3.10** Develop guidelines for assessing, updating and monitoring the implementation of PAs management plans | PAs implementation assessment | N/A | Assessment, updating and monitoring guidelines used by relevant authorities | Guidelines endorsed by relevant authorities | Support of national authorities |
| **Output 4**  Model multifunctional forest management plans developed | Management plans for sustainable forest management | N/A | 3 management plans | Approved management plans | Support of national authorities |
| **Activity 4.1**  Review and assess existing forest management planning system | Forest management planning system assessment | N/A | Forest management planning system assessed in each focal country | Reports | Support of national authorities |
| **Activity 4.2**  Select pilot forest management areas | Selected sites | 0 | At least 3 sites | Decisions of national authorities | Support of national authorities |
| **Activity 4.3**  Conduct forest inventory in pilot areas | Inventory reports | N/A | At least 3 inventory reports | Reports | Support of national authorities |
| **Activity 4.4**  Input forest inventory data in GIS | GIS databases | N/A | At least 3 GIS databases | Report and GIS database | Support of national authorities and availability of database |
| **Activity 4.5**  Evaluate forest ecosystem services in pilot areas | Reports | N/A | At least 3 reports | Reports | Availability of ecosystem services evaluation know-how |
| **Activity 4.6**  Strengthen centralized forest management units in beneficiary countries | Mandate of forest management units | N/A | Centralised forest management units in each country | Organigram of forest administration | Support of national authorities |
| **Activity 4.7**  Determine management objectives of pilot sites | Management objectives | N/A | Management objectives for at least 3 sites | Reports | Support of national authorities and participation of local communities |
| **Activity 4.8**  Prepare multifunctional forest management plans | Forest management plans | N/A | At least 3 forest management plans | Approved management plans | Support of national authorities |
| **Activity 4.9** Develop guidelines for the formulation and monitoring of multifunctional forest management plans | Forest management plans formulation and monitoring | N/A | Forest management plan formulation and monitoring guidelines used by relevant authorities | Guidelines endorsed by relevant authorities | Support of national authorities |
| **Output 5**  Awareness raising on biodiversity conservation and sustainable forest management conducted | Awareness raising materials and campaigns | N/A | At least 4 awareness raising materials disseminated | Awareness raising report | Support of national authorities |
| **Activity 5.1**  Create a project webpage | Webpage | N/A | Webpage hosted within FAO-SEC home-page | Webpage address | Support from FAO-SEC |
| **Activity 5.2**  Develop materials for awareness raising on biodiversity conservation at grassroots level | Materials for awareness raising on biodiversity conservation | N/A | At least 2 awareness raising materials on biodiversity conservation | Publication of awareness raising materials | Support of national authorities |
| **Activity 5.3**  Develop materials for awareness raising on links between climate change adaptation and sustainable forest management at grassroots level | Materials for awareness raising on links between climate change adaptation and sustainable forest management | N/A | At least 2 awareness raising materials on links between climate change adaptation and sustainable forest management | Publication of awareness raising materials | Support of national authorities |
| **Activity 5.4**  Conduct at grassroots level awareness raising on biodiversity conservation and sustainable forest management | Awareness raising campaign | N/A | At least 2 awareness raising campaigns in each country | Awareness raising campaign reports | Support of national authorities |
| **Activity 5.5**  Promote public private partnerships (PPP) in support of biodiversity conservation and sustainable forest management | Promotion material(s) on PPP | N/A | At least 1 model PPP established | PPP Agreement | Support of national authorities, private and public sectors |
| **Activity 5.6**  Support existing sub-regional information network(s) on biodiversity conservation and sustainable forest management | Inputs to sub-regional information networks | N/A | Project knowledge disseminated in the sub-region | Publication of web pages referring to project knowledge | Support of sub-regional network(s) |
| **Activity 5.7**  Organize a regional workshop to share project experiences and discuss potential for follow-up joint activities | Regional workshop | N/A | 8 countries participating to the regional workshop | Workshop report | Support of national authorities |

## ****Annex II: Stakeholder Engagement Matrix****

### Stakeholder Consultation

| Stakeholder Name | Stakeholder Type | Stakeholder profile | Consultation Methodology | Consultation  Findings | Expected timing  (for Stakeholder Engagement Plans Only) | Comments |
| --- | --- | --- | --- | --- | --- | --- |
| Kazakhstan: Forestry and Wildlife Committee of the Ministry of Ecology, Geology and Natural Resources of Kazakhstan | **Direct beneficiary** | **National Government Institution body** |  |  |  |  |
| Kyrgyzstan; Forestry Service under the Ministry of Agriculture of the Kyrgyz Republic | **Direct beneficiary** | **National Government Institution body** |  |  |  |  |
| Tajikistan: Forestry Agency under the Tajikistan Government | **Direct beneficiary** | **National Government Institution body** |  |  |  |  |
| Türkiye: Ministry of Agriculture and Forestry | **Partner** | **National Government Institution body** |  |  |  |  |
| Uzbekistan: State Committee on Forestry | **Direct beneficiary** | **National Government Institution body** |  |  |  |  |
| Azerbaijan: Ministry of Ecology and Natural Resources, Forest Development Department | **Indirect beneficiary** | **National Government Institution body** |  |  |  |  |
| Montenegro: National Parks of Montenegro, Ministry of Ecology, Spatial Planning and Urbanism | **Indirect beneficiary** | **National Government Institution body** |  |  |  |  |
| Turkmenistan: Turkmenistan Ministry of Agriculture and Environmental Protection, Environmental Protection Service, Forestry Department | **Indirect beneficiary** | **National Government Institution body** |  |  |  |  |
| Local communities | **Indirect beneficiaries** | **Local communities** |  |  |  |  |
| NGOs | **Indirect beneficiaries** | **NGOs** |  |  |  |  |
| Private sector | **Indirect beneficiaries** | **Private sector** |  |  |  |  |

### Grievance Mechanism

|  |  |
| --- | --- |
| Focal Point Information | * FAO Representations in the countries, which can relay the information to officers in the country and the project team; * The Project Manager; * Directly to the SEC-based Lead Technical Officer, which can relay the information to the project; * Field staff and consultants. |
| Contact Details |  |
| Explain how the grievance mechanism has been communicated to stakeholders | * Project agreement * Training * Field surveys/meeting with communities |

### Disclosure

Since the project is classified as moderate risk , based on the project document information FAO will release project documentation on the FAO portal prior to formal appraisal. The following information will be provided accordingly.

|  |  |
| --- | --- |
| Disclosure Means |  |
| Disclosure information/document shared |  |
| Disclosure dates | From: To: |
| Location |  |
| Language(s) |  |
| Other info |  |

## ****Annex III: Workplan****

| **Results chain** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Year 1 | | | | | | | | | | | | Year 2 | | | | | | | | | | | | Year 3 | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| **Outcome**  Participating countries are equipped with the necessary capacity and knowledge on sustainable biodiversity conservation and sustainable forest management |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1**  Community-based management capacity of project staff and national counterparts is strengthened |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 1.1** Organize the inception workshop |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 1.2**  Train and coach experts on participatory and gender sensitive approaches |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 1.3**  Train experts on community-based natural resource management |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 1.4**  Define human resources policy to promote Turkish expertise in FAOSEC region |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2**  Technical capacity on biodiversity conservation and sustainable forest management of project countries strengthened |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 2.1** Conduct GIS and Collect Earth training for forest and biodiversity conservation information systems |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 2.2** Conduct training on concept and valuation of ecosystem services |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 2.3** Conduct training on forest resources inventory |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 2.4** Provide training on landscape level conservation |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 2.5** Provide training on ecological and socio-economic monitoring of biodiversity conservation areas |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 2.6** Provide training on participatory forest management planning |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 2.7** Provide training on Payment for Ecosystem Services |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 2.8** Provide training on participatory biodiversity conservation |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 2.9**  Deliver coaching sessions for sustainable biodiversity conservation at landscape level |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 2.10**  Deliver coaching sessions for sustainable forest management |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 2.11**  Conduct study tours |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 3**  Management plans for sustainable biodiversity conservation at landscape level updated |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 3.1**  Review and assess existing national PAs management planning system |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 3.2**  Select suitable sites within established protected areas |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 3.3** Survey selectedsites to analyse gender specific socioeconomic data and ecological conditions |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 3.4** Identify ecosystem services and biodiversity values in selected sites |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 3.5** Determine drivers of conflicts between PAs and local communities |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 3.6** Identify solutions to address gender specific local communities’ needs through sustainable conservation strategies |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 3.7**  Define and provide economic incentives for the involvement of local communities in the management of PAs |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 3.8** Develop strategies to connect areas with high biodiversity values at landscape level |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 3.9** Develop participatory updated PAs management plans |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 3.10** Develop guidelines for assessing, updating and monitoring the implementation of PAs management plans |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 4**  Model multifunctional forest management plans developed |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 4.1**  Review and assess existing forest management planning system |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 4.2**  Select pilot forest management areas |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 4.3**  Conduct forest inventory in pilot areas |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 4.4**  Input forest inventory data in GIS |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 4.5**  Evaluate forest ecosystem services in pilot areas |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 4.6**  Strengthen centralized forest management units in beneficiary countries |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 4.7**  Determine management objectives of pilot sites |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 4.8**  Prepare multifunctional forest management plans |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 4.9** Develop guidelines for the formulation and monitoring of multifunctional forest management plans |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 5**  Awareness raising on biodiversity conservation and sustainable forest management conducted |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 5.1**  Create a project webpage |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 5.2**  Develop materials for awareness raising on biodiversity conservation at grassroots level |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 5.3**  Develop materials for awareness raising on links between climate change adaptation and sustainable forest management at grassroots level |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 5.4**  Conduct at grassroots level awareness raising on biodiversity conservation and sustainable forest management |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 5.5**  Promote public private partnerships (PPP) in support of biodiversity conservation and sustainable forest management |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 5.6**  Support existing sub-regional information network(s) on biodiversity conservation and sustainable forest management |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Activity 5.7**  Organize a regional workshop to share project experiences and discuss potential for follow-up joint activities |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

## ****Annex IV********: Budget****

Costs and totals in USD

|  | **Unit** | **Cost/unit** | **Output 1** | **Output 2** | **Output 3** | **Output 4** | **Output 5** | **TOTAL FTFP** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **A. Professional Staff** |  |  |  |  |  |  |  |  |
| BSFM Project Manager | p/m | 4,000 | 4 | 8 | 11 | 11 | 2 | 144,000 |
| BSFM Project Assistant Manager | p/m | 3,000 | 4 | 8 | 11 | 11 | 2 | 108,000 |
| 2 Junior Technical Officer/Government Provided Staff - Sustainable Forest Management | p/m | 400 | 8 | 16 | 22 | 22 | 4 | 28,800 |
| 2 Junior Technical Officer/Government Provided Staff - Protected Areas | p/m | 400 | 8 | 16 | 22 | 22 | 4 | 28,800 |
| 5 National project experts | p/m | 2,000 | 20 | 40 | 55 | 55 | 10 | 360,000 |
| Operation Specialist | p/m | 2,500 | 6 | 5 | 12 | 12 | 1 | 90,000 |
| Field Program Assistant | p/m | 1,500 | 6 | 5 | 12 | 12 | 1 | 54,000 |
| Procurement Assistant | p/m | 1,500 | 6 | 5 | 12 | 12 | 1 | 54,000 |
| Translation in English | 1000 words | 40 | 30 | 120 | 60 | 60 | 30 | 12,000 |
| Translation in Russian | 1000 words | 65 | 30 | 120 | 60 | 60 | 30 | 19,500 |
| Translators (Eng+Rus)(workshops, meetings etc.) | p/m | 1500 | 8 | 16 | 4 | 4 | 2 | 51,000 |
| International consultant on participatory approaches | day | 400 | 45 |  |  |  |  | 18,000 |
| International consultant on community-based natural resource management | day | 400 | 45 |  |  |  |  | 18,000 |
| International consultant, advisor for participatory forest management planning | day | 400 |  |  |  | 20 |  | 8,000 |
| International consultant, advisor for PA participatory management planning | day | 400 |  |  | 20 |  |  | 8,000 |
| FTFP gender specialist - training and coaching | day | 200 | 20 | 20 | 20 | 20 | 20 | 20,000 |
| FTFP trainer on GIS and Collect Earth training | day | 200 |  | 25 |  |  |  | 5,000 |
| FTFP trainer on valuation of ecosystem services | day | 200 |  | 5 |  |  |  | 1,000 |
| FTFP trainer on forest resources inventory | day | 200 |  | 20 |  |  |  | 4,000 |
| FTFP trainer on landscape level conservation | day | 200 |  | 15 |  |  |  | 3,000 |
| FTFP trainer on ecological and socioeconomic monitoring of biodiversity conservation areas | day | 200 |  | 15 |  |  |  | 3,000 |
| FTFP trainer on participatory forest management planning | day | 200 |  | 20 |  |  |  | 4,000 |
| FTFP trainer on payment for ecosystem services | day | 200 |  | 10 |  |  |  | 2,000 |
| FTFP trainer on participatory biodiversity conservation | day | 200 |  | 20 |  |  |  | 4,000 |
| FTFP consultant on biodiversity conservation; activity 2.9, 3.1, 3.2, 3.5, 3.6, 3.7, 3.9 and 3.10 | day | 200 |  | 50 | 120 |  | 15 | 37,000 |
| FTFP consultant on PA survey; activity 3.3, 3.4 | day | 200 |  |  | 120 |  |  | 24,000 |
| FTFP consultant on establishing biodiversity corridors; activity 3.8 | day | 200 |  |  | 30 |  |  | 6,000 |
| FTFP consultant on sustainable forest management; 2.10; 4.1, 4.2; 4.6, 4.7, 4.8 and 4.9 | day | 200 |  | 50 |  | 180 | 15 | 49,000 |
| FTFP consultant on forest inventory; activity 4.3 | day | 200 |  |  |  | 90 |  | 18,000 |
| FTFP consultant on GIS; activity 4.4 | day | 200 |  |  |  | 45 |  | 9,000 |
| FTFP consultant on ecosystem services; activity 4.5 | day | 200 |  |  |  | 30 |  | 6,000 |
| FTFP consultant on webpage design and maintenance; activity 5.1 | p/m | 1,500 |  |  |  |  | 6 | 9,000 |
| National consultant on awareness raising materials on sustainable forest management; activity 5.2, 5.3 | day | 75 |  |  |  |  | 300 | 22,500 |
| National consultant on awareness raising materials on biodiversity conservation; activity 5.1, 5.4 | day | 75 |  |  |  |  | 300 | 22,500 |
| National consultant on promotion of PPP; activity 5.4 | day | 75 |  |  |  |  | 120 | 9,000 |
| **B. Contracts** |  |  |  |  |  |  |  |  |
| Travel and training event management | p/m | 3,000 | 4 | 8 | 1 | 1 | 1 | 45,000 |
| Awareness raising campaigns | campaign | 4,000 |  |  |  |  | 4 | 16,000 |
| **C. Travel** |  |  |  |  |  |  |  |  |
| BSFM Project Manager | mission | 7,200 |  | 1 | 2 | 3 |  | 43,200 |
| BSFM Project Assistant Manager | mission | 7,200 |  | 1 | 2 | 3 |  | 43,200 |
| FAO Support Services (LTO) | mission | 1,750 | 1 | 1 | 2 | 2 |  | 10,500 |
| Travel of international consultants; activity 1.2, 1.3 | mission | 2,050 |  | 8 |  |  |  | 16,400 |
| FTFP consultant on biodiversity conservation; activity 2.9, 3.1, 3.2, 3.5, 3.6, 3.7, 3.9 and 3.10 | mission | 4,000 |  |  | 4 |  |  | 16,000 |
| FTFP consultant on PA survey; activity 3.3, 3.4 | mission | 7,000 |  |  | 2 |  |  | 14,000 |
| FTFP consultant on establishing biodiversity corridors; activity 3.8 | mission | 2,500 |  |  | 2 |  |  | 5,000 |
| FTFP consultant on sustainable forest management; 2.10; 4.1, 4.2; 4.6, 4.7, 4.8 and 4.9 | mission | 4,000 |  |  |  | 6 |  | 24,000 |
| FTFP consultant on forest inventory; activity 4.3 | mission | 7,000 |  |  |  | 3 |  | 21,000 |
| FTFP consultant on GIS; activity 4.4 | mission | 2,500 |  |  |  | 3 |  | 7,500 |
| FTFP consultant on ecosystem services; activity 4.5 | mission | 2,050 |  |  |  | 3 |  | 6,150 |
| FTFP consultant on demand | mission | 2,050 | 1 | 2 | 3 | 5 | 2 | 26,650 |
| Travel training on Participatory and gender sensitive approaches; activity 1.2 | workshop | 18,510 | 4 |  |  |  |  | 74,040 |
| Travel training on Community-based natural resources management; activity 1.3 | workshop | 18,510 | 4 |  |  |  |  | 74,040 |
| Travel training on GIS and Collect Earth; activity 2.1 | workshop | 13,500 |  | 2 |  |  |  | 27,000 |
| Travel training on Concept and valuation of ecosystem services; activity 2.2 | workshop | 13,500 |  | 1 |  |  |  | 13,500 |
| Travel training on Forest resources inventory; activity 2.3 | workshop | 35,000 |  | 1 |  |  |  | 35,000 |
| Travel training on Landscape level conservation; activity 2.4 | workshop | 13,500 |  | 1 |  |  |  | 13,500 |
| Travel training on Ecological and socio-economic monitoring of biodiversity conservation areas; activity 2.5 | workshop | 13,500 |  | 1 |  |  |  | 13,500 |
| Travel training on Participatory forest management planning, activity 2.6 | workshop | 27,000 |  | 1 |  |  |  | 27,000 |
| Travel training on Payment for Ecosystem Services; activity 2.7 | workshop | 27,000 |  | 1 |  |  |  | 27,000 |
| Travel training on Participatory biodiversity conservation; activity 2.8 | workshop | 13,500 |  | 1 |  |  |  | 13,500 |
| Travel for Inception workshop, activity 1.1 | workshop | 20,300 |  | 1 |  |  |  | 20,300 |
| Travel for End-of project regional workshop; activity 5.7 | workshop | 21,400 |  |  |  |  | 1 | 21,400 |
| Travel for Study tour - Sustainable forest management, Forest Landscape restoration, Non Wood Forest Products, etc. - Türkiye; activity 2.11 | study tour | 28,800 |  |  |  | 2 |  | 57,600 |
| Travel for Study tour - Sustainable management of protected areas, involvement of rural population and conflict resolution, economic sustainability - Türkiye, activity 2.11 | study tour | 28,800 |  |  | 2 |  |  | 57,600 |
| **D. Trainings** |  |  |  |  |  |  |  |  |
| Venue for training on Participatory and gender sensitive approaches; activity 1.2 | training session | 8,490 | 4 |  |  |  |  | 33,960 |
| Venue for training on Community-based natural resources management; activity 1.3 | training session | 8,490 | 4 |  |  |  |  | 33,960 |
| Venue for training on GIS and Collect Earth; activity 2.1 | training session | 3,500 |  | 2 |  |  |  | 7,000 |
| Venue for training on Concept and valuation of ecosystem services; activity 2.2 | training session | 3,500 |  | 1 |  |  |  | 3,500 |
| Venue for training on Forest resources inventory; activity 2.3 | training session | 15,000 |  | 1 |  |  |  | 15,000 |
| Venue for training on Landscape level conservation; activity 2.4 | training session | 3,500 |  | 1 |  |  |  | 3,500 |
| Venue for training on Ecological and socio-economic monitoring of biodiversity conservation areas; activity 2.5 | training session | 3,500 |  | 1 |  |  |  | 3,500 |
| Venue for training on Participatory forest management planning; activity 2.6 | training session | 8,000 |  | 1 |  |  |  | 8,000 |
| Venue for training on Payment for Ecosystem Services; activity 2.7 | training session | 8,000 |  | 1 |  |  |  | 8,000 |
| Venue for training on Participatory biodiversity conservation; activity 2.8 | training session | 3,500 |  | 1 |  |  |  | 3,500 |
| ***Workshops*** |  |  |  |  |  |  |  |  |
| Inception workshop; activity 1.1 | workshop | 4,700 |  | 1 |  |  |  | 4,700 |
| End-of project regional workshop; activity 5.7 | workshop | 6,600 |  |  |  |  | 1 | 6,600 |
| ***Study Tours*** |  |  |  |  |  |  |  |  |
| Study tour - Sustainable forest management, Forest Landscape restoration, Non Wood Forest Products, etc. - Türkiye; activity 2.11 | study tour | 6,200 |  |  |  | 2 |  | 12,400 |
| Study tour - Sustainable management of protected areas, involvement of rural population and conflict resolution, economic sustainability - Türkiye; activity 2.11 | study tour | 6,200 |  |  | 2 |  |  | 12,400 |
| **E. Expendible Equipment** |  |  |  |  |  |  |  |  |
| Office consumable/stationery materials | per year | 1,000 | 1 | 3 | 3 | 3 | 2 | 12,000 |
| Inventory and survey material | Lump sum | 15,000 |  |  | 2 | 3 |  | 75,000 |
| Awareness raising materials | Lump sum | 10,000 |  |  |  |  | 1 | 10,000 |
| **F. Non-Expendible Equipment** |  |  |  |  |  |  |  |  |
| Office computer | pc | 1,500 | 2 |  | 2 | 3 |  | 10,500 |
| Printer | printer | 200 | 2 |  | 2 | 3 |  | 1,400 |
| Copy machine | copy machine | 15,000 | 1 |  |  |  |  | 15,000 |
| Projector | Projector | 1,000 | 1 |  | 2 | 3 |  | 6,000 |
| Drone equipped with S.O.D.A. cameras | Drone | 20,000 |  |  | 2 | 2 |  | 80,000 |
| GIS facilities | GIS center | 55,000 |  |  | 2 | 3 |  | 275,000 |
| **G. Technical Support Services** |  |  |  |  |  |  |  |  |
| Report costs | report | 3,000 | 1 | 1 | 2 | 3 | 1 | 24,000 |
| Final evaluation | evaluation | 14,000 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | 14,000 |
| Technical Support Services (LTO) | day | 932 | 5 | 10 | 15 | 15 | 5 | 46,600 |
| **H. General Operating Expenditures** |  |  |  |  |  |  |  |  |
| Fuel and other logistics | Lump sum | 5,000 | 1 | 1 | 2 | 3 | 1 | 40,000 |
| Survey costs (labourers, daily allowance, etc.) | Lump sum | 20,000 |  |  | 2 | 3 |  | 100,000 |
| ***Sub-total*** |  |  |  |  |  |  |  | 2,895,200 |
| **I. Contingencies** |  |  |  |  |  |  |  |  |
| Contingencies 6,5% |  |  |  |  |  |  |  | 188,188 |
| ***Total*** |  |  |  |  |  |  |  | 3,083,388 |
| **J. Project Support Costs** |  |  |  |  |  |  |  |  |
| Direct operating costs 7% |  |  |  |  |  |  |  | 215,837 |
| **TOTAL budget** |  |  |  |  |  |  |  | **3,299,225** |

**Annualized Budget**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Unit** | **Cost/unit** | **Year 1** | | **Year 2** | | **Year 3** | | **TOTAL FTFP** |
|  |  |  | **Unit** | **Cost** | **Unit** | **Cost** | **Unit** | **Cost** |
| **A. Professional Staff** |  |  |  |  |  |  |  |  |  |
| BSFM Project Manager | p/m | 4,000 | 12 | 48,000 | 12 | 48,000 | 12 | 48,000 | 144,000 |
| BSFM Project Assistant Manager | p/m | 3,000 | 12 | 36,000 | 12 | 36,000 | 12 | 36,000 | 108,000 |
| 2 Junior Technical Officer/Government Provided Staff - Sustainable Forest Management | p/m | 400 | 24 | 9,600 | 24 | 9,600 | 24 | 9,600 | 28,800 |
| 2 Junior Technical Officer/Government Provided Staff - Protected Areas | p/m | 400 | 24 | 9,600 | 24 | 9,600 | 24 | 9,600 | 28,800 |
| 5 National project experts | p/m | 2,000 | 60 | 120,000 | 60 | 120,000 | 60 | 120,000 | 360,000 |
| Operation Specialist | p/m | 2,500 | 12 | 30,000 | 12 | 30,000 | 12 | 30,000 | 90,000 |
| Field Program Assistant | p/m | 1,500 | 12 | 18,000 | 12 | 18,000 | 12 | 18,000 | 54,000 |
| Procurement Assistant | p/m | 1,500 | 12 | 18,000 | 12 | 18,000 | 12 | 18,000 | 54,000 |
| Translation in English | 1000 words | 40 | 100 | 4,000 | 100 | 4,000 | 100 | 4,000 | 12,000 |
| Translation in Russian | 1000 words | 65 | 100 | 6,500 | 100 | 6,500 | 100 | 6,500 | 19,500 |
| Translators (Eng+Rus)(workshops, meetings etc.) | p/m | 1500 | 15 | 22,500 | 15 | 22,500 | 4 | 6,000 | 51,000 |
| International consultant on participatory approaches | day | 400 | 45 | 18,000 |  | 0 |  | 0 | 18,000 |
| International consultant on community-based natural resource management | day | 400 | 45 | 18,000 |  | 0 |  | 0 | 18,000 |
| International consultant, advisor for participatory forest management planning | day | 400 |  | 0 | 10 | 4,000 | 10 | 4,000 | 8,000 |
| International consultant, advisor for PA participatory management planning | day | 400 |  | 0 | 10 | 4,000 | 10 | 4,000 | 8,000 |
| FTFP gender specialist - training and coaching | day | 200 | 40 | 8,000 | 30 | 6,000 | 30 | 6,000 | 20,000 |
| FTFP trainer on GIS and Collect Earth training | day | 200 | 25 | 5,000 |  | 0 |  | 0 | 5,000 |
| FTFP trainer on valuation of ecosystem services | day | 200 | 5 | 1,000 |  | 0 |  | 0 | 1,000 |
| FTFP trainer on forest resources inventory | day | 200 | 20 | 4,000 |  | 0 |  | 0 | 4,000 |
| FTFP trainer on landscape level conservation | day | 200 | 15 | 3,000 |  | 0 |  | 0 | 3,000 |
| FTFP trainer on ecological and socioeconomic monitoring of biodiversity conservation areas | day | 200 | 15 | 3,000 |  | 0 |  | 0 | 3,000 |
| FTFP trainer on participatory forest management planning | day | 200 | 20 | 4,000 |  | 0 |  | 0 | 4,000 |
| FTFP trainer on payment for ecosystem services | day | 200 | 10 | 2,000 |  | 0 |  | 0 | 2,000 |
| FTFP trainer on participatory biodiversity conservation | day | 200 | 20 | 4,000 |  | 0 |  | 0 | 4,000 |
| FTFP consultant on biodiversity conservation; activity 2.9, 3.1, 3.2, 3.5, 3.6, 3.7, 3.9 and 3.10 | day | 200 | 40 | 8,000 | 130 | 26,000 | 15 | 3,000 | 37,000 |
| FTFP consultant on PA survey; activity 3.3, 3.4 | day | 200 | 120 | 24,000 |  | 0 |  | 0 | 24,000 |
| FTFP consultant on establishing biodiversity corridors; activity 3.8 | day | 200 |  | 0 | 30 | 6,000 |  | 0 | 6,000 |
| FTFP consultant on sustainable forest management; 2.10; 4.1, 4.2; 4.6, 4.7, 4.8 and 4.9 | day | 200 | 50 | 10,000 | 160 | 32,000 | 35 | 7,000 | 49,000 |
| FTFP consultant on forest inventory; activity 4.3 | day | 200 | 90 | 18,000 |  | 0 |  | 0 | 18,000 |
| FTFP consultant on GIS; activity 4.4 | day | 200 | 45 | 9,000 |  | 0 |  | 0 | 9,000 |
| FTFP consultant on ecosystem services; activity 4.5 | day | 200 |  | 0 | 30 | 6,000 |  | 0 | 6,000 |
| FTFP consultant on webpage design and maintenance; activity 5.1 | p/m | 1,500 | 3 | 4,500 | 2 | 3,000 | 1 | 1,500 | 9,000 |
| National consultant on awareness raising materials on sustainable forest management; activity 5.2, 5.3 | day | 75 |  | 0 | 150 | 11,250 | 150 | 11,250 | 22,500 |
| National consultant on awareness raising materials on biodiversity conservation; activity 5.1, 5.4 | day | 75 | 100 | 7,500 | 100 | 7,500 | 100 | 7,500 | 22,500 |
| National consultant on promotion of PPP; activity 5.4 | day | 75 |  | 0 | 60 | 4,500 | 60 | 4,500 | 9,000 |
| **B. Contracts** |  |  |  |  |  |  |  |  |  |
| Travel and training event management | p/m | 3,000 | 8 | 24,000 | 5 | 15,000 | 2 | 6,000 | 45,000 |
| Awareness raising campaigns | campaign | 4,000 |  | 0 | 2 | 8,000 | 2 | 8,000 | 16,000 |
| **C. Travel** |  |  |  |  |  |  |  |  |  |
| BSFM Project Manager | mission | 7,200 | 1 | 7,200 | 3 | 21,600 | 2 | 14,400 | 43,200 |
| BSFM Project Assistant Manager | mission | 7,200 | 1 | 7,200 | 3 | 21,600 | 2 | 14,400 | 43,200 |
| FAO Support Services (LTO) | mission | 1,750 | 1 | 1,750 | 3 | 5,250 | 2 | 3,500 | 10,500 |
| Travel of international consultants; activity 1.2, 1.3 | mission | 2,050 | 8 | 16,400 |  | 0 |  | 0 | 16,400 |
| FTFP consultant on biodiversity conservation; activity 2.9, 3.1, 3.2, 3.5, 3.6, 3.7, 3.9 and 3.10 | mission | 4,000 | 1 | 4,000 | 2 | 8,000 | 1 | 4,000 | 16,000 |
| FTFP consultant on PA survey; activity 3.3, 3.4 | mission | 7,000 | 2 | 14,000 |  | 0 |  | 0 | 14,000 |
| FTFP consultant on establishing biodiversity corridors; activity 3.8 | mission | 2,500 |  | 0 | 2 | 5,000 |  | 0 | 5,000 |
| FTFP consultant on sustainable forest management; 2.10; 4.1, 4.2; 4.6, 4.7, 4.8 and 4.9 | mission | 4,000 | 1 | 4,000 | 3 | 12,000 | 2 | 8,000 | 24,000 |
| FTFP consultant on forest inventory; activity 4.3 | mission | 7,000 | 3 | 21,000 |  | 0 |  | 0 | 21,000 |
| FTFP consultant on GIS; activity 4.4 | mission | 2,500 | 3 | 7,500 |  | 0 |  | 0 | 7,500 |
| FTFP consultant on ecosystem services; activity 4.5 | mission | 2,050 |  | 0 | 3 | 6,150 |  | 0 | 6,150 |
| FTFP consultant on demand | mission | 2,050 | 3 | 6,150 | 5 | 10,250 | 5 | 10,250 | 26,650 |
| Travel training on Participatory and gender sensitive approaches; activity 1.2 | workshop | 18,510 | 4 | 74,040 |  | 0 |  | 0 | 74,040 |
| Travel training on Community-based natural resources management; activity 1.3 | workshop | 18,510 | 4 | 74,040 |  | 0 |  | 0 | 74,040 |
| Travel training on GIS and Collect Earth ; activity 2.1 | workshop | 13,500 | 2 | 27,000 |  | 0 |  | 0 | 27,000 |
| Travel training on Concept and valuation of ecosystem services; activity 2.2 | workshop | 13,500 | 1 | 13,500 |  | 0 |  | 0 | 13,500 |
| Travel training on Forest resources inventory; activity 2.3 | workshop | 35,000 | 1 | 35,000 |  | 0 |  | 0 | 35,000 |
| Travel training on Landscape level conservation; activity 2.4 | workshop | 13,500 | 1 | 13,500 |  | 0 |  | 0 | 13,500 |
| Travel training on Ecological and socio-economic monitoring of biodiversity conservation areas; activity 2.5 | workshop | 13,500 | 1 | 13,500 |  | 0 |  | 0 | 13,500 |
| Travel training on Participatory forest management planning, activity 2.6 | workshop | 27,000 | 1 | 27,000 |  | 0 |  | 0 | 27,000 |
| Travel training on Payment for Ecosystem Services; activity 2.7 | workshop | 27,000 | 1 | 27,000 |  | 0 |  | 0 | 27,000 |
| Travel training on Participatory biodiversity conservation; activity 2.8 | workshop | 13,500 | 1 | 13,500 |  | 0 |  | 0 | 13,500 |
| Travel for Inception workshop, activity 1.1 | workshop | 20,300 | 1 | 20,300 |  | 0 |  | 0 | 20,300 |
| Travel for Enf-of project regional workshop; activity 5.7 | workshop | 21,400 |  | 0 |  | 0 | 1 | 21,400 | 21,400 |
| Travel for Study tour - Sustainable forest management, Forest Landscape restoration, Non Wood Forest Products, etc. - Türkiye; activity 2.11 | study tour | 28,800 | 1 | 28,800 | 1 | 28,800 |  | 0 | 57,600 |
| Travel for Study tour - Sustainable management of protected areas, involvement of rural population and conflict resolution, economic sustainability - Türkiye, activity 2.11 | study tour | 28,800 | 1 | 28,800 | 1 | 28,800 |  | 0 | 57,600 |
| **D. Trainings** |  |  |  |  |  |  |  |  |  |
| Venue for training on Participatory and gender sensitive approaches; activity 1.2 | training session | 8,490 | 4 | 33,960 |  | 0 |  | 0 | 33,960 |
| Venue for training on Community-based natural resources management; activity 1.3 | training session | 8,490 | 4 | 33,960 |  | 0 |  | 0 | 33,960 |
| Venue for training on GIS and Collect Earth; activity 2.1 | training session | 3,500 | 2 | 7,000 |  | 0 |  | 0 | 7,000 |
| Venue for training on Concept and valuation of ecosystem services; activity 2.2 | training session | 3,500 | 1 | 3,500 |  | 0 |  | 0 | 3,500 |
| Venue for training on Forest resources inventory; activity 2.3 | training session | 15,000 | 1 | 15,000 |  | 0 |  | 0 | 15,000 |
| Venue for training on Landscape level conservation; activity 2.4 | training session | 3,500 | 1 | 3,500 |  | 0 |  | 0 | 3,500 |
| Venue for training on Ecological and socio-economic monitoring of biodiversity conservation areas; activity 2.5 | training session | 3,500 | 1 | 3,500 |  | 0 |  | 0 | 3,500 |
| Venue for training on Participatory forest management planning; activity 2.6 | training session | 8,000 | 1 | 8,000 |  | 0 |  | 0 | 8,000 |
| Venue for training on Payment for Ecosystem Services; activity 2.7 | training session | 8,000 | 1 | 8,000 |  | 0 |  | 0 | 8,000 |
| Venue for training on Participatory biodiversity conservation; activity 2.8 | training session | 3,500 | 1 | 3,500 |  | 0 |  | 0 | 3,500 |
| ***Workshops*** |  |  |  |  |  |  |  |  |  |
| Inception workshop; activity 1.1 | workshop | 4,700 | 1 | 4,700 |  | 0 |  | 0 | 4,700 |
| Enf-of project regional workshop; activity 5.7 | workshop | 6,600 |  | 0 |  | 0 | 1 | 6,600 | 6,600 |
| ***Study Tours*** |  |  |  |  |  |  |  |  |  |
| Study tour - Sustainable forest management, Forest Landscape restoration, Non Wood Forest Products, etc. - Türkiye; activity 2.11 | study tour | 6,200 | 1 | 6,200 | 1 | 6,200 |  | 0 | 12,400 |
| Study tour - Sustainable management of protected areas, involvement of rural population and conflict resolution, economic sustainability - Türkiye; activity 2.11 | study tour | 6,200 | 1 | 6,200 | 1 | 6,200 |  | 0 | 12,400 |
| **E. Expendible Equipment** |  |  |  |  |  |  |  |  |  |
| Office consumable/stationery materials | per year | 1,000 | 4 | 4,000 | 4 | 4,000 | 4 | 4,000 | 12,000 |
| Inventory and survey material | Lump sum | 15,000 | 5 | 75,000 |  | 0 |  | 0 | 75,000 |
| Awareness raising materials | Lump sum | 10,000 |  | 0 | 1 | 5,000 | 1 | 5,000 | 10,000 |
| **F. Non-Expendible Equipment** |  |  |  |  |  |  |  |  |  |
| Office computer | pc | 1,500 | 7 | 10,500 |  | 0 |  | 0 | 10,500 |
| Printer | printer | 200 | 7 | 1,400 |  | 0 |  | 0 | 1,400 |
| Copy machine | copy machine | 15,000 | 1 | 15,000 |  | 0 |  | 0 | 15,000 |
| Projector | Projector | 1,000 | 6 | 6,000 |  | 0 |  | 0 | 6,000 |
| Drone equipped with S.O.D.A. cameras | Drone | 20,000 | 4 | 80,000 |  | 0 |  | 0 | 80,000 |
| GIS facilities | GIS center | 55,000 | 5 | 275,000 |  | 0 |  | 0 | 275,000 |
| **G. Technical Support Services** |  |  |  |  |  |  |  |  |  |
| Report costs | report | 3,000 | 2 | 6,000 | 3 | 9,000 | 3 | 9,000 | 24,000 |
| Final evaluation | evaluation | 14,000 |  | 0 |  | 0 | 1.0 | 14,000 | 14,000 |
| Technical Support Services (LTO) | day | 932 | 10 | 9,320 | 20 | 18,640 | 20 | 18,640 | 46,600 |
| **H. General Operating Expenditures** |  |  |  |  |  |  |  |  |  |
| Fuel and other logistics | Lump sum | 5,000 | 3 | 15,000 | 3 | 15,000 | 2 | 10,000 | 40,000 |
| Survey costs (labourers, daily allowance, etc.) | Lump sum | 20,000 |  | 0 | 3 | 60,000 | 2 | 40,000 | 100,000 |
| ***Sub-total*** |  |  |  | ***1,616,620*** |  | ***726,940*** |  | ***551,640*** | ***2,895,200*** |
| **I. Contingencies** |  |  |  |  |  |  |  |  |  |
| Contingencies 6,5% |  |  |  | 105,080 |  | 47,251 |  | 35,857 | 188,188 |
| ***Total*** |  |  |  | ***1,721,700*** |  | ***774,191*** |  | ***587,497*** | ***3,083,388*** |
| **J. Project Support Costs** |  |  |  |  |  |  |  |  |  |
| Direct operating costs 7% |  |  |  | 120,519 |  | 54,193 |  | 41,125 | 215,837 |
| **TOTAL budget** |  |  | **Year 1** | | **Year 2** | | **Year 3** | |  |
|  |  |  | **1,842,219** | | **828,384** | | **628,622** | | **3,299,225** |

## ****Annex V********: Risk Management****

**Section A: Risks to the Project**

| **Risk description** | **Worst case consequence for the project** | **Risk Score** | | **Mitigating action** | **Action owner** |
| --- | --- | --- | --- | --- | --- |
| **Impact** | **Likelihood** |
| Outcome: Lack of project ownership by the respective governments. Governments do not appoint experts meeting the selection criteria provided by the project | Poor sustainability of project achievements |  | Low | Ensure project ownership and understanding from Governments | FAO-SEC, LTO, Project Manager |
| Output 1. Lack of interest of beneficiary countries leading to low participation to capacity development | Delay in project implementation, reduced project impact |  | Low | Promote project rationale and strategy | Project Manager,  NPCs |
| Output 1. Unqualified experts are nominated for training | Learned skills are not or poorly used leading to unsatisfactory development of management plans |  | Low | Clear selection criteria, project understanding and ownership | Project Manager, NPCs |
| Output 1. Risk that trained experts do not remain in their positions during project implementation | Learned skills are lost leading to lack of sustainability |  | Moderate | Get government’s commitment prior to capacity development activities | FAO-SEC, LTO, Project Manager |
| Output 2. Lack of interest of beneficiary countries leading to low participation to capacity development | Delay in project implementation, reduced project impact |  | Low | Promote project rationale and strategy | Project Manager,  NPCs |
| Output 2. Unqualified experts are nominated for training | Learned skills are not or poorly used leading to unsatisfactory development of management plans |  | Low | Clear selection criteria, project understanding and ownership | Project Manager, NPCs |
| Output 2. Risk that trained experts do not remain in their positions during project implementation | Learned skills are lost leading to lack of sustainability |  | Moderate | Get government’s commitment prior to capacity development activities | FAO-SEC, LTO, Project Manager |
| Output 3. Selection of pilot sites based on vested interest instead of objective criteria | Model character of pilot PA’s management plans not fully achieved |  | Low | Get government’s commitment prior to capacity development activities | FAO-SEC, LTO, Project Manager |
| Output 3. Lack of willingness of governments to consider an integrated approach to PAs management planning | Sustainability of PA’s management endangered |  | Moderate | Project understanding and ownership | FAO-SEC, LTO, Project Manager |
| Output 4. Selection of pilot sites based on vested interest instead of objective criteria | Model character of pilot forest management plans not fully achieved |  | Low | Get government’s commitment prior to capacity development activities | FAO-SEC, LTO, Project Manager |
| Output 4. Lack of willingness of governments to consider an integrated approach to forest management planning | Sustainability of forest management endangered |  | Moderate | Project understanding and ownership | FAO-SEC, LTO, Project Manager |
| Output 5. Lack of support and commitment of governments to conduct awareness raising campaigns | Low visibility of efforts towards sustainable management of forest and PA’s leading to low support from the government and the public |  | Low | Project understanding and ownership | FAO-SEC, LTO, Project Manager |

**Section B: Environmental and Social risks from the project**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risk identified** | **Risk**  **Classification** | **Risk Description  in the project** | **Mitigation Action (s)** | **Indicators** | **Progress on mitigation action** |
| Protected areas are included in target sites | Moderate | The project’s activities will include development or revision of protected area management plans. In this context, project activities, even with appropriate conservation and mitigation measures, near buffer zones of  protected areas or in legally designated protected areas, forests, biodiversity areas or  buffer zones, may result in physical relocation or economic displacement of  affected peoples. | Specific participatory planning, management, and monitoring mechanisms will be adopted to encourage inclusive and positive actions and avoid or minimize negative impacts. Although highly unlikely, since these protected areas are already well established, if needed, a Resettlement Action Plan and/or Livelihoods Action Plan will be  developed, implemented and monitored in full consultation and agreement with the  affected persons. | * Sustainable conservation strategies considering conflicts between PAs and local communities and economic incentives for the involvement of local communities in the management of PAs * Participatory updated PA management plans * Resettlement Action Plan, wherever needed | * Guidelines downloaded * Standards downloaded |

## ****Annex VI: FAO and Government Obligations****

(a) This Annex sets out the basic conditions under which FAO will assist the Government in the implementation of the Project described in the attached Project Document.

(b)The achievement of the objectives set by the Project shall be the joint responsibility of the Government and FAO.

### FAO Obligations

1. FAO will be responsible for the provision, with due diligence and efficiency, of assistance as provided in the Project Document. FAO and the Government will consult closely with respect to all aspects of the Project.
2. Assistance under the Project will be made available to the Government, or to such entity as provided in the Project, and will be furnished and received (i) in accordance with relevant decisions of the Governing Bodies of FAO, and with its constitutional and budgetary provisions, and (ii) subject to the receipt by FAO of the necessary contribution from the Resource Partner. FAO will disburse the funds received from the Resource Partner in accordance with its regulations, rules and policies. All financial accounts and statements will be expressed in United States Dollars and will be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules and directives of FAO.
3. FAO’s responsibilities regarding financial management and execution of the Project will be as stipulated in the Project Document. FAO may, in consultation with the Government, implement Project components through partners identified in accordance with FAO procedures. Such partners will have primary responsibility for delivering specific project outputs and activities to the Project in accordance with the partner’s rules and regulations, and subject to monitoring and oversight, including audit, by FAO.
4. Assistance under the Project provided directly by FAO, including technical assistance services and/or oversight and monitoring services, will be carried out in accordance with FAO regulations, rules and policies, including on recruitment, travel, salaries, and emoluments of national and international personnel recruited by FAO, procurement of services, supplies and equipment, and subcontracting. The candidacies of senior international technical staff for recruitment by FAO will be submitted to the Government for clearance following FAO procedures.
5. Equipment procured by FAO will remain the property of FAO for the duration of the Project. The Government will provide safe custody of such equipment, which is entrusted to it prior to the end of the Project. The ultimate destination of equipment procured under this Project will be decided by FAO in consultation with the Government and the Resource Partner.

### Government Obligations

1. With a view to the rapid and efficient execution of the Project, the Government shall grant to FAO, its staff, and all other persons performing services on behalf of FAO, the necessary facilities including:
   1. the prompt issuance, free of charge, of any visas or permits required;
   2. any permits necessary for the importation and, where appropriate, the subsequent exportation, of equipment, materials and supplies required for use in connection with the Project and exemption from the payment of all customs duties or other levies or charges relating to such importation or exportation;
   3. exemption from the payment of any sales or other tax on local purchases of equipment, materials and supplies for use in connection with the project;
   4. any permits necessary for the importation of property belonging to and intended for the personal use of FAO staff or of other persons performing services on behalf of FAO, and for the subsequent exportation of such property;
   5. prompt customs clearance of the equipment, materials, supplies and property referred to in subparagraphs above.
2. The Government will apply to FAO, its property, funds and assets, its officials and all the persons performing services on its behalf in connection with the Project: (i) the provisions of the Convention on Privileges and Immunities of the Specialized Agencies; and (ii) the United Nations currency exchange rate. The persons performing services on behalf of FAO will include any organization, firm or other entity, which FAO may designate to take part in the execution of the Project.
3. The Government will be responsible for dealing with any claims which may be brought by third parties against FAO, its personnel or other persons performing services on its behalf, in connection with the Project, and will hold them harmless in respect to any claim or liability arising in connection with the Project, except when it is agreed by FAO and the Government that such claims arise from gross negligence or wilful misconduct of such persons.
4. The Government will be responsible for the recruitment, salaries, emoluments and social security measures of its own national staff assigned to the project. The Government will also provide, as and when required for the Project, the facilities and supplies indicated in the Project Document. The Government will grant FAO staff, the Resource Partner and persons acting on their behalf, access to the Project offices and sites and to any material or documentation relating to the Project, and will provide any relevant information to such staff or persons.

### Reporting and Evaluation

1. FAO will report to the Government (and to the Resource Partner) as scheduled in the Project Document.
2. The Government will agree to the dissemination by FAO of information such as Project descriptions and objectives and results, for the purpose of informing or educating the public. Patent rights, copyright, and any other intellectual property rights over any material or discoveries resulting from FAO assistance under this Project will belong to FAO. FAO hereby grants to the Government a non-exclusive royalty-free license to use, publish, translate and distribute, privately or publicly, any such material or discoveries within the country for non-commercial purposes. In accordance with requirements of some Resource Partners, FAO reserves the right to place information and reports in the public domain.
3. The Project will be subject to independent evaluation according to the arrangements agreed between the Government, the Resource Partner and FAO. The evaluation report will be publicly accessible, in accordance with the applicable policies, along with the Management Response. FAO is authorized to prepare a brief summary of the report for the purpose of broad dissemination of its main findings, issues, lessons and recommendations as well as to make judicious use of the report as an input to evaluation synthesis studies.

### Final Provisions

1. Any dispute or controversy arising out of or in connection with the Project or this Agreement will be amicably settled through consultations, or through such other means as agreed between the Government and FAO.
2. Nothing in or related to any provision in this Agreement or document or activity of the Project shall be deemed (i) a waiver of the privileges and immunities of FAO; (ii) the acceptance by FAO of the applicability of the laws of any country to FAO, and: (iii) the acceptance by FAO of the jurisdiction of the courts of any country over disputes arising from assistance activities under the Project.
3. This Agreement may be amended or terminated by mutual written consent. Termination will take effect sixty days after receipt by either party of written notice from the other party. In the event of termination, the obligations assumed by the parties under this Agreement will survive its termination to the extent necessary to permit the orderly conclusion of activities, and the withdrawal of personnel, funds and property of FAO.
4. This Agreement will enter into force upon signature by the duly authorized representatives of both parties.

## ****Annex VII: Terms of References****

### Project Manager

Job Title: **Project Manager**

Duty Station: Ankara (Project office location); with travel to project field sites

Project Reference: [Project number and title]

Duration of Employment: 3 years

**Organizational setting:**

The Project Manager will be responsible for the overall project implementation and management on a day-to-day basis, including financial management.

S/he will closely co-operate with the Lead Technical Officer (LTO) and the National Project Coordinators (NPCs) to achieve this task.

The Project Manager will co-ordinate the work of the consultants and supervise other project personnel. At the start of his/her assignment, he/she will review and adjust where needed the terms of reference for the international and national experts and consultants, and define the technical contents of the planned contracts with local institutions and organisations. The Project Manager, will be responsible for the adequate reporting on project progress and budget expenditures towards FAO. His/her own field of expertise is in forest and/or protected areas management and policy development.

**Job content:**

1. Functional duties:

* Planning

1. Preparation of annual workplans to facilitate the implementation of the project
2. Planning of the training activities and preparation of training content in collaboration with the project experts in their respective fields
3. Participation in the preparation of the country activities plans in the four countries of implementation
4. Planning staff duty travels

* Institutional framework development

1. Participation to meetings with the FTFP Steering Committee, FAO Project Task Force
2. Provide advice to Ministry of Agriculture and Forestry on institutional, policy and legal issues related to project implementation

* Mobilization of inputs

1. Personnel: Preparation of terms of reference, identification of potential candidates and recruitment
2. Equipment: Preparation of technical specifications for necessary equipment and procurement
3. Subcontracts: Preparation of terms of reference, identification of possible contractors, and procurement of services
4. Monitoring of work progress and certification of satisfactory services delivery.

* Training

1. Preparation and organisation of training activities, including study tours abroad
2. Selection of participants in consultation with national agencies concerned
3. Assessment of impact and lessons learned to be integrated into future activities.

* Financial Management

1. On the basis of semi-annual workplans, preparation of financial forecasts.
2. Initiation of budget revisions, on the basis of actual delivery.

* Reporting

1. Preparation of an inception report after the first two months of project implementation
2. Prepare semi-annual annual reports containing a description of overall project progress, a project timeline table, an assessment of the efficacy of institutional arrangements for the implementation, including co-ordination arrangements, and recommendations on improvements that should be made, if any, to project design and implementation;
3. Prepare a detailed project terminal report three months prior to the end of the project.
4. Managerial duties:
5. Ensure gender mainstreaming in all project activities;
6. Facilitation of the work of international and national consultants and certification of their satisfactory performance
7. Supervision of financial monitoring and reporting, as well as record keeping
8. Perform other coordinating tasks as appropriate for the successful implementation of the project in accordance with the project document and workplans.

**Qualifications:**

1. Education: Post-graduate education level in forestry.
2. Experience:
3. At least 15 years work experience in forest management and/or protected areas management; working experience in developing countries or in countries in transition is desirable.
4. Demonstrated experiences in providing policy advise and programme management at the Ministerial and local levels.
5. Demonstrated management experience and organisational capacity.
6. Previous experience/familiarity with FAO (or other donors) an asset.
7. Skills:
8. Good interpersonal and communication skills
9. Good computer skills
10. Languages: Fluent in English

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### Project Assistant Manager

Job Title: **Project Assistant Manager**

Duty Station: Ankara (Project office location); with travel to project field sites

Project Reference: [Project number and title]

Duration of Employment: 3 years

**Organizational setting:**

The Project Assistant Manager will be responsible to support the Project Manager for the overall project implementation and management on a day-to-day basis, including financial management.

S/he will work directly under the supervision of the Project Manager and in close cooperation with the Lead Technical Officer (LTO) and the National Project Coordinators (NPCs) to achieve this task.

His/her own field of expertise is natural resources management and policy development.

**Job content:**

1. Functional duties:

* Planning

1. Assist in the preparation of annual workplans to facilitate the implementation of the project
2. Assist in the planning of the training activities and preparation of training content in collaboration with the project experts in their respective fields
3. Assist in the preparation of the country activities plans in the four countries of implementation
4. Assist in planning staff duty travels

* Institutional framework development

1. Participation to meetings with the FTFP Steering Committee, FAO Project Task Force

* Mobilization of inputs

1. Personnel: Assist in the preparation of terms of reference, identification of potential candidates and recruitment
2. Equipment: Assist in the preparation of technical specifications for necessary equipment and procurement
3. Subcontracts: Assist in the preparation of terms of reference, identification of possible contractors, and procurement of services
4. Assist in the monitoring of work progress and certification of satisfactory services delivery.

* Training

1. Assist in the preparation and organisation of training activities, including study tours abroad
2. Assist in the assessment of impact and lessons learned to be integrated into future activities.

* Reporting

1. Assist in the preparation of an inception report after the first two months of project implementation
2. Assist in the preparation of semi-annual annual reports containing a description of overall project progress, a project timeline table, an assessment of the efficacy of institutional arrangements for the implementation, including co-ordination arrangements, and recommendations on improvements that should be made, if any, to project design and implementation;
3. Assist in the preparation of a detailed project terminal report three months prior to the end of the project.
4. Managerial duties:
5. Ensure gender mainstreaming in all project activities;
6. Facilitation of the work of international and national consultants and certification of their satisfactory performance
7. Perform other coordinating tasks as appropriate for the successful implementation of the project in accordance with the project document and workplans.

**Qualifications:**

1. Education: Post-graduate education level in forestry.
2. Experience:
3. At least 7 years work experience in forest management and/or protected areas management; working experience in developing countries or in countries in transition is desirable.
4. Demonstrated experiences in programme management.
5. Previous experience/familiarity with FAO (or other donors) an asset.
6. Skills:
7. Good interpersonal and communication skills
8. Good computer skills
9. Languages: Fluent in English

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### Operation Specialist

Job Title: **Operation Specialist**

Duty Station: Ankara/Antalya (Project office location)

Project Reference: [Project number and title]

Duration of Employment: 3 years

Under the direct supervision of the Project Manager the Operation Specialist will:

1. Assist with day-to-day management of the project office;
2. Oversee management of the FAO project account;
3. Prepare payment vouchers and make bank transfers as required;
4. Ensure that all expenditures are consistent with FAO rules and regulations;
5. Maintain detailed and accurate records of all project expenditures;
6. Prepare and submit to FAO the monthly account expenditures reports;
7. Prepare and organize internal and external travel for project/FAO personnel;
8. Maintain project filing and record keeping; and
9. Undertake any other duties as required by project management.

**Qualifications:**

1. University degree in business administration, finance, accounting
2. Experience:
3. At least 5 years work experience in project administration
4. Experience with FAO accounting system desirable
5. Skills:
6. Good organizational skills
7. Good interpersonal and communication skills
8. Good computer skills
9. Languages: Fluent in English, Russian desirable – spoken and written

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### Field Program Assistant

Job Title: **Field Program Assistant**

Duty Station: Ankara/Antalya (Project office location)

Project Reference: [Project number and title]

Duration of Employment: 3 years

Under the direct supervision of the Project Manager the Field Program Assistant will:

1. Assist with day-to-day management of the project office;
2. Maintain detailed non-expendable equipment records;
3. In close collaboration with the Service Provider (Travels), assist with logistical arrangements for national and international workshops, trainings and study tours;
4. Prepare and organize internal and external travel for project/FAO personnel;
5. Maintain project filing and record keeping; and
6. Undertake any other duties as required by project management.

**Qualifications:**

1. University degree in business administration, finance, accounting
2. Experience:
3. At least 5 years work experience in project administration
4. Experience with FAO accounting system desirable
5. Skills:
6. Good organizational skills
7. Good interpersonal and communication skills
8. Good computer skills
9. Languages: Fluent in English, Russian desirable – spoken and written

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### Procurement Assistant

Job Title: **Procurement Assistant**

Duty Station: Ankara/Antalya (Project office location)

Project Reference: [Project number and title]

Duration of Employment: 3 years

Under the direct supervision of the Project Manager the Procurement Assistant will:

1. Assist with day-to-day management of the project office;
2. Develop a procurement plan for the timely provision of equipment;
3. Prepare and conduct tenders for project equipment;
4. Submit procurement proposals for approval;
5. Maintain detailed non-expendable equipment records;
6. In close collaboration with the Service Provider (Travels), assist with logistical arrangements for national and international workshops, trainings and study tours;
7. Maintain project filing and record keeping; and
8. Undertake any other duties as required by project management.

**Qualifications:**

1. University degree in business administration, finance, accounting
2. Experience:
3. At least 5 years work experience in project administration
4. Experience with FAO accounting system desirable
5. Skills:
6. Good organizational skills
7. Good interpersonal and communication skills
8. Good computer skills
9. Languages: Fluent in English, Russian desirable – spoken and written

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### Junior Technical Officer/Government Provided Staff

Job Title: **Junior Technical Officer/Government Provided Staff**

Duty Station: Ankara (FAOSEC)

Project Reference: [Project number and title]

Duration of Employment: 3 years – part time basis

**Organizational setting:**

The Junior Technical Officer/Government Provided Staff - based at the FAOSEC - to assist the Project Manager to implement project activities and to ensure a continuous communication with the Ministry

**Job content:**

Functional duties:

* Assist the Project Manager in carrying out project activities
* As required by the Project Manager, participate to project training workshops and study tours
* Assist to ensure a timely communication flow between FAO, the project and the Ministry

**Qualifications:**

1. Junior officer of the Ministry
2. Language: Fluent in English

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### National Project Coordinator (Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan)

Job Title: **National Project Coordinator (Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan)**

Duty Station: National Forestry Institution; with travel to project field sites

Project Reference: [Project number and title]

Duration of Employment: 3 years – full time

**Organizational setting:**

The National Project Coordinator will be responsible for the overall project implementation and management at national level in her/his field of speciality (forest management or protected areas management).

S/he will closely co-operate with the Project Manager and staff of the FAO Office in his/her country to achieve this task.

The National Project Coordinator will co-ordinate the work of national consultants and supervise other project personnel. The National Project Coordinator will be responsible for the adequate reporting on project progress and budget expenditures towards the Project Manager as specified in the project document.

**Job content:**

1. Functional duties:

* Institutional framework development

1. Participation to national project meetings
2. Provide advice to the Ministry responsible for Forestry/Protected Areas on institutional, policy and legal issues related to project implementation

* Mobilization of inputs

1. Personnel: identification of potential candidates
2. Monitoring of work progress and certification of satisfactory services delivery.

* Training

1. Support the organisation of training activities and study tours at national level
2. Selection of national participants in consultation with national agencies concerned
3. Participation to inception and training workshops
4. Assessment of impact and lessons learned to be integrated into future activities.

* Financial Management

1. On the basis of semi-annual workplans monitor project expenditures

* Reporting

1. Preparation of brief monthly reports on activities as foreseen in the project workplan including: a) achievement against each respective activity; b) identification of any deviation; and c) recommendations for corrective measures or for improving project impact.
2. Managerial duties:
3. Ensure gender mainstreaming in all project activities;
4. Facilitation of the work of international and national consultants
5. Perform other coordinating tasks as appropriate for the successful implementation of the project in accordance with the project document and workplans.

**Qualifications:**

1. High level Officer of the national forestry institution.
2. Experience:
3. At least 15 years work experience in forest management or protected areas management.
4. Demonstrated experiences in programme management.
5. Demonstrated management experience and organisational capacity.
6. Skills:
7. Good interpersonal and communication skills.
8. Good computer skills.
9. Languages: Fluent in Russian, fluency in English desirable.

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### National Project Coordinators (Azerbaijan, Montenegro, Turkmenistan)

Job Title: **National Project Coordinator (Tajikistan, Turkmenistan)**

Duty Station: National Forestry Institution;

Project Reference: [Project number and title]

Duration of Employment: 3 years – part time equivalent to 1 month fulltime per year

**Organizational setting:**

The National Project Coordinator will be responsible for the overall project implementation and management at national level.

S/he will closely co-operate with the Project Manager and staff of the FAO Office in his/her country to achieve this task.

The National Project Coordinator will co-ordinate the selection of national experts to attend capacity building workshops. The National Project Coordinator will be responsible for the adequate reporting on capacity building achievements towards the Project Manager as specified in the project document.

**Job content:**

1. Functional duties:

* Training

1. Selection of national participants in consultation with national agencies concerned and by maintaining gender balance;
2. Assessment of impact and lessons learned to be integrated into future activities.

* Reporting

1. Preparation of brief reports upon the return of national trainees from capacity development workshops indicating how new skills will be applied to the country’s context.

**Qualifications:**

1. High level Officer of the national forestry institution.
2. Experience:
3. At least 15 years work experience in forest management or protected areas management.
4. Skills:
5. Good interpersonal and communication skills.
6. Good computer skills.
7. Languages: Fluent in Russian, fluency in English desirable.

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### Turkish Consultant – Gender Specialist – Training and coaching

Job Title: **Turkish consultant – Gender Specialist**

Duty Station: Selected training venue in Türkiye and project sites

Project Reference: [Project number and title]

Duration of Employment: 100 days (4 trainings sessions)

The assignment:

The objective of the assignment is to support the project in training project staff and national experts from the eight project countries on gender sensitive approaches in the context of forest and PAs management.

Under the overall supervision of the Project Manager and in close collaboration with all Turkish consultants and the international consultant, participatory and gender sensitive approaches, the Turkish consultant will complete the following activities:

1. Design a training programme on gender sensitive approaches to provide participants with the required skills to conduct participatory community-based forest and PAs management activities;
2. Contribute to the organization of the training including a field trip to rural areas to practice the newly learned skills;
3. Conduct the 4 training sessions (about 1 days each) and 4 coaching sessions during the first two years of project implementation;
4. Prepare a short training and coaching report including recommendations for similar future activities.

Qualifications:

A post graduate degree in social sciences. At least 5 years of proven professional experience and demonstrated expertise in gender sensitive approaches, preferably in the context of sustainable management of natural resources.

Languages: Fluent in English and Russian highly desirable.

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### Turkish Consultant – Trainer and consultant on GIS and Collect Earth

Job Title: **Turkish Consultant – Trainer on GIS and Collect Earth**

Duty Station: Selected training venue in Türkiye and travel to project countries

(Kazakhstan, Kyrgyzstan, Tajikistan)

Project Reference: [Project number and title]

Duration of Employment: 25 days (training) + 45 days (coaching)

The assignment:

The objective of the assignment is to support the project in training national experts from the eight project countries on GIS and Collect Earth methodology and to conduct coaching session in Kazakhstan, Kyrgyzstan, Tajikistan.

Under the overall supervision of the Project Manager and in close collaboration with the Turkish consultants on forest inventory and on forest management and protected areas management, the Turkish consultant will complete the following activities:

1. Design a training and coaching programme on the use of GIS and Collect Earth
2. Select the training venue in close collaboration with the adequate training centre
3. Contribute to the organization of the two training sessions
4. Conduct two training sessions (5 days each)
5. Prepare a short training report including recommendations for similar future activities
6. Conduct coaching sessions in the three focal project countries (Kazakhstan, Kyrgyzstan, Tajikistan) developing their forest management plans (15 days each)
7. Prepare a short coaching mission reports including recommendations for similar future activities

Qualifications:

A post graduate degree in forestry or environmental sciences or related fields. At least 5 years of proven professional experience including expertise in the use of GIS and Collect Earth.

Languages: Fluent in English

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### Turkish Consultant – Trainer and consultant on valuation of ecosystem services

Job Title: **Turkish Consultant – Trainer and consultant on valuation of ecosystem services**

Duty Station: Selected training venue in Türkiye and travel to project countries

(Kazakhstan, Kyrgyzstan, Tajikistan)

Project Reference: [Project number and title]

Duration of Employment: 5 days training + 30 days coaching (3 countries, 10 days/country)

The assignment:

The objective of the assignment is to support the project in training national experts from the eight project countries on the valuation of ecosystem services and to conduct coaching sessions in three countries (Kazakhstan, Kyrgyzstan, Tajikistan).

Under the overall supervision of the Project Manager and in close collaboration with the Turkish consultant, forest management and the Turkish consultant, PAs management, the Turkish consultant will complete the following activities:

1. Design a training programme on the valuation of ecosystem services
2. Select the training venue in close collaboration with the adequate training centre
3. Contribute to the organization of the training including a related field trip
4. Conduct the training
5. Prepare a short training report including recommendations for similar future activities
6. Conduct coaching missions, 10 days each, to the 3 countries implementing project activities (Kazakhstan, Kyrgyzstan, Tajikistan)
7. Prepare a short report on each coaching mission including recommendations for further improvement of project activities

Qualifications:

A post graduate degree in forestry or environmental sciences or related fields. At least 5 years of proven professional experience including expertise on the valuation of ecosystem services.

Languages: Fluent in English

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### Turkish Consultant – Trainer and consultant on Forest Resources Inventory

Job Title: **Turkish Consultant – Trainer and consultant on Forest Resources Inventory**

Duty Station: Selected training venue in Türkiye and travel to project countries

(Kazakhstan, Kyrgyzstan, Tajikistan)

Project Reference: [Project number and title]

Duration of Employment: 20 days training + 90 days coaching (3 countries, 30 days/country)

The assignment:

The objective of the assignment is to support the project in training national experts from the eight project countries on conducting forest inventories and to conduct coaching sessions in three countries (Kazakhstan, Kyrgyzstan, Tajikistan).

Under the overall supervision of the Project Manager and in close collaboration with the Turkish consultant, forest management and Turkish consultant, valuation of ecosystem services/PES, the Turkish consultant will complete the following activities:

1. Design a training programme on conducting forest inventories
2. Select the training venue in close collaboration with the adequate training centre
3. Contribute to the organization of the training including a field trip
4. Conduct the training and the field trip
5. Prepare a short training report including recommendations for similar future activities
6. Conduct coaching missions to the 3 countries implementing project activities
7. Prepare a short report on each coaching mission including recommendations for further improvement of project activities

Qualifications:

A post graduate degree in forestry. At least 10 years of proven professional experience in designing and conducting forest inventories.

Languages: Fluent in English

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### Turkish Consultant – Trainer on landscape level conservation

Job Title: **Turkish Consultant – Trainer on landscape level conservation**

Duty Station: Selected training venue in Türkiye

Project Reference: [Project number and title]

Duration of Employment: 15 days training

The assignment:

The objective of the assignment is to support the project in training national experts from the eight project countries on designing and implementing landscape level biodiversity conservation.

Under the overall supervision of the Project Manager and in close collaboration with the Turkish consultant, ecological and socioeconomical monitoring of biodiversity, the Turkish consultant on PAs survey, The Turkish consultant on biodiversity corridors and the Turkish consultant on biodiversity conservation, the Turkish consultant will complete the following activities:

1. Design a training programme on landscape level biodiversity conservation
2. Select the training venue in close collaboration with the adequate training centre
3. Contribute to the organization of the training including a field trip
4. Conduct the training and the field trip
5. Prepare a short training report including recommendations for similar future activities

Qualifications:

A post graduate degree in environmental sciences or related fields. At least 5 years of proven professional experience including expertise on landscape level biodiversity conservation.

Languages: Fluent in English

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### Turkish Consultant – Trainer and consultant on ecological and socioeconomic monitoring and survey of biodiversity conservation areas

Job Title: **Turkish Consultant – Trainer and consultant on ecological and socioeconomic monitoring and survey of biodiversity conservation areas**

Duty Station: Selected training venue in Türkiye and travel to project countries (Kyrgyzstan, Uzbekistan)

Project Reference: [Project number and title]

Duration of Employment: 7 days training + 120 days coaching (60 days/countries)

The assignment:

The objective of the assignment is to support the project in training national experts from the eight project countries on ecological and socioeconomic monitoring of biodiversity conservation areas and to conduct coaching sessions on survey of biodiversity conservation areas in two countries (Kyrgyzstan, Uzbekistan).

Under the overall supervision of the Project Manager and in close collaboration with the Turkish consultant on PAs’ survey, the Turkish consultant on biodiversity corridors and the Turkish consultant on landscape level conservation, the Turkish consultant will complete the following activities:

1. Design a training programme on ecological and socioeconomic monitoring of biodiversity conservation areas
2. Select the training venue in close collaboration with the adequate training centre
3. Contribute to the organization of the training including a field trip
4. Conduct the training and the field trip
5. Prepare a short training report including recommendations for similar future activities
6. Conduct coaching missions to the 2 countries to support PA surveys
7. Prepare a short report on each coaching mission including recommendations for further improvement of project activities

Qualifications:

A post graduate degree in environmental sciences or related fields. At least 5 years of proven professional experience including expertise in ecological and socioeconomic monitoring of biodiversity conservation areas.

Languages: Fluent in English

### Turkish Consultant – Trainer on participatory forest management planning

Job Title: **Turkish Consultant – Trainer on participatory forest management planning**

Duty Station: Selected training venue in Türkiye

Project Reference: [Project number and title]

Duration of Employment: 20 days training

The assignment:

The objective of the assignment is to support the project in training national experts from the eight project countries on participatory forest management planning.

Under the overall supervision of the Project Manager and in close collaboration with the Turkish consultant, forest management and the Turkish consultant, forest inventory, the Turkish consultant will complete the following activities:

1. Design a training programme on participatory forest management planning
2. Select the training venue in close collaboration with the adequate training centre
3. Contribute to the organization of the training
4. Conduct the training including a field trip
5. Prepare a short training report including recommendations for similar future activities

Qualifications:

A post graduate degree in forestry or environmental sciences or related fields. At least 5 years of proven professional experience and expertise in participatory forest management planning

Languages: Fluent in English

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### Turkish Consultant – Trainer and consultant on Payment for Ecosystem Services (PES)

Job Title: **Turkish Consultant – Trainer and consultant on Payment for Ecosystem Services (PES)**

Duty Station: Selected training venue in Türkiye and travel to project countries (Kazakhstan, Kyrgyzstan, Tajikistan)

Project Reference: [Project number and title]

Duration of Employment: 10 days training + 30 days coaching (10 days/country)

The assignment:

The objective of the assignment is to support the project in training project staff and national experts from the eight project countries on PES and to conduct coaching session in Kazakhstan, Kyrgyzstan, Tajikistan.

Under the overall supervision of the Project Manager and in close collaboration with the Turkish consultant, forest management and the Turkish consultant, forest inventory, the Turkish consultant will complete the following activities:

1. Design a training programme on PES
2. Contribute to the organization of the training program
3. Conduct the training
4. Prepare a short training report including recommendations for similar future activities
5. Conduct coaching missions to the 3 countries preparing model forest management plans
6. Prepare a short report on each coaching mission including recommendations for further improvement of project activities

Qualifications:

A post graduate degree in forestry or environmental sciences or related fields. At least 5 years of proven professional experience and expertise in PES.

Languages: Fluent in English

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### Turkish Consultant – Trainer on participatory biodiversity conservation

Job Title: **Turkish Consultant – Trainer on participatory biodiversity conservation**

Duty Station: Selected training venue in Türkiye

Project Reference: [Project number and title]

Duration of Employment: 20 days training

The assignment:

The objective of the assignment is to support the project in training project staff and national experts from the eight project countries on participatory biodiversity conservation.

Under the overall supervision of the Project Manager and in close collaboration with the Turkish consultant, on PAs’ survey, the Turkish consultant on ecological and socioeconomic monitoring of PAs, the Turkish consultant on biodiversity corridors and the Turkish consultant on landscape level conservation, the Turkish consultant will complete the following activities:

1. Design a training programme on PES and on the creation of small-scale eco-tourism enterprises based on the FAO Market Analysis and Development methodology
2. Contribute to the organization of the training program
3. Conduct the training
4. Prepare a short training report including recommendations for similar future activities

Qualifications:

A post graduate degree in forestry or environmental sciences or related fields. At least 5 years of proven professional experience and expertise in participatory biodiversity conservation.

Languages: Fluent in English

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### Turkish Consultant – Consultant on participatory biodiversity conservation

Note: Two Turkish consultants could be considered for this task, e.g; one per country

Job Title: **Turkish Consultant(s) – Consultant on participatory biodiversity conservation**

Duty Station: Travel to project countries (Kyrgyzstan, Uzbekistan)

Project Reference: [Project number and title]

Duration of Employment: 185 days (92-93 days/per country)

The assignment:

The objective of the assignment is to support the project, through coaching missions, in updating PAs management plan in Kyrgyzstan and Uzbekistan.

Under the overall supervision of the Project Manager and in close collaboration with the Turkish consultant, on PAs’ survey, the Turkish consultant on ecological and socioeconomic monitoring of PAs, the Turkish consultant on biodiversity corridors and the Turkish consultant on landscape level conservation, the Turkish consultant will complete the following activities:

1. Support respective NPC and national staff to update their PA management plan;
2. Ensure that all data and findings are integrated in the model PA management plan;
3. Review the draft updated PAs management plans and provide recommendations for improvement wherever needed;
4. Contribute to the preparation of related awareness material;
5. Prepare guidelines for the assessment, updating and monitoring of PAs for each country of project implementation (Kyrgyzstan and Uzbekistan);
6. Prepare short coaching mission reports including recommendations for similar future activities;
7. Prepare a final report with main findings and recommendations.

Qualifications:

A post graduate degree in environmental sciences or related fields. At least 10 years of proven professional experience and expertise in participatory PAs management.

Languages: Fluent in English

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### Turkish Consultant – Consultant on establishing biodiversity corridors

Job Title: **Turkish Consultant – Consultant on biodiversity corridors**

Duty Station: Travel to project countries (Kyrgyzstan, Uzbekistan)

Project Reference: [Project number and title]

Duration of Employment: 30 days (15 days/country)

The assignment:

The objective of the assignment is to support the project in planning and establishing biodiversity corridors in Kyrgyzstan and Uzbekistan.

Under the overall supervision of the Project Manager and in close collaboration with the Turkish consultant, on PAs’ survey, the Turkish consultant on ecological and socioeconomic monitoring of PAs, the Turkish consultant on biodiversity conservation and the Turkish consultant on landscape level conservation, the Turkish consultant will complete the following activities:

1. Based on a thorough review on biodiversity hotspots and existing PAs, support respective NPC and national staff to design biodiversity corridors;
2. Ensure that all biodiversity related data and findings collected by the project and other relevant actors are taken into account in the design of biodiversity corridors;
3. Review the draft biodiversity corridors plans and provide recommendations for improvement wherever needed;
4. Prepare short mission reports including recommendations for similar future activities;

Qualifications:

A post graduate degree in environmental sciences or related fields. At least 10 years of proven professional experience and expertise in PAs management and biodiversity corridors.

Languages: Fluent in English

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### Turkish Consultant – Consultant on participatory forest management

Note: Up to three Turkish consultants could be considered for this task, e.g; one per country

Job Title: **Turkish Consultant(s) – Consultant on participatory biodiversity conservation**

Duty Station: Travel to project countries (Kazakhstan, Kyrgyzstan, Tajikistan)

Project Reference: [Project number and title]

Duration of Employment: 245 days (81-83 days/per country)

The assignment:

The objective of the assignment is to support the project, through coaching missions, in preparing forest management plans in Kazakhstan, Kyrgyzstan and Tajikistan.

Under the overall supervision of the Project Manager and in close collaboration with the Turkish consultant on GIS, the Turkish consultant on forest inventory and the Turkish consultant on PES, the Turkish consultant will complete the following activities:

1. Support respective NPC and national staff to prepare their forest management plan;
2. Ensure that all data and findings are integrated in the model forest management plan;
3. Review the draft PAs management plans and provide recommendations for improvement wherever needed;
4. Provide advice to the national forest administration towards the establishment of a centralized forest management planning unit;
5. Contribute to the preparation of related awareness material;
6. Prepare guidelines for the formulation and implementation of multipurpose forest management plans for each country of project implementation (Kazakhstan, Kyrgyzstan, Tajikistan);
7. Prepare short coaching mission reports including recommendations for similar future activities;
8. Prepare a final report with main findings and recommendations.

Qualifications:

A post graduate degree in forestry. At least 10 years of proven professional experience and expertise in participatory forest management planning and implementation.

Languages: Fluent in English

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### International Consultant – Participatory and gender sensitive approaches

Job Title: **International Consultant – Participatory and gender sensitive approaches**

Duty Station: Selected training venue in Türkiye

Project Reference: [Project number and title]

Duration of Employment: 45 days (4 trainings sessions)

The assignment:

The objective of the assignment is to support the project in training project staff and national experts from the eight project countries on the basics of participatory and gender sensitive approaches in the context of forest and PAs management.

Under the overall supervision of the Project Manager and in close collaboration with all Turkish consultants, the international consultant will complete the following activities:

1. Design a training programme on participatory and gender sensitive approaches to provide participants with the required skills to conduct participatory community-based forest and PAs management activities;
2. Contribute to the organization of the training including a field trip to rural areas to practice the newly learned skills;
3. Conduct the 4 training sessions (about 5 days each);
4. Prepare a short training report including recommendations for similar future activities.

Qualifications:

A post graduate degree in forestry, social sciences, environmental sciences or related fields. At least 10 years of proven professional experience and demonstrated expertise in participatory approaches

Languages: Fluent in English

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### International Consultant – Community-based natural resources management

Job Title: **International Consultant – Community-based natural resources management**

Duty Station: Selected training venue in Türkiye

Project Reference: [Project number and title]

Duration of Employment: 45 days (4 trainings sessions)

The assignment:

The objective of the assignment is to support the project in training project staff and national experts from the eight project countries on community-based natural resources management in the context of forest and PAs management.

Under the overall supervision of the Project Manager and in close collaboration with all Turkish consultants, the international consultant will complete the following activities:

1. As a follow-up of the training on participatory and gender sensitive approaches, design a training programme on community-based natural resources management to provide participants with the required skills to conduct participatory community-based forest and PAs management activities;
2. Introduce the FAO Market Analysis and Development methodology for the creation of small-scale forest and eco-tourism enterprises
3. Contribute to the organization of the training including a field trip to rural areas to practice the newly learned skills;
4. Conduct the 4 training sessions (about 5 days each);
5. Prepare a short training report including recommendations for similar future activities.

Qualifications:

A post graduate degree in forestry, social sciences, environmental sciences or related fields. At least 10 years of proven professional experience and demonstrated expertise in community-based natural resources management

Languages: Fluent in English

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### International Consultant – Advisor for participatory forest management planning

Job Title: **International Consultant – Advisor for participatory forest management planning**

Duty Station: Home-based

Project Reference: [Project number and title]

Duration of Employment: 20 days

The assignment:

The objective of the assignment is to support the project in developing participatory community-based forest management plans in Kazakhstan, Kyrgyzstan and Tajikistan.

Under the overall supervision of the Project Manager and in close collaboration with the Turkish consultant on forest management, the international consultant will complete the following activities:

1. Review the draft forest management plans;
2. Review the participatory and gender sensitive approaches used by the project to collect information related to the concerned forest resources;
3. Identify, wherever required, needs for further stakeholders consultation or involvement;
4. Provide recommendations towards the finalization of forest management plans which fully takes into account project findings stemming from the socio-economic surveys;
5. Prepare a short report including recommendations for similar future activities.

Qualifications:

A post graduate degree in forestry, social sciences, environmental sciences or related fields. At least 10 years of proven professional experience and demonstrated expertise in community-based natural resources management.

Languages: Fluent in English

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### International Consultant – Advisor for participatory protected areas management planning

Job Title: **International Consultant – Advisor for participatory protected areas management planning**

Duty Station: Home-based

Project Reference: [Project number and title]

Duration of Employment: 20 days

The assignment:

The objective of the assignment is to support the project in developing participatory community-based protected areas management plans in Kyrgyzstan and Uzbekistan.

Under the overall supervision of the Project Manager and in close collaboration with the Turkish consultant on PAs management, the international consultant will complete the following activities:

1. Review the draft PAs management plans;
2. Review the participatory and gender sensitive approaches used by the project to collect information related to the concerned biodiversity conservation areas;
3. Identify, wherever required, needs for further stakeholders consultation or involvement;
4. Provide recommendations towards the finalization of PAs management plans which fully takes into account project findings stemming from the socio-economic surveys;
5. Prepare a short report including recommendations for similar future activities.

Qualifications:

A post graduate degree in social sciences, environmental sciences or related fields. At least 10 years of proven professional experience and demonstrated expertise in community-based protected areas management.

Languages: Fluent in English

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### National Consultant – Gender sensitive awareness raising on biodiversity conservation

Job Title: **National Consultants (one per country) – Gender sensitive awareness raising on biodiversity conservation (Kyrgyzstan, Uzbekistan)**

Duty Station: Country

Project Reference: [Project number and title]

Duration of Employment: 300 days (150 days/country)

The assignment:

The objective of the assignment is to support the project in developing and implementing gender sensitive awareness raising materials and campaigns on participatory biodiversity conservation.

Under the overall supervision of the Project Manager and in close collaboration with the NPC and Turkish consultant, PAs management, the national consultant will complete the following activities:

1. Develop a draft gender sensitive awareness raising strategy on participatory PA management;
2. Submit the strategy for review to the NPC;
3. Review the strategy based on the comments received and submit it for final approval to FAO and FTFP;
4. In close collaboration with the National Project Coordinator, develop and produce awareness raising materials;
5. Support the implementation of the gender sensitive awareness campaign on participatory PA management;
6. Prepare a short report on completion of the task including recommendations for further improvement of project activities

Qualifications:

A degree in communication, public relations or related fields. At least 5 years of proven professional experience and expertise awareness raising in the environmental field desirable.

Languages: Fluency in English desirable

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### National Consultant – Gender sensitive awareness raising on sustainable forest management

Job Title: **National Consultants (one per country) – Gender sensitive awareness raising on sustainable forest management (Kazakhstan, Kyrgyzstan, Tajikistan)**

Duty Station: Country

Project Reference: [Project number and title]

Duration of Employment: 300 days (100 days/country)

The assignment:

The objective of the assignment is to support the project in developing and implementing gender sensitive awareness raising materials and campaigns on participatory forest management.

Under the overall supervision of the Project Manager and in close collaboration with the NPC and Turkish consultant, forest management, the national consultant will complete the following activities:

1. Develop a draft gender sensitive awareness raising strategy on participatory forest management;
2. Submit the strategy for review to the NPC;
3. Review the strategy based on the comments received and submit it for final approval to FAO and FTFP;
4. In close collaboration with the National Project Coordinator, develop and produce awareness raising materials;
5. Support the implementation of the gender sensitive awareness campaign on participatory forest management;
6. Prepare a short report on completion of the task including recommendations for further improvement of project activities

Qualifications:

A degree in communication, public relations or related fields. At least 5 years of proven professional experience and expertise awareness raising in the environmental field desirable.

Languages: Fluency in English desirable

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### National Consultant – Public-Private-Partnership (PPP)

Job Title: **National Consultants (one per country) – Public-Private-Partnership (PPP) (Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan)**

Duty Station: Country

Project Reference: [Project number and title]

Duration of Employment: 120 days (30 days/country)

The assignment:

The objective of the assignment is to support the project in identifying potential PPP related to forest and PA management and in supporting the development of such partnerships.

Under the overall supervision of the Project Manager and in close collaboration with the NPC and Turkish consultants, forest and PAs management, the national consultant will complete the following activities:

1. Based on the forest and biodiversity resources inventories and sustainable management plans, conduct a survey to identify potential PPPs;
2. Establish contact with the identified public and private entities to explore possible arrangements to develop market-based PPPs;
3. Provide to the NPC a selection of the most potential PPPs in the country;
4. Provide any advisory support that might be required by the NPC to initiate the creation of PPPs in the country;
5. Prepare a short report on completion of the task including recommendations for further improvement of project activities

Qualifications:

A degree in business administration, public relations or related fields. At least 5 years of proven professional experience and expertise on the development of small and medium enterprises development.

Languages: Fluency in English desirable

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## ****Annex VIII: Procurement****

### Table 1 – Recruitment and Procurement Plan

| **Items** | **Requirements** | **Estimated Cost (USD)** | **Quantity** | **Procurement Timeline** | **Duty/Delivery Location** |
| --- | --- | --- | --- | --- | --- |
| Human Resources | Project Manager | 144,000 | 1 person | 2023-2025 | Ankara |
| Project Assistant Manager | 108,000 | 1 person | 2023-2025 | Ankara |
| Operation Specialist | 90,000 | 1 person | 2023-2025 | Ankara |
| Field Program Assistant | 54,000 | 1 person | 2023-2025 | Ankara |
| Procurement Assistant | 54,000 | 1 person | 2023-2025 | Ankara |
| JTOs/GPS | 57,600 | 4 persons | 2023-2025 | Ankara |
| National project experts | 360,000 | 5 persons | 2023-2025 | Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan |
| International Consultants | 52,000 | 4 persons | 2023-2025 | Ankara |
| National Consultants | 54,000 | 9 persons | 2023-2025 | Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan |
| FTFP Trainers | 26,000 | 8 persons | 2023-2025 | Türkiye |
| FTFP consultants | 149,000 | 10 persons | 2023-2025 | Türkiye  Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan |
| Consultant translation (Rus+Eng) | 51,000 | 2 persons | 2023-2025 | Ankara |
|  | Translators (Rus+Eng) | 31,500 | 600,000 words | 2023-2025 | Ankara |
| Procurement | GIS facilities | 275,000 | 5 GIS work stations | 2023 | Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan |
| Drones | 140,000 | 4 | 2023 | Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan |
| Inventory and survey material | 75,000 | 5 | 2023 | Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan |
| Awareness raising materials | 20,000 |  | 2024-2025 | Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan |
| Office stationery materials | 12,000 |  | 2023 \_ 2025 | Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan |
| Office computer + printer | 11,900 | 7 | 2023 | Ankara  Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan |
| Projector | 6,000 | 6 | 2023 | Ankara  Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan |
| Copy machine | 15,000 | 1 | 2023 | Ankara |
| Workshops | Training workshops | 119,920 | 17 in Türkiye  (total: 180 persons) | 2023 - 2024 | Türkiye |
| Inception workshop | 4,700 | 26 persons | 2023 | Türkiye |
| Study tours | 24,800 | 4 (18 persons each) | 2023 \_ 2024 | Türkiye |
| End-of Project Regional workshops | 6,600 | 26 persons | 2025 | Türkiye |
| Travels | Inception workshop | 20,300 | 26 persons | 2023 | Türkiye |
| End-of Project Regional workshops | 21,400 | 26 persons | 2025 | Türkiye |
| Training workshops | 318,080 | 17 in Türkiye  (total: 180 persons) | 2023 - 2024 | Türkiye |
| Study tours | 115,200 | 4 (18 persons each) | 2023 - 2024 | Türkiye |
| International consultants; Project Manager; Project Assistant Manager; LTO; FTFP consultants; international consultations | 233,600 | 62 missions | 2023-2025 | Türkiye – Central Asia |
| Contracts | Travel and training management | 45,000 |  | 2023-25 | Türkiye |
| Awareness raising campaigns | 20,000 |  | 2024-2025 | Türkiye  Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan |
|  | **TOTAL** | **2,715,600** |  |  |  |

### Table 2 - IT equipment needed for GIS laboratory

| **ID** | **Equipment** | **Justification** | **Quantity** | **Specification** | **Estimated**  **Total Price USD** |
| --- | --- | --- | --- | --- | --- |
| 1 | Workstation | GIS & Remote sensing | 1 | * Dell Precision Tower 7900 series 7920 (Intel Xeon Silver 4210R (2.4GHz, 3.2GHz Turbo,10C, 9.6GT/s 2UPI, 13.75MB Cache, HT (100W)) DDR4-2400MHz, Windows 11 Pro for Workstations (6 cores plus) NVIDIA® Quadro® P1000, 4GB, 4 mDP (7X20T) 32GB 4x8GB DDR4 2933MHz RDIMM ECC Memory M.2 256GB PCIe NVMe Class 40 Solid State Drive DVD; Optical Mouse; 2 X 20" Monitor; Keyboard) | 4,000 |
| 2 | Desktop Computers | GIS & Planning | 4 | * (Intel® Core™ i7-11700 8-Core Processor 2.5MHz; Windows 10-11 Home 64bit English; 16GB RAM DDR4; GTX 1660 SUPER NVIDIA® 6GB graphic memory; 1TB NVMe M.2 SSD, 27 inch Monitor) | 9,000 |
| 3 | *Server* | Data storage & web app. | 1 | * Intel® Xeon® Silver 4208; 2.1GHz/8-core/11 MB/85W; 32 GB DDR4; 1.54TB RDIMM; 8 x SFF SAS/SATA Hot Plug Drive 2.5; 4x1.2TB SAS 10K (8x2.5''); Onboard 1920 X 1200@60Hz 16mb video memory Matrox G200eh | 4,500 |
| 4 | Windows Server Operating System 2022 Low density or non-virtualized environments | | 1 | * Platform for database | 1,000 |
| 5 | Network Attached Storage (NAS-  (with Discs) | Data storage | 1 | * Drive Bay are 4, Maximum Internal Raw Capacity is 64 TB (16 TB drive x 4) (Capacity may vary by RAID types) CPU 4-core 2.0 (base) / 2.7 (burst) GHz Hardware Encryption Engine (AES-NI) Memor 4 GB DDR4 (Expandable up to 6GB) RJ-45 1GbE LAN Port, 2 (with Link Aggregation / Failover support) USB 3.0 2 Compatible Drive Type 3.5" SATA HDD, 2.5" SATA HDD, 2.5" SATA SSD, M.2 2280 NVMe SSD | 2,000 |
| 6 | UPS for the Server: | | 1 | * 2000 Watts with 4 outlets |  |
| 7 | Laptop Computers | For data capture and use | 5 | * 10th Generation Intel® Core™ i7-10870H 8 Core, Windows 10 Home 64-bit English; 16GB RAM DDR4, 2933 MHz, 1TB NVMe SSD; NVIDIA® GeForce® GTX 1660Ti Max-q with 6GB graphics memory; 16.1 inch FHD (1920 x 1080) Anti-Glare) | 9,000 |
| 8 | External hard disk drives | Data storage | 5 | * 4 TB | 700 |
| 10 | Printer | A3 colour printer | 1 | Up to 2,005 sheets of 80gsm, Print speed: A4: 35ppm colour/mono; A3: 20ppm colour/mono | 500 |
| 11 | Plotter | A0 colour plotter | 1 | Colour images: print speed: 202 ft²/hr. HP Thermal Inkjet; 6 ink system. Automatic roll feed, cut sheet feeder, 500 GB HDD, touchscreen display FCC Class A emissions | 4,500 |
| 12 | SSL certificate and domain name | Web site | 1 | Securing for web site (3 years) | 225 |
| 13 | Microsoft Office (2021) | Office application | 10 User License- for 3 years | Office Software (Word, Excel, Power Point, Access, Teams etc.). Office LTSC Professional Plus 2021 | 5,500 |
| 14 | GIS Software | GIS | 1 | ArcGIS pro | 14,000 |
|  | **TOTAL** |  |  |  | **54,925** |
|  | **TOTAL**  (rounded-up) |  |  |  | **55,000** |

1. Updated CPFs are currently in the approval process [↑](#footnote-ref-1)
2. Updated CPF are currently in the approval process [↑](#footnote-ref-2)