



United Nations Development Programme
Country: Afghanistan
PROJECT DOCUMENT

Project Title: Establishing integrated models for protected areas and their co-management in Afghanistan
UNDAF Outcome: Outcome 5 – Improved capacity to manage natural resources to support poverty reduction and dispute resolution, and to reduce vulnerability to natural disasters
UNDP Strategic Plan Primary Outcome: Mainstreaming Environment and Sustainable Development; UNDP Strategic Plan Secondary Outcome: Promoting Adaptation to Climate Change
Country Programme Output(s): 5.1 Government capacity to develop policies to manage natural resources enhanced; 5.2 Substantial institutions and communities are better able to promote environmental protection and use natural resources responsibly
Implementing Entity/Responsible Partners: Wildlife Conservation Society

Brief description: Afghanistan is emerging from an extended period of conflict and seeks to maintain and eventually restoring its critical natural resource base. The country contains astonishing biodiversity including Marco Polo sheep, snow and Persian leopards, important breeding and migratory sites for numerous birds, and various endemic plants. Significant barriers to biodiversity conservation, watershed maintenance, and land productivity include the lack of a clear institutional and legal framework for protected areas, the near absence of a Protected Areas System (PAS) with only one fully gazetted protected area and limited management capacity, and the need for replicable models of effective PA and sustainable land use management (SLM). This project will build capacity for co-management of natural resources in government and local communities with particular attention on advocacy and economic empowerment of women. It seeks to reduce threats to biodiversity in an emerging PAS by involving communities in PA co-management and adoption of climate resilient SLM practices. To achieve this objective, the project will strengthen the PA system by creating a legally and institutionally empowered PA authority, gazetting three new protected areas (total 1,098,190 ha), operationalizing management at four PA sites, and developing replicable sustainable livelihood and rangeland management solutions. The project will support the National Protected Area System Plan and build strong foundations for the future. Gender-equitable participation in all aspects of the project will contribute to the strength of sustainable solutions. The project has three outcomes that directly address barriers to sustainable ecosystem management: (1) A National PA system is established with legal, planning, policy and institutional frameworks for expansion and management for the PA estate in the country; (2) Protected area coverage and protection status is improved to increase biodiversity representativeness and ecological resilience; (3) and Management effectiveness is enhanced within existing and new PA and climate resilient SLM applied to reduce threats in and around PAs.

Programme Period:	2014 - 2018	Total resources required:	\$ 61,741,819
Atlas Award ID:	00076820	Total allocated resources:	
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Date/Month/Year

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Date/Month/Year

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Acronyms

ANDS	Afghanistan National Development Strategy
APWA	Afghanistan Parks and Wildlife Service
ARD	Afghanistan Rural Development
ASGP	Afghanistan Sub-national Governance Program
AWEC	Afghanistan Wildlife Executive Committee
BACA	Band-e-Amir Community Association
BAPAC	Band-e-Amir Protected Area Committee
BSP-NEPA	Biodiversity Support Program for NEPA
BPPAC	Big Pamir Protected Area Committee
CBD	Convention on Biological Diversity
CBNRM	Community Based Natural Resource Management
CCD	UN Convention to Combat Desertification
CDC	Community Development Committee
CITES	Convention on International Trade in Endangered Species
CMA	Central Management Authority
COAM	Conservation Organization of Afghan Mountains
COP	Council of the Parties (of the Convention on Biological Diversity)
ESSP	UNDP Environment and Social Screening Tool
FAO	Food and Agriculture Organization of the United Nations
GEP	Institutional Capacity Building for Gender Equality Project
GoIRA	Government of the Islamic Republic of Afghanistan
ICIMOD	International Centre for Integrated Mountain Development
IGO	Implementing Government Organization(s)
IPAT	Interim Protected Area Tarzulamal
MEA	Multilateral Environmental Agreement
MAIL	Ministry of Agriculture, Irrigation and Livestock
MoC	Ministry of Commerce
MoD	Ministry of Defence
MoE	Ministry of Education
MoEW	Ministry of Energy and Water
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoHE	Ministry of Higher Education
MoI	Ministry of Interior
MoIC	Ministry of Information and Culture
MoJ	Ministry of Justice
MoPW	Ministry of Public Works
MoW	Ministry of Women's Affairs
MRRD	Ministry of Rural Rehabilitation and Development

MoT	Ministry of Transport
NABDP	National Area Based Development Program
NAPA	National Adaptation Programme of Action for Climate Change
NBSAP	National Biodiversity Strategy and Action Plan
NCSA	National Capacity Needs Self-Assessment for Global Environmental Management
NEPA	National Environmental Protection Agency
NGO	Non-Governmental Organization
NSP	National Solidarity Program
PAC	Protected Area Committee
PAS	Protected Area System
PDC	Provincial Development Council
PEAC	Provincial Environmental Advisory Council
PEACE	Pastoral Engagement, Adaptation and Capacity Enhancement
POWPA	Program of Work on Protected Areas
RGO	Responsible Government Organization(s)
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
USAID	United States Agency for International Development
WCS	Wildlife Conservation Society
WPA	Wakhan Pamir Association

SECTION I: Elaboration of the Narrative

PART I: Situation Analysis

INTRODUCTION

1. Afghanistan is a land-locked country of sweeping plains and high mountains covering roughly 650,000 km². Mountains make up over 65% of the landmass, with over 25% of the country above 2,500 m, including the central highlands of the Hindu Kush that grade eastward into the huge mountains of the Pamirs, with Mount Noshaq reaching over 7,400 m in elevation. The climate is continental in nature, with cold winters and hot summers. Most of the country is semi-arid or arid with extensive deserts and semideserts in the southwest. The northern plains were once covered in dry, open woodlands of pistachio and juniper stretching to the Amu Darya River and its associated riparian tugai woodlands that run along much of the country's northern border. In the southeast along the Pakistan border, remnants of once extensive forests of pine and cedar can still be found growing within the influence of the Indian Ocean monsoons.

2. Afghanistan has a surprising level of biodiversity and is a key stopover for Eurasia's bird migration. Many of Afghanistan's mammals and birds are now considered globally or regionally threatened or near-threatened. The recent disappearance of the Asiatic cheetah (Afghanistan's tenth felid) and Siberian crane highlight the need for improved protection and management of Afghanistan's biodiversity. Afghanistan's environment has been dramatically and negatively affected over the course of the last quarter century from near-constant conflict and associated pressures related to the destruction of infrastructure, movements of large numbers of internally displaced people, an influx of modern weaponry, extreme poverty, and an almost total lack of enforcement. The results have been that rangelands have deteriorated, forests have been felled, and wildlife populations have greatly diminished from uncontrolled hunting and habitat degradation.

3. This project is designed to develop a national protected area (PA) system in Afghanistan to protect biodiversity and enhance ecosystem function and resilience in ecologically important areas. As land degradation is threatening biodiversity and ecosystem function, the project accordingly addresses sustainable land management as a key measure to protect biodiversity, secure ecosystem services and enhance ecosystem resilience. The project is thus designed as a combined biodiversity and sustainable land management (SLM) intervention. The project will build programmatically on work initiated with GEF funds through a PA early action grant that led to the creation of a National Protected Area System Plan (NPASP). The project directly addresses GEF Focal Area Objectives BD-1: Improve Sustainability of Protected Area Systems and LD3: Integrated landscapes: Reduce pressures on natural resources from competing land uses in the wider landscape.

4. A great deal of progress has been made in improved security, economic development, increased confidence in the rule of law, and coordinated support for sustainable progress in Afghanistan. There is a growing recognition that natural resource management is the foundation

for reconstruction in the country, and that men and women in rural areas have a vital role to play. With the recent establishment of Band-e-Amir National Park as a functional model for protected area development and the recent development of a national framework for the management of Protected Areas (the NPASP) this is an opportune time to move protected area development forward. The project seeks to address gaps in this process through the creation of a protected areas and wildlife agency, establishing effective management for Band-e-Amir Provisional National Park, gazetting and operationalizing management of the Big Pamir and Teggermansu Wildlife Reserves and the Wakhan Conservation Area, and engaging men and women of the communities in effective sustainable land management, civic governance, and advocacy practices through PA co-management mechanisms and sustainable livelihood initiatives. The project will endeavour to deepen and expand the opportunities for women to learn, strengthen and build upon the knowledge, skills and practices required for sustainable management of threatened habitat.

CONTEXT AND GLOBAL SIGNIFICANCE

Environmental context

5. Afghanistan has 17 ecoregions, five of which are considered globally “critical / endangered”. This ecological complexity is partly explained by its geographic distinction of residing at the confluence of three of the earth’s major realms or ecozones –the Indomalayan (from which species such as the leopard cat and Kashmir flying squirrel belong), the Afrotropical (e.g. the caracal and striped hyena, and until recently the cheetah), and the Palearctic (e.g., wolf, lynx, brown bear). The country also supports greater Himalayan endemics such as the snow leopard and Marco Polo sheep. Because of this biogeographic confluence, Afghanistan has a surprising level of biodiversity – for example, nine species of wild felids can be found in the country, the same number as is found in all of sub-Saharan Africa. Afghanistan is also a critical stopover point for Eurasia’s central flyway for bird migration, including for common crane, steppe eagle, waterfowl and other species. Unfortunately, many of Afghanistan’s mammals and birds are now considered globally or regionally threatened or near-threatened. These include snow leopard, Persian leopard, Marco Polo sheep, urial, wild goat, markhor, Asiatic black bear, imperial eagle, greater spotted eagle, Pallas’s sea-eagle, lesser kestrel, white-headed duck, marbled teal, sociable lapwing, and large-billed reed warbler. Recent analysis¹ of recorded species records shows that there are 137 to 150 mammal, 428 to 515 bird, 92 to 112 reptile, six to eight amphibian, 101 to 139 fish, 245 butterfly, and 3,500 to 4,000 vascular plant species native to Afghanistan. Only 7 vertebrate species are known to be endemic to Afghanistan but estimates for endemic plant species range as high as 30%. Significant basic biological survey work and synthesis is still needed better understand the country’s biodiversity. Afghanistan prepared the country’s first Protected Species List in 2009 when 48 species were given protection and recently a further 90 species were listed in 2012. A list of IUCN recognized vulnerable and endangered species as well as CITES listed species is provided in Annex I.

6. There is only one officially recognized protected area (PA) in Afghanistan: Band-e-Amir National Park. Prior to the long period of conflict, there were multiple protected areas but, with the exception of Band-e-Amir, their ambiguous legal status, conservation situation, and

¹ Biodiversity Profile of Afghanistan. An Output of the NCSA. UNEP, GEF and NEPA

management context do not protect the high value native biodiversity. Increasing pressure on natural resources and many of these rare species in the surrounding countries due to conflicts, inadequate conservation financing, and expanding population pressures increase the value of maintaining viable populations in Afghanistan as well as maintaining connectivity across the landscape.

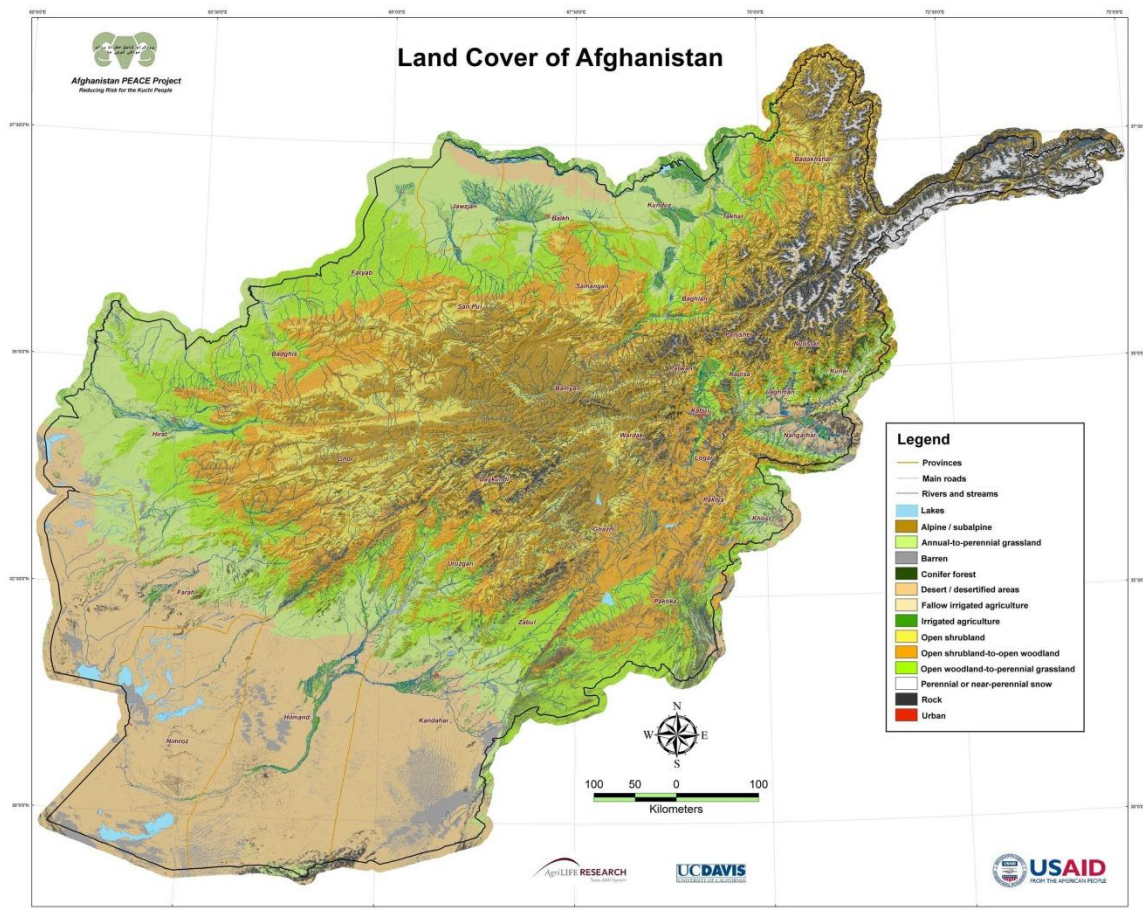


Figure 1 Land cover of Afghanistan produced by the PEACE project: Pastoral Engagement, Adaptation and Capacity Enhancement

7. Afghanistan remains a predominately rural nation with up to 80 percent of the population involved in farming, herding, or both. Increasing human population and other factors such as impacts of climate change is putting severe pressure on the country's natural resources. Thus, not only is it essential to protect the land and the systems it supports for biodiversity conservation but it is important for these natural resources to be restored and conserved so that the ecosystem services such as soil fertility, erosion control, crop pollination, and climatic stability, are sustained to secure rural livelihoods.

8. Afghanistan is one of the 10 poorest countries in the world² with per capita GDP of \$528 (\$1.44/day); 36% of the population lives below the poverty line. Foreign assistance is currently

² Afghanistan: From Transition to Transformation. World Bank Briefing for Tokyo Conference, July 2012.

equal to 100% of GDP and finances 90% of the government's annual spending.³ The World Bank estimates a minimum non-defence budget financing gap of 21% over the foreseeable future (e.g. until 2025), with up to 40% shortfall in the next several years as donor funds to the national Treasury decrease. In essence, everything other than minimal government expenditures (for example on government and security services salaries) is financed by overseas development assistance or other contributions and will continue to be, if funded at all, in the foreseeable future.

9. With annual population growth of almost 3%, 65% of the population under the age of 24, and 80% still overwhelmingly dependent on rural small scale agriculture, human pressure on the environment and on natural resources and wildlife will almost certainly increase, particularly where water is available in or near PA sites. In fact many previously protected wetland sites have become desiccated through drought and overexploitation of water resources. As women (and children under their control) have a primary role in the collection of fuel, sanitation, and household water management, they are critical partners in conservation efforts. Almost all financial projections for income growth are based on further development of the licit (as opposed to drug producing) agriculture sector, which currently contributes 36% to GDP, as well as on the resource extraction sector, both heavily water dependent; this will almost certainly put additional pressure on fragile and important ecosystems.

Rangelands

10. Rangeland is essential for the socio-economic development of the country. It provides the main feed supply for small ruminants, the by-products of which (meat, wool, dairy and leather) account for more than 50% of Afghanistan's export revenue. Rangeland, suitable for utilization as a grazing resource, covers an estimated 45% of Afghanistan's land surface area (Table 1). However large areas which are considered 'barren land' or 'waste land' are also used for grazing, particularly in winter. The total grazeable area is therefore much larger, estimated at 70–85% of the total land area, providing habitat and forage for nearly 35 million livestock.⁴

11. Rangeland is not only critical in providing men and women with livelihood opportunities in the livestock sector, but provides vital ecosystem support services such as water catchment areas with natural control mechanisms for soil erosion and flooding. It provides habitat for wildlife and is a globally significant 'carbon sink'. On a subsistence level, rangeland provides a range of products for local people including fire-fuel, fruit, nuts and medicinal plants.⁵

Table 1: Afghanistan land use (1993)⁶

Land use	(hectares)	Percentage
Irrigated agricultural land	3,302,007	5.1
Orchards	94,217	0.1

³ *Ibid*

⁴ NEPA. Afghanistan's environment. National Environmental Protection Agency of the Islamic Republic of Afghanistan: 32, (2008)

⁵ National Comprehensive Agriculture Production and Market Development NPP2 - draft report. GoIRA: 92. (2012)

⁶ From Provincial Land Cover Atlas of Islamic State of Afghanistan, FAO/UNDP Project AFG/90/002 (1999).

Intensively irrigated	1,559,654	2.4
Intermittently cropped	1,648,136	2.6
Rain fed agricultural land	4,517,714	7.0
Forest	1,337,582	2.1
Rangeland	29,176,732	45.2
Barren	24,067,016	37.3
Marsh land	417,563	0.6
Water bodies	248,187	0.4
Snow-covered area	1,463,101	2.3
Urban area	29,494	0.05
Total Land Area	64,559,396	100

Protected area system: Current status and coverage

12. Work on Afghanistan's protected area system began in the 1960s and 1970s, whereby fourteen areas were identified that served as hunting reserves or proposed protected areas (see Table 2 below for details). However, with the exception of Band-e-Amir National Park, none of the previously proposed fourteen areas were officially gazetted, and the following decades of conflict destroyed any momentum toward environmental protection.

Table 2 List of proposed protected areas in Afghanistan⁷

Name	Designation	IUCN Category	Biome represented	Total Area
Band-e-Amir	National Park	II	Cold winter deserts	41,000
Ajar Valley	Wildlife Reserve	IV	Mixed mountain systems	40,000
Ab-i-Estada	Waterfowl Sanctuary	IV	Cold winter deserts	27,000
Dasht-i-Nawar	Waterfowl Sanctuary	IV	Cold winter deserts	7,500
Hamun-i-Puzak	Waterfowl Sanctuary	IV	Cold winter deserts	35,000
Koli- Hashmat Khan	Waterfowl Sanctuary	IV	Cold winter deserts	191
Wakhan	Conservation Area		Mixed mountains	1,145,678
Nuristan	National Park		Mixed mountain systems	
Zadran	National Reserve		Cold winter deserts	
Imam Sahib	Wildlife Reserve		tugai vegetation	
Darqad	Wildlife Reserve		tugai vegetation	
Northwest Afghanistan	Wildlife Reserve		<i>Pistacia vera</i> forests	
Registan Desert	Wild Reserve		Warm desert	
Pamir-i-Buzurg	Wildlife Reserve	IV	Mixed mountain systems	67,938

13. A 2008 National Protected Area Gap Analysis based on work done mostly in the 1970s was an essential step for responding to the nearly complete lack of knowledge about the areas that had been proposed for protection and understanding the state of the biodiversity and natural resources of the country. The result was a map of the country overlaid with a 50 x 50 km grid that showed where biodiversity was most likely to still be intact. This fed directly into the second major outcome – the National Protected Area System Plan (NPASP), a product required by Article 39 of the Environment Law which states “The National Environmental Protection Agency shall develop a comprehensive plan for the national protected areas system...” and which was designed to identify national and regional protected area targets. *The NPASP commits Afghanistan to protect at least 10% of its total land area while improving the livelihoods of*

⁷ Source: Biodiversity Profile of Afghanistan: An Output of the NCSA for Afghanistan (UNEP, GEF and NEPA)

communities living in and around protected areas. It also provides direction for the monitoring and evaluation of the entire PA estate. The third major outcome has been the creation of a benefit sharing arrangement, a critically important step needed to support protected area development. Previous government financing requirements had precluded accrual of funds generated by protected areas to the local communities or responsible management authorities – so a process of organizing communities into legal entities (under Afghan Law these are “Social Organisations”) was developed with the intention that community organizations could then enter into concession contracts with the government for certain aspects of protected area management. However to date concession contracts are not yet support by law.

14. Currently work on protected areas is led by the National Environmental Protection Agency (NEPA) and the Ministry of Agriculture, Irrigation and Livestock (MAIL) and with support from international partners including the Wildlife Conservation Society (WCS) and the United National Environment Programme (UNEP). Work is active or financing is being sought for the following existing and potential PAs⁸:

Table 3 List of Actual and Potential Protected Areas under development by MAIL and NEPA

Area	Province	Principal Actor	Status
Included in National Protected Areas Strategic Plan (NPASP)			
Band-e-Amir National Park	Bamyan	BAPAC, MAIL, WCS	Project pilot area ; Scenic lakes with natural travertine dams; only fully gazetted protected area.
Wakhan Conservation Area	Badakhshan	WPA, MAIL, WCS	Project pilot area ; active site for establishing Big Pamir Wildlife Reserve, Teggermansu (Little Pamir) Wildlife Reserve and Wakhan Conservation Area
Ajar Valley Wildlife Reserve (lapsed)	Bamyan	MAIL, WCS	Gazetted as a Wildlife Reserve in June 1977; legal designation has lapsed; scenic canyons with valuable wildlife in past;
Darqad and Imam Sahib	Takhar	MAIL	Two previous wildlife reserves along the Panj River between Tajikistan and Afghanistan that were never officially gazetted. Detailed status unknown but under some pressure from deforestation.
Kol-i-Hashmat Khan	Kabul	MAIL	A lake in Kabul; never received legal status as a protected area, long been protected by Afghan rulers; received some govt. funding in 2011
Hamun-i-Puzak	Farah	MAIL	Marshland on Iranian border; status unknown; MAIL seeking funding.
Hamun-e-Saberi	Nimroz	MAIL	Marshland on Iranian border; status unknown; MAIL seeking funding.
Ab-i-Estada	Ghazni	MAIL	Previously National Waterfowl and Flamingo Sanctuary (1974); status as a waterfowl sanctuary approved (1977) ⁹ ; no recent activities; unfunded.
Dasht-i-Nawar	Ghazni	MAIL	Previous National Flamingo and Waterfowl Sanctuary (1974); designation approved by the Head of State in 1977 ¹⁰ ; recently monitored and evaluated by NEPA and UNEP recording diverse waterfowl species including the Flamingo; MAIL seeking funding.
Registan Desert	Kandahar	MAIL	Area of interest; difficult security situation, no protection status.
Nuristan	Nuristan	MAIL, WCS	WCS conducted limited work in Nuristan Province to investigate species presence through camera trapping and biological and community surveys; data obtained will help refine PA proposal. Site of strong interest.

⁸ Not all the PAs would be part of a national PAS as some would be run by municipalities.

⁹ Order no. 707 based on petition no. 1765 dated June 6, 1977

¹⁰ Order No. 707 on the basis of Petition no. 1765 dated June 6, 1977

Northwest Afghanistan Game Reserve	Herat	No activities	Current status unknown; unprotected.
Not in NPASP			
Site of interest to MAIL	Kapisa	MAIL / Municipal	Likely to include Pul-e-Saiad along the Panjshir River, popular for picnics; MAIL seeking funding.
Pul-e-Malan	Herat	MAIL / Municipal	Historic bridge site.
Shah Foladi	Bamyan	MAIL, COAM ¹¹	Mountain near Bamyan city with winter sports and hiking.
Hazar Chisma / Pudenu	Bamyan	MAIL, WCS	Northern Plateau, north and west of Band-e-Amir; rangers receiving support from WCS.



Figure 2 From NPASP (2012) previously proposed protected areas of Afghanistan assigned according to probability of establishment. Type I protected areas (in green) are expected to be gazetted within 5 years. Type II protected areas (in blue) and Type III protected areas (in pink) require further survey and community work to determine whether they are still viable proposals for potential protected areas.

Institutional context

15. NEPA has the overall regulatory and ultimate control over the gazettement and development of protected areas while MAIL, as the Central Management Authority (CMA), has the day-to-day management responsibility for the areas. The two organizations operate cooperatively through a signed Interim Protected Area Tarzulamal (IPAT) under Afghan Law, which is a formal agreement stating the responsibilities of each agency. The IPAT requires a protected area committee (PAC) for each PA for which community representation must be in the

¹¹ www.mvafghanmountains.org Local NGO started with support from UNEP

majority. Consequently there already exists the Band-e-Amir Protected Area Committee (BAPAC).

16. NEPA and MAIL (as the CMA) justify protected areas as an aspect of national development and defend the associated budgets as development spending required for proper functioning of Afghanistan's society and economy. Under the Afghanistan National Development Strategy (ANDS) Environmental Strategy, NEPA and the designated CMA need to liaise with six separate Ministries in order to coordinate the implementation of Afghanistan's protected area system: MAIL, responsible for forestry and rangeland management; the Ministry of Energy and Water (MoEW), responsible for Afghanistan's energy and water projects; the Ministry of Foreign Affairs (MoFA), responsible for international agreements and regional cooperation issues; the Ministry of Economy (MoE), responsible for national strategic planning; the Ministry of Justice (MoJ), responsible for reviewing and approving legislation related to the environment; and the Ministry of Finance (MoF), responsible for allocating budgets and sanctioning development plans according to environmental regulations.

17. The local level communities have been organized throughout the country into Community Development Committees (CDCs) who have access to certain government development financing programs including the National Solidarity Program (NSP) run through the Ministry of Rural Rehabilitation and Development (MRRD). The CDCs in the areas targeted by this project have organized into larger scale community groups. In the Band-e-Amir area, they have formed the Band-e-Amir Community Association (BACA) that unites all of the villages in the National Park. In the Wakhan corridor, the CDC's have come together to form the Wakhan Pamir Association (WPA). Both associations include men and women. These associations are officially registered with the Ministry of Justice and take a lead role in representing the communities as well as managing the existing and proposed protected areas. BACA members sit on the BAPAC as part of the co-management structure. WPA members will sit on the PAC for the Wakhan PAs once they are gazetted.

Policy and Legislative context

18. Protected Areas and sustainable land management are covered in a range of legal and policy instruments including: the Afghanistan Constitution, Environment Law, Hunting and Wildlife Management Law, Pasture Law, Forest Law, Land Management Law, Interim Protected Area Tarzulamal (IPAT), National Biodiversity Strategy and Action Plan, and National Protected Area System Plan. As well, Afghanistan is a signatory to the United Nations Convention on Biological Diversity (CBD), the United Nations Framework Convention on Climate Change (UNFCCC), and the United Nations Convention to Combat Desertification (UNCCD).

19. The Afghanistan Constitution states that government should abide by all international treaties and conventions that have been signed and the state should adopt necessary measures for safeguarding forests and the environment. The overarching Environment Law (2007) forms the backbone of the current approach to environmental regulations including protected areas management. It covers a range of issues surrounding biodiversity conservation and natural resource management. The law defines a protected area as a "geographically defined area which is designated and regulated to achieve specific conservation objectives". There are six different

types of protected areas specified: 1) strict nature reserves, 2) national parks, 3) natural monuments, 4) habitat/species management areas, 5) protected landscapes, and 6) managed resource protected areas. The Environment Law endows NEPA with a range of authority and responsibilities including legislative and operational oversight of the protected areas. NEPA has established the IPAT agreement with MAIL so that MAIL can act as the CMA for protected areas. As such, MAIL is the primary implementing agency for protected areas management.

20. In 2012 the government approved the National Protected Areas System Plan (NPASP), a document required under the Environment Law. The NPASP is the main policy document that describes Afghanistan's approach to identifying and establishing protected areas. The document has a strong emphasis on the need for additional on-the-ground surveys, co-management as an approach to PA management, and includes benefit sharing as a means of supporting local communities in and around protected areas. The NPASP goal for the Protected Areas System (PAS) of Afghanistan is *to establish a national legacy of exceptional areas, preserving in perpetuity representatives of the nation's biodiversity, and natural and cultural features managed sustainably in cooperation with, and to the benefit of, local peoples*. The long term objectives have been identified as:

- By 2030, provide effective protection to at least 10% Afghanistan's land area and to the habitat of selected species;
- For each established protected area, local people will be effectively engaged in setting management direction;
- Within 10 years of legal establishment of each protected area, the standard of living of people in and near protected areas will be improved.

21. The Hunting and Wildlife Management law (2000) was revised and enacted during the Taliban rule. MAIL is the agency responsible for its application and together with NEPA is currently working on a revision to the law. It will be essential to integrate the rules and regulations concerning hunting and wildlife management with protected areas laws and regulations as well as clarify the roles and responsibilities between NEPA and MAIL. The current law prohibits hunting of protected species and the Afghanistan Wildlife Executive Committee (AWEC) establishes and maintains this list. As noted above, there are currently 138 species on the protected species list.

22. The Rangeland/ Pasture law (2000) defines pasture as either special or public and prohibits pasture areas from being rented or sold for any purpose. It gives the authority for the Council of Ministers to make appropriate measures for the purpose of conservation and improvement of pasture. The law does not provide clarity on roles and responsibility for pasture management at the District or local community level. There is also a lack of clarity with regard to the resolution of disputes among adjacent communities.

23. The new Forest Law (2012) replaced a previous law (2000) and has the following purposes:

- Manage forest resources, in a sustainable manner, based on community participation and cooperation for rehabilitation, conservation, improvement, growth, exploitation and productivity of forest resources.
- Maintain a good balance between forest conservation and resource productivity.

- Mitigate climate change and enhance natural beauty.
- Prevent environmental pollution.
- Control the force and impacts of wind.
- Prevent sedimentation of streams, lakes, dams and canals.
- Prevent soil erosion caused by wind and water.
- Minimize flood risks.
- Maximize underground water retention.
- Manage the flow of surface water.
- Rehabilitate and protect national parks for tourism development.
- Protect species of animals, including wild birds and their habitats.
- Conserve biodiversity, ecosystems and natural habitats.
- Support the rule of law in strategic areas for security.
- Combat desertification.
- Encourage active community participation for the conservation and management of forest resources.

These objectives are strongly compatible with sound PA management and MAIL's Forestry Department is under the same ministry as the CMA thus facilitating collaboration. However, there remains a lack of clarity on roles and responsibilities especially since NEPA is legally responsible for protected areas under the Environmental Law.

24. The IPAT forms the current basis for PA management in Afghanistan. The legal hierarchy in Afghanistan is: first law, second regulation and third *Layha* and *Tarzulamal* which are weaker forms of regulations. NEPA and MAIL have enacted the IPAT in which NEPA has delegated some its powers and functions related to administration of the national PAS for better management of the protected areas to MAIL as the CMA. Although in principle this approach is effective, legally it remains a weak and potentially unlawful delegation of responsibility.¹² Due to these legal questions and the fact that the *Tarzalamal* is a low-level regulation, there is a need for improved laws and regulations around protected areas in Afghanistan.

25. The idea of an Afghanistan Parks and Wildlife Service (APWA) has been under discussion within the government and its NGO partners. The name "APWA" is a temporary placeholder while the concept, legal issues, and institutional framework are being developed by a steering committee that includes high-level government representatives. The basic idea of APWA is to create an agency 100% devoted to protected areas and wildlife management similar to such entities in many other countries. The actual status of this agency as well as its position in the government structure will be determined through a comprehensive consultation process that will incorporate male and female stakeholders.

26. A large weakness in the legal and institutional framework for protected areas and rangeland management in Afghanistan is the lack of clarity on the role and involvement of the local communities. One of the main drivers for the establishment of APWA is to allow clear collaboration and access and benefit sharing with the local communities. It is possible that a series of laws and regulations will be required to formalize community participation in protected areas and sustainable land management. At each step, the process will as far as possible include

¹² See Legal Review conducted for the PPG

consultation with men and women; gender equity and gender mainstreaming will be considered as laws and regulations are discussed, drafted, reviewed, and finalized.

27. Women have often been excluded from natural resources management and conservation efforts. In Afghanistan, this is due in part to traditional Afghan governance structures. It is also due to a world-wide situation in which women's contribution to a family's financial well-being, as in farming, herding, or micro-enterprise, is undervalued from an economic perspective. However, experience in Bamyan and Wakhan have shown that both men and women of affected communities are eager to contribute to protected area management, and each brings a valuable perspective. The institutional framework supporting women's participation in natural resources management, civil society and the economy is robust. One goal of the National Action Plan for Women of Afghanistan (NAPWA) is to incorporate critical gender concerns in all aspects of program design, implementation, as well as monitoring and evaluation, especially those that improve women's employment and livelihoods opportunities. In its Master Plan (2005), MAIL recognizes that it needs to "...find 'culturally acceptable gender options' that will allow Afghan women to participate and be involved in decisions that will improve their lives." (p.12)

Protected Areas Financing Situation

28. The financial situation for protected areas management in Afghanistan is provided in detail in Annex III. In summary, the Afghanistan government is overwhelmingly dependent on foreign aid for government expenditures and has numerous priorities that are likely to take precedence over protected areas financing. As such, PA financing is and will continue to be primarily funded by outside donors. However, the engagement of the government with "on-budget"¹³ financing for protected areas is growing. The recently signed Afghanistan Rural Development (ARD) Cluster - National Priority Plan 1 (NPP1) includes proposals for significant financing of protected areas and other activities that will promote sustainable land management. Current annual expenditures as determined by the baseline assessment indicates approximately \$4 million US is being spent on PA establishment and management by the government and its NGO partners. Given the needed expansion of the PA estate and the early institutional stage of PAS management, an ideal annual budget would be easily twice that amount during the next 5-10 years until the initial goals of the NPASP are achieved and management moves toward standard operations and less investment in PA creation, infrastructure and capacity building.

THREATS, ROOT CAUSES AND IMPACTS

Habitat and Land Use Change

29. Afghanistan's environment has been dramatically and negatively affected over the course of the last quarter century from near-constant conflict and associated pressures related to the destruction of infrastructure, movements of large numbers of internally displaced people, an influx of modern weaponry, extreme poverty, rapidly growing population, and an almost total lack of enforcement. The results have been that rangelands have deteriorated, forests have been

¹³ "On-budget" refers to government and donor spending that is included in the official budget of the MoF. "Off budget" spending is donor and NGO spending that is not part of the MoF budget even though it may be aligned with government priorities and included in documented government work plans.

lost at a rapid rate, and wildlife populations have greatly diminished from uncontrolled hunting and habitat degradation. Chronic droughts and changing climate have also had an impact on land use as water resources become more limited and irrigation is diminished. Inadequate irrigation has pushed farmers towards dryland farming that further degrades hillsides causing soil loss and subsequent erosion. Inadequately controlled forest exploitation has led to the loss of millions of hectares of native forests over the last half a century.

30. The National Plan for Sustainable Rangeland Management¹⁴ lists three main threats to sustainability of Afghanistan's rangeland: a) overgrazing by livestock, b) harvesting of woody material by humans, and c) conversion of rangeland to rain-fed farming, and suggests that root causes underpinning these three main threats are primarily socio-economic. The geological, topographic and climatic features of Afghanistan naturally increase the country's susceptibility to the processes of soil erosion. Human activities exacerbate these natural features through farming of steep slopes, deforestation and degradation of lands, and unsustainable use of scrub and grasslands. In some areas degradation is so severe that natural recovery is impossible. Loss of soil and vegetation is leading to desertification and increased risk of floods.¹⁵ Disruption of watershed management and plant cover threatens hydro-power plants throughout the country due to a combination of siltation and seasonal water shortages. Some water reservoirs are partially or wholly filled with sedimentation washed away by rains from denuded landscapes. This has seriously depleted power production capacity, presenting the country with an intensified energy crisis.

31. During the last three decades primary production of the livestock industry has declined, the result of reduction in animal numbers and decreased productivity through inadequate nutrition and poorly-controlled animal diseases. Nomadic and semi-sedentary livestock owners operate with high livestock mortality rates. Irrigated land, which formerly supported livestock, is often without water. Also, in many areas rangeland is being ploughed for rain-fed agricultural crops which often fail and are abandoned after one season leading to soil erosion, weed invasion and reduced grazing value. Improved livestock and range management is hampered by uncertain or conflicting user rights. Livestock owners and those, including women, who benefit economically from livestock, are preoccupied by livestock numbers rather than livestock productivity and together with human population increase and return of refugees, significant changes will be needed to maintain productive rangelands and support communities who remain dependent on livestock using rangeland resources.

Overexploitation

32. A few centuries ago deciduous and evergreen forests covered 5% of Afghanistan's current land area, including one million hectares of oak and two million hectares of pine and cedar growing mostly in the eastern part of the country. Open woodland dominated by pistachio, almond and juniper occupied a third of the land area. Today most original forests are gone. Forest cover has decreased from an estimated 3.1–3.4 million hectares in the middle of the 20th century to now less than 1.0–1.3 million hectares (2% of the country's total area). Forest area has declined at 3% a year from 2000 to 2005 (30,000 hectares per year). Although improved

¹⁴ MAIL, National Plan for Sustainable Rangeland Management, Ministry of Agriculture, Irrigation and Livestock: 38. (2011)

¹⁵ NEPA 2008

management is currently being sought by the government many areas are difficult to control and as much as 65% of harvested wood is sold in Pakistan.

33. Afghanistan is home to globally significant genetic resources for cultivated products and experts believe that Afghanistan harbours more native varieties of wheat than anywhere else in the world. Unfortunately many varieties of cultivated species were lost during the period of conflict and seed collections of many wild ancestors, that might have been resistant to pests and drought extremes, were destroyed.

34. Hunting remains a major threat to many economically important wildlife species. The rapid increase in accurate, high-powered weapons due to the years of conflict, combined with a near-complete breakdown of enforcement mechanisms related to national and even local rules and regulations on hunting, has led to highly unsustainable take of most large and/or commercially exploitable species. Another threat is the illicit wildlife trade. For example, birds of prey are a continued source of illegal trade from Afghanistan to other parts of the Middle East. Animal components – such as skins – are also sold. In the past, hunting has been factor limiting the western Big Pamir Marco Polo sheep population. However, hunting by Wakhis in the western Big Pamir is believed to have declined dramatically since the delivery of environmental awareness programs by WCS and the initiation of ranger patrols in 2009 (A. Simms, pers. comm. 2011). People crossing from Tajikistan and Kyrgyz travelling along the Pamir River valley also kill Marco Polo sheep in the western Big Pamir, but the extent of this loss is not known.¹⁶

35. Land degradation has an adverse impact on Afghanistan's economy and social welfare. Across much of the country, landscapes are characterized by moderate to severe deforestation, overgrazing, depleted ground water reserves, reduced surface water quantity and quality, erosion, salinity, lowered soil fertility, and the loss of biodiversity. The amount of productive land in Afghanistan, especially at higher elevations, is highly limited and under great pressure. For example, in the Wakhan, over 80% of households depend on livestock as part of their livelihoods. The following table provides the numbers of livestock in the Big Pamir area as an indication of the importance of livestock management in and around the protected areas.

Table 4 Number of livestock at each camp (ayloq) in the Big Pamir in 2010 (S. Ostrowski, pers. comm.. 2011) as cited in the Big Pamir Draft Management Plan

Camp/Name	Sheep	Goats	Yaks	Cattle
Kund-a-Thur	670	598	102	70
Mulung Than	481	160	80	0
Asan Katich	400	230	76	25
Vagd Boi	510	212	51	10
Darah Big	540	150	41	0
Ganj Khatun	390	190	36	27
Nakchirshitk	554	295	60	27
Manjulak	604	275	61	3

¹⁶ Draft Management Plan for the Big Pamir Wildlife Reserve: 2012 – 2016, Big Pamir PAC, WPA, MAIL, NEPA, 2012

Jabar Khan	950	200	120	0
Buqbun	363	278	20	0
Bulok	361	187	20	0
Lupghil Kshun	774	285	126	0
Qabal Gah	662	385	37	17
Senin	377	250	35	18
Chashmayen	357	63	30	8
Darah Sargaz	376	250	35	40
Total	8369	4008	930	245

36. The continued degradation of this land threatens both the wildlife and the human communities. Many areas have been affected by overgrazing as numbers of domestic livestock throughout the region have increased sharply in recent years. This is particularly the case in the foothills and lower slopes, as well as the alpine and subalpine meadows. Similarly, overgrazing is exacerbated by drought and feedback cycles that worsen the initial effects through soil erosion and desertification, which further increase pressures on remaining rangelands. Shrubs in these areas are the primary source of fuel for heating and cooking. Shrubs are also critical food for both livestock and wild ungulates, and also protect the soil from erosion and shelter herbaceous plants from livestock grazing. The amount of time necessary for regrowth is so long that current harvests are unsustainable, leading to denuded landscapes near villages and the necessity to travel greater distances to gather shrubs. The large number of livestock coupled with the low productivity of the project areas is leading to increased competition between domestic and wild populations and is one direct cause of habitat degradation. Underlying issues such as poverty and lack of exposure to improved management practices limit the abilities of the local councils to improve pasture management. Better management of domestic herds is an essential element of the proposed protected area management. Increased vegetation cover would aid water retention. Surface run-off of rainwater is slower on vegetated surfaces and thus infiltration rate into the ground, and as a consequence also recharge rate of groundwater resources is higher. This is of special importance in an arid country like Afghanistan where groundwater resources are of crucial importance and are being currently exploited at unsustainable rates.

37. Pasture management is overseen by a combination of the local *shuras* (governing councils, developed into CDCs through the National Solidarity Program). The CDCs are also grouped into clusters and further grouped into official regional natural resource management entities such as the Pamir Wakhan Association (WPA) and the Band-e-Amir Community Association (BACA).

38. In the Wakhan, summer grazing lands are considered as common property open to all Afghans because the grass resource is considered as “inexhaustible”. Spring, autumn and winter pastures are not available to non-Wakhis, but there is considerable fluidity of access to Wakhis allowing them to shift pastures according to regular patterns. It has been reported that only 24% of Wakhi households have grazing rights in either the Big or Little Pamir whereas 84% own livestock. In most cases, households without grazing rights get others to graze their livestock for

them through an *amanat* (= trust) system. As such conservation governance should include all Wakhan villages and not only those with privately own huts in the Big Pamir.¹⁷

Climate Change

Climate change is a major concern to both the biodiversity of Afghanistan and to local and national livelihoods. According to the National Action Plan for Adaptation¹⁸ “key climatic hazards in Afghanistan include periodic drought; floods due to untimely and heavy rainfall; flooding due to thawing of snow and ice; increasing temperatures; frost and cold spells; hail, thunder and lightning, and 120-day winds. The compilation of a sensitivity matrix indicated that droughts, floods due to untimely and heavy rainfall, and rising temperatures present the greatest hazards to ecosystem services, livelihood activities and means of livelihood in Afghanistan. Sectors identified as most vulnerable to climate change were those of water resources, forestry and rangeland, and agriculture.”

39. The country’s topography of high mountains grading into lower elevation dry lands and deserts results in a situation where all of Afghanistan’s water resources derive from past¹⁹ or present precipitation falling within the country. This precipitation is extremely seasonal and melting snows and glaciers allow water availability throughout the year. Currently the country’s hydroelectric infrastructure is heavily damaged and threatened by siltation and seasonal shortages of water. The melting of the glaciers and climate change related effects on precipitation will exacerbate this already problematic situation. Droughts occur frequently in the country and combined with the problems of overgrazing, unsustainable natural resource use, and challenges to government extension services, climate change may push the country into massive desertification, wildlife extinction, increasing poverty, and limit economic recovery options.

40. The following table is an exhaustive list of the threats to biodiversity and ecosystem resilience in Afghanistan as enumerated in the National Biodiversity Strategy and Action Plan.²⁰ Those that have specific relevance and are elevated in in the project areas are highlighted in bold.

Table 5 Threats to Biodiversity and Ecosystem Resilience in Afghanistan

<i>1. Broad-scale natural and human-induced influences</i>	<i>2. Local-scale pressures on resources</i>	<i>3. Absence of underlying conditions required for effective resource management</i>
Air pollution Climate change/global warming (including drought and flooding) Conflict and war Desertification Disease Drought	Conflicts among resource users Degradation of rangelands and forests Easy access to firearms Electro-fishing Fuelwood collection Habitat destruction Illegal cutting of forests	Influence of warlords and powerful people Insecurity Lack of alternatives to use of natural resources Lack of cooperation among government agencies Lack of education and

¹⁷ Draft Management Plan for the Big Pamir Wildlife Reserve: 2012 – 2016, Big Pamir PAC, WPA, MAIL, NEPA, 2012

¹⁸ Afghanistan: National Capacity Needs Self-Assessment for Global Environmental Management (NCSA) and National Adaptation Programme of Action for Climate Change (NAPA) Final Joint Report, 2009

¹⁹ glacial

²⁰ Afghanistan’s National Biodiversity Strategy and Action Plan: a Framework for Implementation (2012)

Harmful insects Natural disasters (e.g. flooding) Overpopulation Over-use of natural resources Poverty, unemployment and hunger Return of displaced people and migrants	Illegal fishing (including use of explosives) Illegal hunting Illegal trade Over-collection of medicinal plants Plant collection for fuel and fodder Unsustainable use Uprooting of trees and other plants Large-scale surface mining	awareness regarding biodiversity and natural resources Lack of law enforcement / implementation Lack of legal instruments Lack of policy Lack of support from government and NGOs Lack of resource use options Lack of transport and access for government staff Poor coordination among government agencies
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BASELINE ANALYSIS

41. The current situation with protected areas and sustainable land management in Afghanistan is that most activities are in early stages and there are no replicable examples of exemplary management. The baseline scenario is one in which uncertainty surrounding roles and responsibilities continues to thwart efforts to stabilize and reverse land degradation leading to increased loss of land productivity, water shortages, increasing poverty, and the eventual loss of the globally important biodiversity that remains in the country. Without effective models for establishment and co-management of protected areas, the government will struggle to meet its stated policies and international commitments on biodiversity conservation, land degradation and poverty reduction.

42. Afghanistan receives a significant amount of donor financing targeted at environmental and developmental objectives. Although there are many successes and progress towards reducing rural environmental degradation, many of these gains will not be sustainable without landscape level management models that integrate community groups and local decision making while addressing larger policy goals. Continued over-exploitation and mismanagement of rangeland resources will exacerbate loss in soil quality, water retention, and fodder productivity. This will lead to increasing pressure on native wildlife, diminishing rangeland and water resources, and ultimately loss of critical populations of globally threatened species, endemic species, and opportunities for local populations to escape from a cycle of increasing poverty and decreasing natural resources.

Alternative

43. In the GEF Alternative, Afghanistan establishes a protected areas and wildlife authority that is capable of unifying lessons learned and develops the capacity to effectively create and manage a growing PAS in partnership with local communities. These PAs will become sites of community supported sustainable land management and examples of PA supported sustainable livelihoods. The newly formed APWA will establish a strong base for implementing the NPASP and eventually achieving its goals of 10% of the country under a conservation regime. The four pilot PAs will be well managed and will form the backbone for an expanding PA network. Community engagement and participation in the co-management of the four PAs will serve as a

model for the creation and management of other PAs throughout the country. The populations of Marco Polo sheep, snow leopards and other species will increase as hunting pressure and competition for rangelands is reduced.

44. The baseline project is costed at around USD \$248 million over a period of around 5 years consisting of investments made by the national government, targeted investments by donors and investments from large cross-sectoral donor-funded national programmes in the Incremental Cost section.

45. Investment from Government: Government spending consists of a) the support for the operational budget for NEPA; and b) funds to support natural resource management projects mainly led by MAIL. With a annual budget of \$11.5 million, the operational budget support to NEPA will help fulfil its functions such as: promoting conservation and rehabilitation of the environment; developing environmental laws and regulations and implementing them; coordinating all activities related to environment including international cooperation; carry out assessments and monitoring such as EIA and pollution control. Under the various NRM projects that MAIL will support examples include conservation and development of Pistachio forests, Community-based Natural Resource Management, Afghanistan Greening Program, Establishment and re-development of tree nurseries. A total annual budget of \$ 12.9 million is estimated as directly contributing to the baseline. In the future, MAIL is seeking a much larger budget in the order of more than \$50 million.

46. Targeted investments by Donors: USAID is the single largest bilateral donor supporting Afghanistan. USAID investments include the USAID-funded WCS projects “Biodiversity Conservation in Afghanistan” and “Improving Livelihoods and Governance through Natural Resource Management in Afghanistan”. These projects have a total budget of around \$19 million and have helped build technical capacity for natural resource management at all levels (national, provincial, district, community), helped create and strengthen community governance institutions including laws, policies, and institutions affecting natural resource management while ensuring that environment outcomes for the local poor communities are improved. They were also instrumental in the declaration of the country’s first Protected Area and continue to support improved technical capacity of the park rangers and improve environment education in Band-e-Amir and the Wakhan Corridor. In addition, they support strengthening the capacity of MAIL and NEPA at the provincial level for the management of Band-e-Amir National Park. Similarly two other projects with funding from USAID, Ecodit’s “Biodiversity Support Programme for the National Environment Protection Agency” and ICIMOD’s “Afghan Biodiversity and Community Forestry” had a total budget of \$8.2 million and aimed to strengthen natural resource management by promoting institutional and policy development, improving capacities for research, analysis and monitoring but have since concluded. They also focused on the institutional building and increasing the ability of the NEPA to plan and manage biodiversity conservation programmes in the country. USAID has recently provided funding for a large watershed management project, the “USAID Irrigation and Watershed Management” program that includes \$230 million over 5 years and have other programs that support agricultural initiatives that include environmental sustainability goals of approximately another \$100 million. As much of this investment is targeted towards improving agricultural productivity and decreasing reliance on poppy production, \$12 million will be counted as baseline funding.

47. Investments from cross-sectoral donor-funded national programmes include a very important baseline program: the National Area Based Development Programme (NABDP) with support from a number of donors including Belgium, Canada, Denmark, Germany, Japan, Norway, Spain, the United States of America and UNDP. Based on the third pillar of the ANDS, the programme focuses on three themes: strengthening local governance and institutions; sustainable livelihoods through rural infrastructure; and stabilization through economic livelihoods. From the overall budget of \$294 million, NRM-focused activities include development of local-level natural resource management plans, tree planting and ecosystem rehabilitation, disaster risk management (including improving ecosystem base) and sustainable livelihoods. In addition, the “Institutional Capacity Building for Gender Equality Project (GEP)” with a total budget of \$3 million, is aimed at enhancing policy development capacity of the Ministry of Women’s Affairs (MoWA). This project will provide support to strengthen sub-national institutions to promote socio-economic empowerment of women. Similarly the “Afghanistan Sub-national Governance Programme (ASGP)” is aimed at establishing national systems, procedures and legal frameworks to implement, coordinate and monitor sub-national governance policies, and build the capacities of provincial and district governance offices and enable them to manage governance, development and security strategies in accordance with the ANDS. This programme will support integration of sustainable environmental management at the sub-national level by working Provincial Development Councils (PDC), Provincial Environmental Advisory Councils (PEACs) and District and Community Development Councils (DDAs/CDCs). The programme has a budget \$83.6 million. The Afghanistan Rural Enterprise Development Program (AREDP) is a government-led multi-donor funded, program run by MRRD that seeks to promote rapid private sector growth in rural Afghanistan. The baseline financing for this program is estimated at \$35 million. The National Solidarity Program (described elsewhere) contributes approximately \$50 million to the baseline and will be a source of direct financing for local project partners.

48. WCS will continue to look for funding opportunities that can be used to as project cofinancing. This initiatives include a recent submission of a \$12 million concept to AusAID, the expectation of a \$300,000 submission to Darwin, discussions with the Government of India for financing \$1 million to Bamyan, and ongoing discussions with UNODC and USAID. Currently, these potential financing sources are not included in project co-financing.

LONG-TERM SOLUTION AND BARRIERS TO ACHIEVING THE SOLUTION

49. The long term solution proposed by this project is to operationalize the national system of protected areas in Afghanistan as a vehicle for conserving biodiversity as well as securing ecosystem resilience and function in ecologically sensitive areas. PAs can be effective in addressing threats especially when pressures on biodiversity and ecosystem integrity are addressed at the landscape level. The long-term solution thus needs to also include application of Sustainable Land Management (SLM) in the PA landscape to reduce threats. There are, however, still barriers that stand in the way of achieving this solution:

Barrier	Elaboration
Lack of legal, policy and	Afghanistan does not yet have the full range of policies, legislation, regulations and institutions for management of the PA estate. Although NEPA and MAIL are both mandated to work on

institutional enabling environment.	<p>environment and natural resource management within the country and NEPA is entrusted with the responsibility to identify and declare protected areas, there are multiple constraints that prevent the creation of a national enabling environment for the gazettement, creation and operationalization of the national protected area system. These include issues such as slow enactment of policies or legislation, unclear roles and responsibilities and very limited technical and managerial capacities. There is a need to improve coordination between NEPA and MAIL in the development and management of PAs. While MAIL does have a PA unit it is small and understaffed with no clear budget allocation. Within NEPA there is a need to define clear responsibility for protected areas on a day-to-day basis. Institutionally the Tarzulamal which was agreed between NEPA and MAIL is a weak structure under Afghan law. It is best translated as ‘procedures’ and is inferior to regulations (<i>Leheya</i>) under the Environment Law. It was intended that this would be a <i>Leheya</i> but at the time of submission the Ministry of Justice disputed the need for such regulations. This will need to be re-visited as a priority. What is most lacking is a single institution with a clear mandate for the development and management of the protected area system within Afghanistan such as the proposed APWA. Constructing APWA will require the transfer of staff and existing budget allocations to the new body. The gap between capacity and need is great. To cover this gap, the managing bodies still need a greater understanding of actual needs, a means of incorporating this into funding requests from the central budget, and a concerted effort to secure the necessary funding. Finally, there are six categories of protected areas listed in the Environment Law that largely match the IUCN categories I to VI (but note that there is no ‘Wilderness Area’ category). However there is no explanation of the attributes of each category as in the IUCN listing. It will be necessary to establish clear guidelines for these PA categories to ensure that protection and conservation are objectives of the PAs of Afghanistan. There is extremely limited capacity at the national level for a co-management approach to PAs and the rules for access and benefit sharing are absent from the legal framework. In addition, managerial and administrative capacity is low and the capacity to develop and analyse management and business plans for the system is largely absent. At present, the objective of securing financial sustainability across the nascent protected area system will be challenging unless this is addressed.</p>
Inadequate coverage and management of Protected Area estate	<p>The policy and institutional barrier is compounded by inadequate systemic capacity and inexperience in managing protected areas. So far, the entire system has only two wardens and 29 government rangers. With only one protected area to manage, the know-how for performing PA management functions still needs to be developed. There is little experience in planning, developing, establishing or administering protected areas, or how to engage communities and the private sector in co-management. There remains only one official protected area – Band-e-Amir – and even this PA does not have adequate government staff and management in place. Thus, while the process of establishing the only protected area provides some lessons, much has still to be learned about on-the-ground processes of planning, financing, establishing, managing and operating protected areas. Due to a large part from the long history of conflict in the country, there is almost no technical capacity for protected areas management. In addition to this lack of technical capacity, there is a lack of experience with effective shared central and decentralized governance for natural resources. As an extension of this, mechanisms for coordination among national institutions, and among the different levels of government and those with local communities are currently lacking. The planned expansion of the PA estate as identified in the NPASP requires a significant expansion of national level capacity and effective models for co-management of protected areas. The security situation coupled with limited national capacity requires an effective co-management approach where local communities are organized and empowered to establish PA management rules and work together with the CMA and regional authorities for their enforcement. National expertise is needed for developing and implementing tools for community organization and the creation of management plans – a required step in the PA establishment process. Currently neither NEPA nor MAIL have this expertise or experience. Additional successful models of the PA creation process are needed to facilitate PA creation throughout the various provinces where potential PAs have been identified.</p> <p>Most of the potential protected area sites are in need of additional surveys and verification of both the ecological value and the potential benefits to local populations. Much of the information on</p>

	Afghanistan's biodiversity is old and no longer reliable. Although some efforts have been made especially in training government staff and local communities to carry out research to fill in some of these gaps, this effort has only begun to complete the existing data gap for the protected area system. The result is that there is still only partial understanding of whether species and habitats identified as needing protection are adequately covered.
Limited skills, capacity, and replicable models for co-management and use of climate resilient SLM practices to reduce threats to biodiversity in co-managed PAs.	The majority of the men and women in the four areas where the project proposes to establish protected areas are farmers and pastoralists deriving their livelihoods out of the land whose ability to support them is declining rapidly. The decline in land productivity is largely due to a combination of factors that compound each other to create a vicious circle/cycle including population increase, resource degradation, poverty, droughts and climate change and variability. Although establishing the PAs will go a long way in securing critical biodiversity, the small percentage of land involved cannot house all the important biodiversity. There is a need to involve communities in co-management of protected areas, and to further improve production and management practices in the wider landscape, in order to mainstream conservation considerations while improving livelihoods and reducing vulnerability to poverty and climate change and variability. Because men and women play different roles in a community, both genders need to be part of the solution. The heavy reliance on natural resources in the face of poverty and uncertainties of a changing climate make the need for intensification of production in a sustainable manner imperative. However, while there are several SLM technologies for doing this, most land users and the extension service have limited capacities to adopt them.

INTRODUCTION TO PROJECT SITE INTERVENTIONS

Band-e-Amir National Park

50. Band-e-Amir National Park covers 60,616 ha and is defined by its six lakes, with their crystal-clear, azure water separated by unique, natural travertine dams and surrounded by spectacular red cliffs. It comprises one of the world's most beautiful natural landscapes and has long been a destination for Afghan and international visitors. The waters of the lakes are held in special reverence by Afghan women. Following the development and approval of the Preliminary Management Plan in 2008, Band-e-Amir was designated in April 2009 as a Provisional National Park for a period of three years. A revised Management Plan has been accepted by the government making Band-e-Amir the first legal National Park in the country. Governance of Band-e-Amir National Park is through collaborative management via the Band-e-Amir Protected Area Committee (BAPAC), consisting of members of all local communities, provincial government officials, and representatives of the CMA. The BAPAC has a formally-defined role in guiding management, but ultimate decision-making and responsibility remains with the national government, particularly with MAIL and NEPA.

51. Band-e-Amir lies in the Turkestanian Province in the Holarctic Kingdom. The plants of Band-e-Amir are largely European and Central Asian in origin. Band-e-Amir lies in the cushion shrubland (Dornpolster-Fluren, Knieholz, Alpine Rasen) natural vegetation region of Afghanistan and has been otherwise classified as the Ghorat-Hazarajat Alpine Meadow which is considered a globally "Vulnerable" ecotype.²¹ The most common vegetation type at Band-e-Amir is the Artemisia–Acantholimon steppe type.²² This vegetation is potentially very productive and is currently supplying an important grazing resource for livestock and wild species as well as shrubs used as the main fuel source for local communities. Unfortunately, the

²¹ The Environment and People of Band-e-Amir WCS, USAID

²² Bedunah et al 2010

more productive sites of this rangeland type in Band-e-Amir have often been ploughed for dryland farming (*lalmi*), which has led to significant degradation and reduction of livestock forage and wildlife habitat. There are four plant species considered endemic to Band-e-Amir; *Jurinea mellophora* (Asteraceae), *Tiarocarpus neubaueri* (Asteraceae), *Matthiola cordringtoali* (Brassicaceae) and *Astragalus dieterlei* (Fabaceae).

52. The wildlife of Band-e-Amir currently includes a range of species and in the recent past has included ibex (*Capra sibirica*) and urial (*Ovis orientalis*) which continue to migrate through the area in small numbers during the summer months. Red foxes (*Vulpes vulpes*), wolves (*Canis lupus*), Eurasian Lynx (*Lynx lynx*) and Pallas's cat (*Otocolobus manul*) can be found and wolves are reported to cause substantial livestock losses. Afghan pikas (*Ochotona rufescens*), related to hares and rabbits, are common at Band-e-Amir. There are at least four species of rodents including a potentially new species. There are a total of 175 species of birds listed for Band-e-Amir.²³ Bird surveys have found one IUCN-classified Globally Threatened species (Saker Falcon, *Falco cherrug*) and one Near Threatened species (Cinereous Vulture, *Aegypius monachus*). The survey also identified 18 species classified by BirdLife International as "biome-restricted." Band-e-Amir is considered one of the internationally Important Bird Areas (IBAs) of the Middle East. Little information is known about reptiles, amphibians, fish and invertebrates although there may be endemic fish species in the lakes.

²³ Worldbirds Afghanistan website <http://www.worldbirds.org/v3/afghanistan.php>

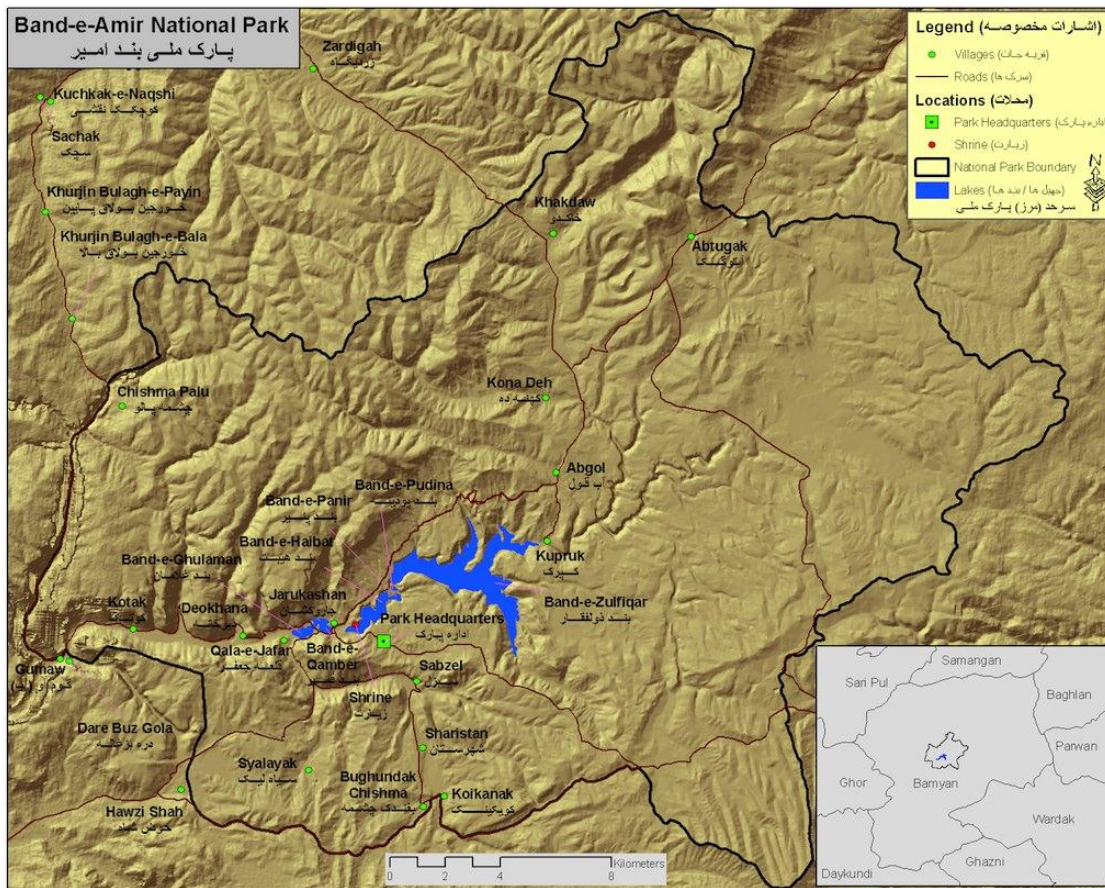


Figure 3 The Band-e-Amir National Park map indicating the location of villages and the park headquarters.

53. There are 14 villages in the area of Band-e-Amir. As some villages share a CDC, there are nine CDCs and 14 community representatives on the BAPAC. A 2010 population estimate for the 14 villages registered about 5000 persons. In addition to the BAPAC, there is the Band-e-Amir Community Association (BACA) that contains approximately 550 members and will be playing an integral part in the co-management of the National Park. BACA has a separate women's business committee with 5 members. Many of the household heads are women who are part of the association's general body members. Building on this successful model, the project will endeavour to increase the number of women who have a role in governance and advocacy.

Wakhan

54. The Wakhan Corridor is a narrow strip of alpine valleys and high mountains stretching eastward from Badakhshan province following the headwaters of the Amu Darya River to its source in the Pamir Mountains. The corridor borders Tajikistan to the north, Pakistan to the south and China to the east. It is more than 200 km long (east to west) and between 20 and 60 km broad (north to south), covering an area of about 10,300 km². The proposed Wakhan Conservation Area will encompass 1,098,190 ha and include the proposed Big Pamir and Teggermansu Wildlife Reserves. The main vegetation is typical of arid alpine steppe with a ground cover of usually 20% or less consisting mainly of dwarfs shrubs (*Artemisia*, *Ceratoides*)

and graminoids, particularly the grass *Stipa*. The region is treeless except around irrigation which ceases at about 3,500 m altitude. The Wakhan contain a large number of birds and mammals that are high-elevation specialists and the region is a stronghold of species that have become rare or even extinct in neighbouring areas. Two species are considered flagship species for the Wakhan: the Marco Polo sheep (*Ovis ammon pollii*) and the snow leopard (*Panthera uncia*). Primary threats to biodiversity in the Wakhan include habitat destruction and overgrazing, unregulated hunting and wildlife trade, collection of plants, livestock-wildlife competition, and disease transmission. Many of these pressures not only threaten the wildlife of the Wakhan, but also the human communities that inhabit this region.

55. Big Pamir Wildlife Reserve covers approximately 57,664 ha in the Pamir alpine desert and tundra ecoregion. The Wakhan Pamir Association (WPA), a community social organization is responsible for managing community interests across much of Wakhan District in relation to biodiversity conservation and natural resource management. The WPA, with assistance from provincial NEPA and MAIL staff, graziers, other community representatives, and WCS, defined and demarcated key sections of the protected area boundary in August 2009. Community rangers began patrolling the area and initiating on-ground community management in July 2009. Management planning has begun and a draft management plan endorsed by the WPA, district and provincial government, has been submitted to central government.

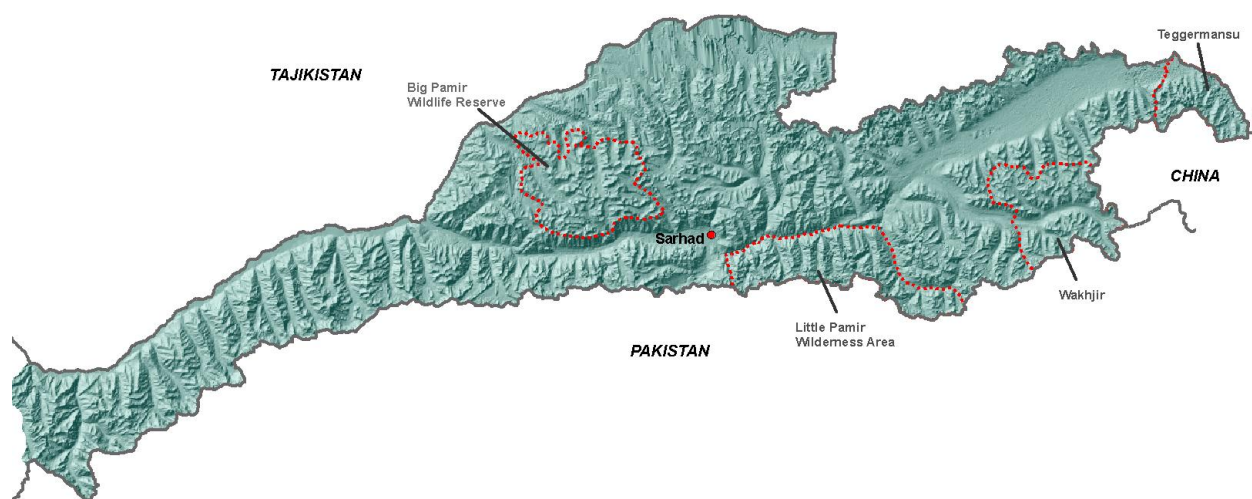


Figure 4 Map of the proposed Wakhan Conservation Area, Big Pamir and Tegghermansu Wildlife Reserves.

56. Tegghermansu Wildlife Reserve is estimated at 24,851 ha in the Karakoram/West Tibetan Plateau and alpine steppe ecoregion. Discussions with the CDCs have commenced about establishing this protected area. The Kyrgyz communities who live in the Little Pamir have traditionally been distrustful of outside approaches, but in 2011 they came forward to request assistance in developing Tegghermansu as a protected area after having seen the community-led process in the proposed Big Pamir Wildlife Reserve. This is a breakthrough and needs to be followed up with consistent and sustained contact and assistance.

57. The Wakhan Pamir Association (WPA) together with the government and support from WCS is considering the establishment of a Wakhan Conservation Area that will be managed as a

multiple use protected area (Category VI under the Environment Law) and will cover the entire Wakhan region including the two aforementioned proposed Wildlife Reserves. This will be the first time that this category of PA is used in Afghanistan. There are currently 56 CDCs in Wakhan District (42 Wakhi and 14 Kyrgyz CDCs) and the WPA has over 1430 men and women members. The WPA has two women members out of sixteen members on its board of directors. The WPA has opened a handicraft shop in Ishkashim last year to facilitate marketing local products where over 60 women have their handicrafts for sale.

STAKEHOLDER ANALYSIS

58. The following table summarizes the key Stakeholders for the project.

Stakeholder	Roles and responsibilities
National Environment Protection Agency (NEPA)	NEPA is the government body with overall regulatory power on environmental issues in Afghanistan. NEPA houses the GEF focal point as well as focal points for several Multilateral Environmental Agreements (MEAs). They will be the principal collaborator in this project with regards to laws and policies. NEPA was established in 2005, the same year that Afghanistan's first Environmental Law was drafted and signed by President Hamid Karzai; this law defines the agency's function and powers. NEPA serves as Afghanistan's environmental policy-making and regulatory institution. Its role is to regulate, coordinate, monitor and enforce environmental laws. NEPA plays a major role in environmental protection and is the central point in dealing with the management of Afghanistan's environment so that it benefits all the citizens of Afghanistan. NEPA will be a key partner for this project and benefit from capacity building at both national and local levels.
Ministry of Agriculture, Irrigation and Livestock (MAIL)	MAIL is a partner with NEPA in the development of protected areas in Afghanistan. MAIL's mission is to restore Afghanistan's licit agricultural economy through increasing production and productivity, natural resource management, improved physical infrastructure and market development. The Department of Natural Resources Management of MAIL is partnering with NEPA in the development of protected areas in Afghanistan. Through a joint agreement with NEPA, (the IPAT) MAIL has the role of CMA for protected areas. This means that the day-to-day administration and management of protected areas is MAIL's responsibility. As such MAIL will a close collaborator and partner in all levels of this project with a focus on PA and sustainable rangeland management. They will benefit from significant capacity building for PA co-management and sustainable land management tools at both national and local levels.
The Wildlife Conservation Society (WCS)	WCS is an international NGO with over 100 years of experience in research and nature conservation. It will be the executing agency partner for the project on behalf of the Government of Afghanistan. WCS has had a presence in Afghanistan since 2006, working closely with NEPA and MAIL on biodiversity conservation, landscape management and protected area development. WCS was the implementer of the GEF-funded "Program of Work on Protected Areas" project which led to the development of the National Protected Area Strategy Plan for Afghanistan that was officially adopted by NEPA in November 2010. WCS currently works with over 63 communities in the landscapes under consideration by this project, facilitated the creation of BAPAC, BACA and the WPA as overarching landscape management institutions, and has been instrumental in developing Band-e-Amir as Afghanistan's first National Park.
Band-e-Amir Community Association (BACA) and Wakhan Pamir	In the Band-e-Amir community, local men and women organized themselves into BACA to facilitate their involvement in PA management and benefit sharing. The men and women of communities in and around the protected areas in Wakhan and Pamir have organized themselves under the WPA which is at once a registered community organization and the future

Association (WPA)	<p>co-management structure for the Wakhan PAs. Both associations are registered with the Ministry of Justice as legal entities. Members sitting on the Association's board of directors are elected from the village CDCs. The purposes of the associations are to facilitate conservation and development endeavours, represent and secure interests of the communities and work with other stakeholders for improving socio-economic conditions of communities through sustainable use of natural resources.</p> <p>Community associations will have a large role in this project. They will organize their members, educate them on SLM techniques, represent their community on the PAC, help NEPA and MAIL in parks identification, demarcation, management planning and their implementation. They will help to identify, plan, implement, and monitor income-generating activities and ensure equitable distribution of benefits and revenues from these income generation activities and PAs among the men and women of their communities.</p>
Local Communities	The men and women of local communities are the custodians and beneficiaries of the natural landscape and protected areas. Under their larger associations (BACA and WPA) and CDCs local communities will participate directly in every level of planning, monitoring and management, especially identifying, planning and implementing adaptation and SLM techniques, income-generating activities. A significant effort will be made to assure strong representation of women in project activities and initiatives.
Private sector (local groups)	The private sector will be responsible for advancing business, particularly in tourism and other income-generating activities. The project will cultivate the participation of the private sector, including women-owned businesses, as a critical sustainability mechanism. The private sector will be engaged in developing tourism services in and around the protected areas to increase the quality of services offered, increase PA visitation and associated revenues, and create job opportunities for local communities. Local women's groups will be targeted to develop their skills in the private sector with regards to producing goods and services for tourists.

PART II: Strategy

PROJECT RATIONALE AND POLICY CONFORMITY

Fit with the GEF Focal Area Strategy and Strategic Programme

59. The project is aligned with two GEF Focal Area Strategies: Biodiversity (BD) and Land Degradation (LD) and is designed as a combined BD and SLM intervention. The following table describes the principle Focal Area targets.

Focal Area Objectives	Expected FA Outcomes	Expected FA Outputs
BD-1: Improve Sustainability of PAs	Outcome 1.1: Improved management effectiveness of existing and new protected areas.	Output 1: New protected areas (3) and increased coverage (1,095,066 ha) of unprotected ecosystems and improved management effectiveness of 1,155,682 ha (including the new PAs).
LD3: Integrated landscapes: Reduce pressures on natural resources from competing land uses in the wider landscape	LD3.2: Integrated landscape management practices adopted by local communities	Output 3.1: Integrated land management plans developed and implemented across 1,155,682 ha

60. This project will develop a national protected area system in Afghanistan to protect biodiversity and enhance ecosystem function and resilience in ecologically important areas. As land degradation is threatening biodiversity and ecosystem function, the project will develop sustainable land management approaches as part of PA co-management. The project builds programmatically on work initiated with GEF funds through a PA early action grant that led to the creation of the NPASP. The project will support the creation of 1,095,066 hectares of new protected areas including two Wildlife Reserves, and the Wakhan Conservation Area, a multiple use protected Landscape PA (IUCN category 6). The combined Reserves and Conservation Area will contain and reduce pressures on natural resources, increase biodiversity intactness and improve connectivity across the landscape. These new PAs will bring the total area under protection to 1,158,806 hectares. An additional 13,965 ha will be managed as a buffer to Band-e-Amir National Park.

Rationale and summary of GEF Alternative

61. In the baseline scenario, Afghanistan will struggle to establish additional protected areas and lack the capacity at the national and local levels for effective protected areas co-management and sustainable land management on both local and landscape scales. Land degradation will continue across a wide range of landscapes diminishing the chances for poverty alleviation, food security, and biodiversity conservation. In the GEF alternative, Afghanistan will establish a legally strong and capable parks and wildlife agency (APWA) capable of planning for and creating new protected areas, skilled in co-management approaches, and with increased managerial and technical capacity. Furthermore, an additional 1,095,066 ha of globally important landscapes will be put under legal conservation measures and these new and existing protected areas will be managed more effectively through a replicable co-management approach. The GEF alternative will result in increased chances for the long-term conservation of globally threatened biodiversity including snow leopards, Marco Polo sheep, and other species.

PROJECT GOAL, OBJECTIVE, OUTCOMES AND OUTPUTS/ACTIVITIES

62. **The project's goal is to contribute to the conservation of globally significant biodiversity and reduce the risks of land degradation in Afghanistan.**

63. **To establish a national system of protected areas to conserve biodiversity and mitigate land degradation pressures on habitats in key biodiversity areas, initially centered in Bamyan Province and the Wakhan corridor.**

64. In order to achieve the above objective, and based on a barrier analysis (see Section I, Part I), which identified: (i) the problem being addressed by the project; (ii) its root causes; and (iii) the barriers that need to be overcome to actually address the problem and its root causes, the project's intervention has been organized in three components (slightly modified from the concept presented at PIF stage), under which three (3) 'Outcomes' are expected from the project:

Outcome 1: A National PA system is established with legal, planning, policy and institutional frameworks for expansion and management of the PA estate in the country.

Outcome 2: Protected area coverage and protection status is improved to increase biodiversity representativeness and ecological resilience.

Outcome 3: Management effectiveness is enhanced within existing and new protected areas and climate resilient SLM applied to reduce threats in and around PAs.

65. Outcome 1 will support the legal, policy, and institutional framework of the Protected Areas System (PAS). One of the principle results of this component will be the creation and institutional support for what is currently called the “Afghanistan Parks and Wildlife Authority” (APWA). There is currently a high-level steering committee working on establishing the parameters of this new organization and its specific design and positioning within the government will be elaborated over time. The project will support this high-level steering committee by acting as the technical secretariat and providing expert advice and comparative studies for similar structures in other countries. The existence and strengthening of APWA will enable the country to establish and manage a system of protected areas capable of maintaining globally significant biodiversity and critical ecosystem services. The establishment of APWA is a key element to project sustainability as the organization will continue many of the project activities following the project. Outcome 2 will assure the legal classification and basic management capabilities of 4 target protected areas: 1) Band-e-Amir National Park, 2) Big Pamir Wildlife Reserve, 3) Teggermansu Wildlife Reserve and 4) the Wakhan Conservation Area. These four PAs will provide the initial heart of the PA system in the country. Outcome 3 will support the management effectiveness of the new protected areas through strong community based sustainable livelihoods and sustainable land management (SLM) actions. This Outcome will seek to reverse land degradation and improve ecosystem function across large areas of north-eastern Afghanistan. One key aspect of the co-management approach will be to support improved sustainable livelihoods with the local communities, including women’s groups, such that they experience direct benefits from participating in the co-management process.

66. Biodiversity benefits to be delivered include: i) populations of key species such as Marco Polo sheep, snow leopard, etc. remain stable or increase; ii) improved habitat integrity and connectivity across the four PAs and surrounding landscape. Appropriate climate resilient SLM technologies implemented by local communities in 1,309,894 ha resulting in: i) reduced land degradation (measured by decrease in extent of degraded areas); ii) improved productivity (measured by Net Primary Productivity and increase in rain use efficiency); iii) maintenance or improvement of ecosystem services (e.g. water availability, soil creation, and increased carbon sequestration); and an increase in net household income.

67. Women in Afghanistan have often been excluded from natural resources management and conservation efforts. Women’s participation in farming, herding, or home-based micro-enterprises is frequently undervalued as a contributing factor to household financial resiliency. Women have a primary role in the collection of fuel, sanitation, and household water management. They are essential partners in conservation efforts. WCS experience in Bamyan and Wakhan has shown that both men and women who live in communities are eager to contribute to natural resource management.

68. This project will work to ensure that women will participate directly in every level of planning, monitoring and management. This includes training on natural resource management and identifying, planning, implementing, and monitoring income-generating activities and ensuring equitable distribution of benefits and revenues. A significant effort will be made to assure strong representation of women in project activities and initiatives, including women-owned businesses, as a critical sustainability mechanism. The project will support women's participation in BACA and WPA community associations; strengthen women's governance and advocacy skills; and support sustainable livelihoods for women.

Outcome 1: A National PA system is established with legal, planning, policy and institutional frameworks for expansion and management of the PA estate in the country

69. This Outcome will support the creation of APWA with an adequate legal basis, mandate and operational capacity to manage the Protected Areas of Afghanistan by providing comprehensive technical support to the high-level committee, producing key studies, and acting as the technical secretariat to the committee. In order for Afghanistan to effectively administer and manage its protected area system, a management body requires unambiguous legal authority. Outcome 1 will enable management effectiveness in the protected area system by clearly defining roles, responsibilities and institutional mandates with respect to PA management among the various departments and agencies. The specific institutional structure of APWA will be investigated based on similar structures both within and outside of Afghanistan. During this formative phase, there is significant opportunity to systematically include gender considerations. APWA should be endowed with clearly defined legal responsibilities and powers including the power to engage personnel, establish budgets, seek financing, and contract with local population groups for co-management and PA access and benefit sharing. This structure will enable APWA to respond faster to local conditions, including entering into contracts with communities and private sector partners for various park development activities. This is a crucial aspect of the legal and institutional structure if community-based natural resource management of protected areas, which is already established as a requirement under the Environment Law and also now recognized as a pillar of the Afghan Government's Peace and Reintegration initiative, is to succeed. There are multiple routes to APWA establishment including a conversion of the Tarzulamal to Leheya or the establishment of a separate protected areas and wildlife law (see PPG legal report, Annex III).

70. The creation and strengthening of APWA will lead to the conservation of globally important species and habitats including the Marco Polo sheep, the Persian and snow leopards, and a range of other mammal and bird species that have restricted and diminishing ranges. The establishment of a strong legal entity to manage PAs in Afghanistan will enable the refinement and enforcement of wildlife and PA laws that will reduce the ambiguity of responsibilities and allow more effective collaboration with the local population on sustainable land management, hunting and poaching controls, and other key natural resource issues.

71. In order for APWA and the protected area system to become sustainable, Afghanistan will need to pursue a diverse protected area funding strategy. This means that Afghanistan will need to create diverse revenue sources to fund APWA and its protected areas. If APWA can be established with the financial flexibility to manage revenue generated by the protected areas (a

standard approach to PA management authorities), then revenues derived from protected areas can be used directly by APWA for conservation actions; with over four thousand tourists visiting Band-e-Amir during each summer weekend since the park was established, this could become a significant funding source. MAIL has already made an enormous budget request increase for its Sustainable Land Management (SLM) work for the upcoming year; if this is accepted, then a precedent will be set for the required government funding levels for this work. The NPP1 (of the ARD cluster) includes a partially funded budget of \$280 million US for Component 2 – Environmental Management and Rural Energy, which includes substantial financing requests for MAIL and NEPA to work on protected areas and includes the establishment of APWA.²⁴ Once the structure of APWA is approved and its legal structure confirmed, a priority will be to establish its funding strategy and begin working on its implementation.

72. The outputs necessary to achieve this outcome are described below.

Output 1.1 The Afghanistan Parks and Wildlife Authority (APWA) has been established and has the legal and institutional support to plan, implement, monitor and expand the PAS in collaboration with local authorities and communities as required under the National Protected Area System Plan (NPASP).

This output will focus on formalizing the establishment of APWA as the primary management and administration authority of the PAS, and gives it the necessary legal and institutional authorities, including 1) regulatory guidelines for establishing new protected areas, 2) financial planning and management, 3) surveillance and enforcement, 4) direct and co-management of PAs, 5) hiring and managing staff and 6) capacity building, including the effective integration of gender considerations as a vital tool of conservation management. The project will support the APWA steering committee as it develops detailed plans for the creation of APWA. Studies will be conducted on various legal and regulatory aspects including both financial considerations and assuring the ability of APWA to legally engage with local community groups for effective co-management of PAs. The project will also provide support for the initial establishment of APWA as a functioning organization including basic institutional support such as establishment of management systems, HR procedures, job descriptions, gender policies and framework, and other necessary elements for any newly formed organization.

Activity 1.1.1 Laws and Regulations. Support the formulation of laws and regulations that enable and empower APWA to become an effective institution.

Activity 1.1.2. Institutional Support. Provide institutional and technical support for the creation and early implementation of APWA.

Output 1.2 Strategic, operating and long-term financial sustainability plans in place for APWA and the PAS

The APWA will be a new organization with a strong need for developing planning capacity for its own future and for the PAs for which it is responsible. Planning capacity

²⁴ See PPG report on Financial Sustainability in Annexes.

will be supported through the engagement of specialists that will work with the initial founding APWA team to define realistic short- and medium-term objectives, create a detailed work plan that seeks to integrate gender into project activities and staffing strategies, and begin the establishment of adaptive management structures. The strategic work will focus on how the organization can best implement the NPASP within APWA's political, cultural, and institutional context and promote gender-inclusive operations. Operational elements will include human resources, equipment, communications, accounting, and training to ensure women as well as men have the knowledge and skills to perform their jobs and advance professionally. This output will be developed in stages with the creation of a rapid operational plan to guide the organization during its first four years of establishment. During this time, additional preparatory studies will be implemented to refine the initial strategic and operational plans. Studies will be implemented in-house using technical assistance with the goal of developing internal analysis, strategic and operational planning, budgeting, and adaptive management skills. Gender aspects of hiring, retention, training, job performance, and advancement will be included in these studies. Studies will include a comprehensive analysis of APWA and the PAS financing and funding options, costs and potential revenue sources as well as strategies applicable in the Afghan economic and political environment. By the project's conclusion, APWA will be working with a comprehensive gender-inclusive management plan that includes a financing strategy based on accurate projections of costs and revenues, financing mechanisms to cover shortfalls, and management contingencies for financing risk.

Activity 1.2.1. Strategic Operations Plan. Support APWA in developing an initial four-year strategic operations plan to cover the initial period of GEF support. This initial plan will include strategies for institutional development, capacity building, and human resources as well as a fully detailed and budgeted activity plan.

Activity 1.2.2. Financial Sustainability. Support APWA in undertaking a thorough analysis of financial sustainability and revenue generation mechanisms, including trust funds, concessions, user fees, cost-sharing and other options.

Activity 1.2.3. Planning Capacity Building. Support APWA in developing internal capacity to generate, implement, monitor and revise strategy, operations and business plans for protected areas (piloted at 2 sites), as necessary for the long-term management of the PAS.

Activity 1.2.4. Comprehensive Protected Areas System strategic plan. In the final project year, support APWA in developing a 5-year PA System strategic plan, for management and resources mobilization covering strategy, operations, and financial sustainability (business planning), as an overarching complement PA site-specific business plans.

Output 1.3 The APWA has adequate infrastructure, personnel, budget allocation, and technical/managerial capacity to be fully operational and increasingly effective.

The project will support APWA in the development of appropriate organizational structure, job descriptions and hiring criteria, budgetary and financial management mechanisms, institutional and regulatory systems for the PAS, including norms and standards guiding PA management, a comprehensive monitoring and evaluation (M&E) system, and ability for science-based priority setting for the future expansion of the PAS (building on the NPASP). This output will be accomplished through the production of detailed terms of references for all key positions, the establishment of an operations manual, training and capacity building strategy, administrative procedures, and accounting systems. This output will provide APWA with the technical capacity to implement the NPASP during and following the project. It also provides for basic managerial capacity building. The output will be accomplished in part from having a full-time technical advisor working directly with APWA and also with additional shorter term technical support.

Activity 1.3.1. National Management Capacity Development. Support the implementation of the APWA strategic operations plan with capacity building in general management, PA management, monitoring and evaluation, accounting, etc. including building the capacity of women in protected areas management.

Activity 1.3.2. GIS Training. Support the use of existing GIS data and units (MAIL, NEPA, WCS) to provide APWA staff with training on GIS based land use planning.

Activity 1.3.3 Technical Capacity Support. Assist NEPA/APWA with technical needs such as preparing lists of harvestable and protected species occurring in the country. Organize trainings and workshops on protected areas planning and prioritization, wildlife and endangered species management, and produce studies and field manuals as support material.

Output 1.4. Strengthened communication capacity at national, provincial and local levels that places APWA as a central institution capable of inter-sectorial coordination for PAs and biodiversity.

One of the key functions of APWA will be to act as a coordinating body for all key issues surrounding protected area and wildlife management in Afghanistan. This coordination role will be supported by the project through overall capacity building as described above and through effective communication, information and education training. Given the multitude of development needs in the country, effective communication of lessons learned and of the values of protected areas and sustainable land management will help APWA gain visibility in the eyes of the government and the donors – promoting its medium-term and long-term financial and institutional viability. Sharing lessons learned is an essential element of replicating project success.

Activity 1.4.1. Sharing Lessons Learned. Prepare “lessons learned” documents based on conservation successes associated with co-management of the pilot PAs and share with partners and other stakeholders. Build and deploy an APWA website.

Activity 1.4.2. Promote Public Awareness. Produce public awareness products for various audiences, including the men and women of local communities, to promote adoption of SLM practices and biodiversity protection. Public awareness will be supported through the production of didactic material and through direct presentations and trainings at the various levels of PA governance including the PAC, community association (BACA and WPA) level, and with local partners (CDCs, women's associations, etc.)

Outcome 2: Protected area coverage and protection status is improved to increase biodiversity representativeness and ecological resilience

73. The NPASP states the government policy of expanding the PA estate to encompass 10% of the land area of Afghanistan and include, where possible, 10% of each biome. This project will support the implementation of the NSPSP through the establishment and management of anchor PAs²⁵. The establishment and management of these anchor PAs will build government capacity and lay the groundwork for the future expansion of the PA estate. As well, the co-management approach that will be implemented in the project will be an excellent method for use during the expansion of the PA network since PA management is highly dependent on the collaboration of local communities. Because this outcome establishes the framework and builds capacity at the national and local level for co-management PA models, it significantly contributes to Afghanistan's ability to secure the long-term conservation of its globally vulnerable wildlife and meet its obligations under several MEAs including the CBD. The use of the co-management protected area approach for achieving sustainable land management goals can be replicated throughout the country, meeting both conservation objectives and preserving soil fertility, watershed stability, and forage productivity.

74. The current process for establishing PAs begins with community consultations. Once the communities are in agreement to support the creation of a protected area, they work with MAIL (and eventually with APWA) to prepare a draft PA management plan. This draft is circulated among the communities, the newly created Protected Area Committee (PAC), the District Governor and the Provincial Governor. Once everyone has accepted the draft on a local level, it is submitted to MAIL and then to NEPA. If both agencies accept the draft, the document is translated into Dari and the translated version sent back to the communities again and passes up through the approval chain. Once the translated version has been approved, the PA is brought into being by executive order of the Director General of NEPA. Although this process appears laborious, it is very useful to avoid misunderstandings and to assure strong engagement of the local populations. However, there are improvements that can be made in the process and there are capacity development needs at MAIL and NEPA to improve the PA creation process at all levels. The procedures and experiences of legally establishing and gazetting these PAs will serve as the model for protected area establishment in Afghanistan and facilitate further PA creation enabling more comprehensive coverage, biodiversity conservation, and SLM. The project will suggest improvements to the classification process and will produce a manual for PA

²⁵ The "anchor" PAs are the 4 protected areas covered in this project that will act as pilot examples and training opportunities for the entire future system of Afghanistan's PAS.

classification incorporating all lessons learned during the project. The manual will include specific guidelines on the quality of information and details required for the management plans.

75. The project will support the full legal classification of three protected areas including one large multiple-use landscape, and will solidify the basic management of Band-e-Amir National Park. The project will support and shepherd through applications for full status for three new PAs. These PAs include the Big Pamir Wildlife Reserve (57,664 ha), the Teggermansu Wildlife Reserve (24,851 ha), and the Wakhan Conservation Area (1,098,190 ha) which will be designated as a Protected Landscape or Managed Resource Use PA to increase intactness and improve connectivity across the landscape. The Wakhan Conservation Area will include Big Pamir and Teggermansu within its borders.

Table 6 Pilot Protected Areas

Name	Ecosystem type	Baseline (ha)	Target (ha)
Band-e-Amir National Park	High steppe	60,616	60,616
Big Pamir Wildlife Reserve	Alpine steppe	0	57,664
Teggermansu Wildlife Reserve	Alpine steppe	0	24,851
Wakhan Conservation Area	Alpine steppe	0	1,098,190
Total			1,158,806

76. The project will operationalize the management of Band-e-Amir National Park, the Big Pamir Wildlife Reserve, the Teggermansu Wildlife Reserve and the Wakhan Conservation Area. The project will also facilitate the staffing of the APWA, ensuring that the staff have or acquire relevant skills to cover all management and conservation functions (enforcement, policing, reporting, survey/monitoring work, participatory management and climate change risk management). It will also provide local communities adjacent to or within the National Park and Reserves with awareness, structures and capacity to negotiate and implement co-management agreements and implement management actions. Community co-management governance structures already exist in both Band-e-Amir (BAPAC), including duly elected members from all 14 communities in and around the park and Wakhan (WPA) consisting of duly elected members from 56 CDCs in Wakhan District (42 Wakhi and 14 Kyrgyz CDCs). BAPAC is already fully operational in terms of actively co-managing the National Park, while WPA has participated in the development of a draft management plan for the proposed Big Pamir Reserve.

77. The outputs necessary to achieve this outcome are described below.

Output 2.1 Clear procedures regarding the establishment and gazettement of new Protected Areas (PAs) in Afghanistan are in place and effective.

Under this output, APWA, MAIL, NEPA and other governing bodies will have established mechanisms under which potential additions to the PAS are identified, evaluated, formally proposed and gazetted. Mechanisms to ensure local community and stakeholder involvement will have been developed and tested.

Activity 2.1.1. PA Creation Procedures. Establish clear procedures for the establishment and gazettement of new PAs, including mechanisms to ensure strong local community and stakeholder involvement, and including all Environment Law categories such as category VI: Managed resource area.

Activity 2.1.2. National Capacity for Community PA Creation. Build capacity of NEPA / MAIL / APWA staff in using these procedures and mechanisms.

Output 2.2 PA management plans are written and accepted for the Wakhan Conservation Area and the Tegghermansu Wildlife Reserve in preparation for gazettement and formal establishment.

The Wakhan Conservation Area will include the Big Pamir and Tegghermansu Wildlife Reserves and the entire area will be managed for a combination of biodiversity conservation, resilient livelihoods and sustainable land management. The community groups, the WPA, and CDCs will be integrally involved with the classification process and border establishment.

Activity 2.2.1 Management Plans for Wakhan. Facilitate meetings and assist the CMA / APWA, WPA, Wakhan and Little Pamir CDCs write management plans for the Tegghermansu PA and Wakhan Conservation Area through a participatory method and facilitate the management plans' approvals by all relevant entities.

Activity 2.2.2. Training in Management Planning. Through staff secondments train NEPA, MAIL, APWA and Association members in writing participatory management plans.. Training will take place through "on-the-job" participation in the elaboration of management plans as well as a series of specific training sessions at each locality that will involve a range of stakeholders including community representatives in the BAPAC, BACA, WPAC, and WPA.

Activity 2.2.3. Elaboration of a guide to management planning for co-managed protected areas in Afghanistan for future participatory management planning activities by APWA and community associations.

Output 2.3 Gazettement of Big Pamir and Tegghermansu Wildlife Reserves and the Wakhan Conservation Area in north-eastern Afghanistan.

The Big Pamir Wildlife Reserve (57,664 ha) has been proposed through the creation of a draft management plan. The project will support the necessary steps to achieve full gazettement of the new Reserve. As described above, the gazettement process requires the establishment of a management plan and acceptance of the plan by NEPA and MAIL. The new Tegghermansu Wildlife Reserve will cover 24,851 ha once it is classified. Border determination and marking will occur in direct partnership with the local communities. The Wakhan Conservation Area will cover 1,098,190 ha and will be a managed resource protected area.

Activity 2.3.1. Classification of Big Pamir Wildlife Reserve. Assist government and local communities in final gazettelement of the Big Pamir Wildlife Reserve. This will include the translation of the management plans between English and Dari and validation of the translations by all stakeholders through a series of meetings. The proposed classification plans including the detailed limits and resource use strategies are included in the management plans which forms the basis for the classification decree.

Activity 2.3.2. Classification of Teggermansu Wildlife Reserve. Assist government and local communities in the preparation and submission of classification proposals and gazettelement for Teggermansu Wildlife Reserve. The process is the same for the Big Pamir Wildlife Reserve.

Activity 2.3.3. Classification of Wakhan Conservation Area. Assist government and local communities in the preparation and submission of classification proposals and gazettelement for the Wakhan Conservation Area. The process has been described above.

Output 2.4 Sound PA management is implemented for the four pilot PAs through co-management structures.

The existing and new PA management plans for the four pilot PAs will be put into effect by the community co-management entities BAPAC, BPPAC Big Pamir Protected Area Committee, and the new PACs that will be formed for Teggermansu and the Wakhan Conservation Area. Activities will address: (i) zonation of PAs as planned in the management plans; (ii) the regulation and management of natural resources within the PAs and adjacent areas (including sustainable use of resources by communities – see below); (iii) effective law enforcement governing wildlife poaching, shrub harvesting and other natural resource use; and (iv) PA governance, including co-management and conflict resolution mechanisms. Many of these actions will be implemented directly by the local communities with the technical and logistical support of the project and the PA staff. Community association, staff and management training programs will be put in place that cover all aspects of PA operations ensuring at least 95 rangers (including community rangers), other field staff, and key community partners meet necessary competencies for planning, administration, conflict resolution, monitoring, and enforcement. Annual work plans will be established with by the PACs and implemented with all project partners. Training of key project partners may also include National Police and their role in PA management –especially in terms of international hunting and wildlife trade issues.

Activity 2.4.1 Annual Work Planning. Evaluate annual management and operational needs in terms of monitoring and evaluation, enforcement, communication, and collaboration with APWA, the protected areas committees (PAC), and the local community associations. Hold training programs for PA management and co-management groups on planning by objectives with the goal of creating realistic and effective annual work plans. Prepare annual PA work plans and budgets.

Activity 2.4.2. Co-Management Process. Assist CDCs and PACs establish effective co-management processes to implement PA/SLM plans including conflict resolution, compliance and benefit sharing incentive mechanisms.

Activity 2.4.3. Effective Local Communication. Develop and implement an effective communication program for PA zonation and management rules for local stakeholders and community based enforcement systems.

Activity 2.4.4 Ranger and Staff Training. Prepare and implement a detailed training program for capacity building for CMA hired and community rangers and local PA staff. Training programs will be developed initially by the project and will be transferred to APWA for continuation after the project ends. Training manuals and didactic material will be prepared in Dari for use during the project and all materials will be managed and updated by APWA.

Outcome 3: Protected Area management effectiveness and climate-resilient Sustainable Land Management (SLM) is enhanced to reduce threats to pilot PAs

78. Outcome 3 will greatly increase the management effectiveness of the existing and newly created PAs and through close collaboration with local stakeholders will test and implement models for integrated SLM and other community focussed livelihood improvements. The main objective of this outcome is to reverse the current land degradation process and increase critical ecosystem functions including water retention, soil protection, vegetative cover and diversity, and habitat quality. The approach is science-based adaptive management and relies on a strong Monitoring and Evaluation (M&E) system that incorporates ecological, social and financial elements. Another main objective of Outcome 3 is to increase the wellbeing of the local populations adjacent to or inside of the protected areas. This component will be focused on achieving concrete examples of success that can be replicated throughout the target PAs and elsewhere in the country. The project will work closely with partner organisations both in government and in civil society to assure effective sharing of lessons learned. The main local partners will be the BACA and the WPA as well as the 63 CDCs who are involved in PA management.

79. Translating the establishment of new PAs into concrete benefits for the local population is not an easy task, but through a combination of local revenue generating options such as ecotourism development, sustainable rangeland management techniques, and facilitating access to development financing, the project will seek to achieve this goal. Because CDCs and the community associations include a significant mix of genders, the project will be able to promote a range of activities that have direct benefits for women and women's groups. Special attention will be made to developing revenue generating activities for women during the project.

80. The project will work to strengthen enforcement, monitoring and other PA functions in all four PAs by implementation of the PA management plans and complementing them with Sustainable Land Management (SLM) plans at local and multi-CDC levels. SLM planning is multi-scale process that necessarily must address both specific land management issues such as

grazing conflict between wildlife ungulates and livestock, and catchment-scale issues such as sediment loading of reservoirs. The elements of the SLM planning process are:

- Engendering community support and participation (see above).
- Resource inventory – including critical ecosystem services – and land use survey
- Establishing community guidelines for use of natural resources
- Preparing natural resource management plans.

81. These SLM plans will be established by the local village groups (CDCs and regional groupings of CDCs) with the technical support of the project and will define a range of pilot projects aimed to explore potential SLM tools such as increased fallow, controlled grazing, exclosures to examine regenerative capacities and cultivation of fodder species to decrease pressure on the rangelands. A more comprehensive description of the SLM planning process and its integration with existing land use planning and tenure is included in the Appendix V.

82. Each PA area will comprise core and adjacent community managed areas where SLM interventions compatible with biodiversity management objectives will be applied. Implementation of improved PA site management together with community adoption of SLM and biodiversity compatible practices in the four PAs and surrounding areas reduces threats from poaching and land degradation (competition for grazing and water, soil erosion, degradation of hydrological functions). Annex V contains additional information on potential activities to support sustainable rangeland management.

Current Practices	Potential alternatives to be considered by the project	Selected ecosystem benefits
Degradation of rangelands and steppe ecosystems: <ul style="list-style-type: none"> • indiscriminate cutting of shrub for fuel wood • over-grazing and no attention paid to carrying capacity • open-access regimes with no efforts in rangeland management • increase in less palatable species • hillside farming on fragile slopes 	Improved rangeland management and sustainably managed steppe ecosystem: <ul style="list-style-type: none"> • sustainable shrub fuel wood collection – including planting of fuel wood species • community managed demonstrations of high-quality fodder production • community-operated nurseries to propagate a) multi-purpose shrubs/trees for use in woodlots or within villages, b) improved fruit and nut trees c) shrubs/trees for rehabilitation or reforestation. • re-seeding or planting of palatable species • introduction of regulated grazing regimes including rotational grazing, seasonal enclosures • conservation farming techniques for dry land agriculture • promotion of alternative livelihood options not dependent upon grazing. 	i) Improved SLM implemented over 800,000 ha results in reduced soil erosion, halt / reverse land degradation process and continued provision of ecosystem services ii) Improved productivity as measured by increase in primary productivity, reduced erosion rates and/or enhanced RUE (Rain Use Efficiency) iii) Enhanced carbon sequestration in soil and vegetation across landscape in project sites iv) Increase in net income of local communities

83. The outputs necessary to achieve this outcome are described below.

Output 3.1 Long-term monitoring and evaluation systems are in place for PA management, targeted species and ecosystems.

A monitoring and evaluation system will be established that will form the basis for a system wide M&E system for APWA. It will include a full range of ecological, social and financial indicators that will provide the PA management and project team with measures of success and form the basis for adaptive management. Surveys will be conducted to better understand wildlife habitat requirements in the context of the total ecosystem (determine wildlife ranges and movements, behaviour, population dynamics including survival and mortality, community interactions, etc.). A system for monitoring ecosystem functions and socio-economic conditions in community managed areas across the landscape will be established and will provide relevant scientifically-based information on the state of ecosystems and livelihoods in relation to sustainable use. Special attention will be made towards the role of ecosystems for climate change adaptation, mitigation, the condition of endangered species, and the value of ecosystem services for women and general community wellbeing.

The project will provide for technical support in terms of training for wildlife surveys and rangeland assessments. A staff training program will be put in place covering all aspects of PA operations, ensuring rangers and other field staff have necessary competencies for planning, administration, conflict resolution and enforcement. These programs will be transferred to APWA and will continue after the project's completion.

Activity 3.1.1. Monitoring and Evaluation (M&E) System. A system for monitoring impacts of PA and SLM activities and results in each of the four pilot PAs will be established and will provide relevant scientifically-based information on biodiversity, resource conditions, community social and financial wellbeing, adoption of sustainable land use practices and income diversification activities. Information will be used for establishing thresholds for resource use and informing PA management.

Activity 3.1.2. M&E Equipment and Training. The four pilot PAs are provided with monitoring equipment, ranger uniforms, and training on implementation of the M&E system.

Activity 3.1.3. Natural Resource Mapping. Based on existing land/vegetation type classifications, complete additional resource inventory surveys where necessary for effective SLM. Surveys may include study and analysis of: a) topographic features; b) erosion-susceptibility; c) botanical composition; d) characterisation of flora species with respect to medicinal properties, livestock nutrition, hay production, fuel use, wild food, weed status, toxicity, etc.; e) habitat preferences for wildlife and livestock; and f) land use including areal extent of grazing land use by community and season of use.

Activity 3.1.4. Share Lessons Learned. Hold an annual site visit/meeting to share lessons learned among the four pilot PAs. Transfer of all training material to APWA for continued improvement and training implementation.

Output 3.2 Sustainable Land Management (SLM) plans integrated into PA co-management.

The SLM elements of the project will seek to reduce threats to critical ecosystem functions in the Band-e-Amir National Park and Wakhan PAs by involving communities in co-management and adoption of climate resilient SLM practices to increase land productivity and contain threats in the wider landscape. Specifically the project will seek to a) address and enhance the capacity of national and provincial institutions and agencies to support sustainable land management, b) support and enable rural community organizations to promote sustainable use of natural resources and improve land management, c) improve rural livelihoods and provide incentives for better management, and d) demonstrate and evaluate improved SLM strategies and production technologies.

Accepting that there is deep distrust of government and that entrenched traditional beliefs may be counter-productive for ecosystem protection, (e.g. that livestock numbers equate to livelihood security), one of the immediate and critical requirements is to positively engage all levels of community in the SLM process. Skilled negotiators, equipped with effective extension material about the process and benefits of SLM are required to introduce SLM tools to communities and to seek their collaboration and support.

Activity 3.2.1. SLM Communication. Raise awareness of SLM and specific tools with communities, the CDCs, WPA and BAPAC.

Activity 3.2.2. Community Surveys for NRM. Survey communities to document traditional rules and understanding concerning use of natural resources and document shared guidelines for activities such as: a) grazing access and management; b) harvest of shrubs and trees for fuel; c) dry land farming; d) predation control; e) harvest of NTFP; medicinal plants and the like and; f) water resources.

Activity 3.2.3. Multi-scale SLM Plans. Assist CDCs, WPA and BAPAC to develop and implement SLM plans at local and catchment-scales. SLM plans might include a) grazing rights and responsibilities, b) special management requirements of defined environmental 'hot-spots', c) criteria for sustainable use of NTFPs, shrubs and fuel wood, d) ecosystem and land management requirements within Protected Areas, e) land types and/or areas suitable for community development or intervention including reforestation, woodlots, dry-land farming, deferred grazing, irrigation development etc. The plans will be implemented by the associated community organizations with the technical and financial support of the project either directly or through grants provided to community associations including BACA and WPA.

Output 3.3 SLM pilot projects in community managed protected areas.

Based on community surveys, ecological monitoring, and early drafts of the SLM plans, priority pilot projects will be initiated to test, validate, then replicate SML tools and methods that can increase revenue and wellbeing of the local communities while reducing pressure on resources needed by key wildlife species. Lessons learned will be shared not only across the four pilot protected areas but will be communicated more broadly by APWA and other partners. The project will work closely with partner projects that have additional funding opportunities and geographic reach. These partners include NSP, AKF, and others. The activity list below provides examples of initiatives that could address community and wildlife needs.

The following management approaches will be implemented to reduce shrub overexploitation: introduction of alternative fuel options; introduction of fuel-efficient stoves; ensuring that no shrubs are exported from the PAs; and initiation of a monitoring program to determine trends in shrub use. As called for under the draft National Rangelands Plan, there is a pressing need for baseline information on rangeland condition in Afghanistan. An integral component of the project will be the ability to quickly determine range condition by appropriate methods by expert-trained community members – WCS field projects have proven that communities are able to collect necessary environmental data if they are fully trained in using appropriate methods. This project will also work closely with the rangeland community environmental data collection project Community Action Rangeland Program (CARP) of Mercy Corps and Texas A&M University to ensure appropriate data collection methods and applications.

Activity 3.3.1. Grazing Pilot Demonstrations. Develop and implement community-managed pilot demonstrations in a range of areas to assess the benefits of grazing management on species composition and biomass production such as a) temporary-fenced exclosures to establish grazing potential; b) deferred grazing options to maximize hay production, c) managed fodder production and d) adjusting livestock grazing regimes to benefit co-grazing by wildlife including Marco Polo sheep.

Activity 3.3.2. Fuel Wood / Fodder Pilots Projects. Evaluation of community-developed fuel-wood and fodder harvesting / planting methods to stimulate recovery and reduce pressure on degraded landscapes.

Activity 3.3.3. Demonstrate Conservation Farming. Coordinate with agencies and NGOs to demonstrate conservation farming techniques for dry land agriculture. This may include no or low-till agriculture, low water use irrigation techniques and others.

Activity 3.3.4. Community Operated Nurseries. Coordinate with agencies and NGOs to develop community-operated nurseries to propagate a) multi-purpose shrubs/trees for use in woodlots or within villages, b) improved fruit and nut trees c) shrubs/trees for rehabilitation or reforestation. These nurseries will be developed by local communities and associations with the goal of creating both a demand for their products as well as a potential source of revenue for continuing the operations following project closure.

Output 3.4 Improved sustainable livelihoods of participating communities through revenue generating activities, access to financing, and organizational support.

One of the primary interests of the local population for engaging in a co-management of the protected areas is to increase their economic and social benefits. This output is thus a key project element and significant effort will be made to achieve its objectives. The overall goal is to work together with the local population and community associations to increase wellbeing through identifying and implementing projects that generate revenue, increased agricultural and livestock productivity, and maintain or enhance ecosystem services. The project will provide technical assistance and support these associations to develop their capacity to seek and capture financing from government agencies such as the NSP and other sources. The project will provide some investment in developing ecotourism as an example of a sustainable livelihood approach. Other sustainable livelihood activities will be identified and implemented together with local groups. These could include improving collective action for livelihoods and social capital (e.g. self-help groups for NR based resource enterprises, organize community savings etc.)

Creating revenue generating opportunities for women will be an important aspect of this output. Activities will build on past successes such as the establishment by WPA of a handicraft shop in Ishkashim in 2012 to facilitate marketing local products where over 60 women are offering their handicrafts for sale. Significant opportunities for women exist at Band-e-Amir associated with the tourism there. This includes selling handicrafts and offering food and other tourist services at the lake.

Activity 3.4.1. Local Revenue Generating Mechanisms. Analyse appropriate revenue generation mechanisms compatible with the Protected Areas status and ecological characters and responsive to local community needs. Mechanisms might include ecotourism, handicrafts, and trophy hunting. The potential for ecotourism is good in the areas of the project as there are generally high levels of security and the areas are remarkable from an aesthetic point of view and existing levels of national tourism at Band-e-Amir. Handicrafts are already being sold in both main project sites and further development of the market can be anticipated. Trophy hunting exists in neighbouring countries and if well managed, can provide substantial revenue to the local communities.

Activity 3.4.2. Ecotourism Development. Facilitate BACA and WPA to establish community tourism enterprise at Band-e-Amir and Ishkashim to promote ecotourism, tourism based small businesses, services and products as alternative livelihood source.

Activity 3.4.3. Access to Financing. Work with communities and CDCs to identify conservation-compatible livelihood interventions such as those that improve livestock productivity, decrease pressure on natural resources, diversity revenue sources; support access to financing through existing micro financing organisations, NSP and other sources; support proposal preparation and submission. **The livelihood activities supported by this Output will be financed almost entirely through cofinancing from project partners**

including the Ministry of Rural Rehabilitation and Development (\$10 million in project cofinancing).

Activity 3.4.4. CDC / CBO Project Support. Provide technical and administrative support for effective implementation of CDC / CBO projects in support of conservation and sustainable livelihood objectives. Support will be in the form of training on project grant writing, financial accounting, project design, reporting, and will also include project supported technical expertise on project implementation depending on the specific nature of the projects identified. The goal of this activity is to assure sustainability of project actions following project closure through strengthened CDCs and other CBO. The project will specifically target women led CBOs when possible.

COST-EFFECTIVENESS

84. This project is designed to be cost effective in multiple ways. It creates a national entity (APWA) that will be able to retain lessons learned, replicate success, and consolidate knowledge on wildlife and PAs in Afghanistan. Secondly, it is strongly based on active community engagement in PA management and in SLM initiatives. And thirdly, the project will initiate certain activities as pilot projects that will be expanded and replicated only once they have been found to be effective. Finally, the entire project will help to maintain soil and rangeland quality in some of the most important upper watersheds of Afghanistan and will help prevent costly soil erosion and loss of rangeland fertility. These approaches assure cost effectiveness as compared to potential alternative project designs, for example:

- A. Create expanded PA estate and build capacity using existing institutional framework.
- B. Use traditional centralized PA management methods as opposed to co-management.
- C. Conduct very large scale SLM projects that cover entire watersheds simultaneously.

85. In comparison with alternative project design A, the creation and strengthening of APWA will result in an organization at the national level capable of amassing knowledge, experience, and skills that will facilitate the replication of the PA creation and management process across the country. Alternative A would maintain PA management run by the CMA based on the IPAT and would lead to continued ambiguity over roles and responsibilities, the absence of clear financing and operational approaches, and legislative ambiguity on many aspects of PA management. This ambiguity includes issues of community rights and obligations (co-management) and benefit sharing. The establishment of APWA built on a strong legal base, will allow increased effectiveness in all aspects of PA establishment and management. Given the desire of the Afghanistan government to expand its protected areas to cover 10% of the country as stated in the NPASP, it will be essential to have an efficient, well trained and legislatively robust protected area authority. Alternative A would likely result in lack of capitalization of gains made and would require continuous financing over many years to maintain a level of capacity adequate for baseline PA management. The project as planned will allow for continuous growth in competence and the creation of a government organization devoted to effective and efficient PA creation and management. The rapid expansion of the PA estate without this type of capacity and institution building would lead to the creation of many paper

parks with little chance for success. Financing would be disbursed across too many sites and it would be unlikely for any individual PA to remain well-managed over time.

86. In alternative project design B, traditional centralized PA management would require significant investments in equipment, training, and operations to implant a complete PA management team at each PA site location. There would be cultural challenges as many of the most educated staff would be coming from Kabul and could have difficulties integrating with the local political and security situation. As well, conflicts on management approaches would be difficult to manage and costly to resolve. The project design with its strong emphasis on a PA co-management approach is much more cost-efficient as the communities are empowered to participate in the management planning processes, have majority representation on the protected area committee, and become fully engaged in the outcomes of PA management. This results in much lower costs of monitoring, enforcement, and adaptive management. During the co-management process, local rangers are engaged by the community associations and will hopefully be engaged directly by the park management once they have been adequately trained and show clear commitment to this job. The use of local rangers decreases costs and increases effectiveness. Given the security situation and cultural complexities of Afghanistan, the co-management approach is likely to be the most cost-effective approach for the expansion of the PA estate across the country. The project design allows for lessons learned and management capacity built during the project to be replicated in other areas of the country, thus achieving an expanded PA estate in a cost-effective manner.

87. Compared to massive watershed level projects for SLM actions (Alternative C) this project will build from pilot SLM actions and sustainable livelihoods approaches where successful initiatives will be expanded over time and so as not to waste money on projects that ultimately are not successful. Lessons learned will be shared among communities, regions, and closely related projects such as the NSP, NABDP and USAID's watershed project to assure that successes have the best chance of replication and to avoid ineffectual approaches.

88. The choice of combining PA establishment with SLM approaches is also cost effective in that many SLM approaches are not built on an underlying land tenure structure and as such, are faced with many challenges to maintaining results over time. In contrast, this project will enable SLM practices to be expanded throughout the landscape via permanent multiple use PAs. The benefits that communities gain from participating in the creation and management of the PA will be an incentive for them to trial and expand successful SLM techniques. As well, given the current positive engagement of the 63 CDCs with WCS and the government's protected area program currently, the project will build from a strong base rather than having to build mutual respect and comfort from the ground up. WCS has been working with some communities in the pilot areas since 2006.

PROJECT CONSISTENCY WITH NATIONAL PRIORITIES/PLANS

89. Environmental conservation is recognized as a pressing concern of the Government of Afghanistan. Article 15 of the Constitution calls for the State to "adopt necessary measures for... proper exploitation of natural resources and improvement of ecological conditions." Article 7 directs the State to abide by the UN Charter and international conventions that

Afghanistan has signed. Afghanistan has signed and ratified CBD, CITES and the UNCCD. Afghanistan signed the CBD in 1992 and the UNCCD in 1995. Under the CBD, Afghanistan's National Biodiversity Strategy Action Plan (NBSAP) has recently been approved. This Plan calls for the establishment of legally recognized, adequately funded and effectively managed protected areas as one of the most important actions. The National Capacity Self-Assessment (NCSA) articulated the synergies between the UNCBD, UNCCD and UNFCCC. It identified actions relevant to country capacity development for implementing the Rio Conventions.

90. The Afghanistan National Development Strategy (ANDS) released in 2008 placed environment as a “cross cutting issue” to the three main pillars of Afghanistan's National Strategy: (i) Security, (ii) Governance, Rule of Law, and Human Rights, (iii) Economic and Social Development. Under environmental management, the ANDS prioritizes restoration and sustainable use of rangelands and forests, conservation of biodiversity, preservation of Natural and Cultural Heritage sites or resources, community based natural resource management, reducing pollution, and improving environmental management, education and awareness. The National Protected Area System Plan is in line with the development strategy and promotes many of its priorities. This project will contribute towards the National Priority Programs (NPP) numbers 10, 8 and 16. Recently the ARD cluster NPP1 (effectively NPP 16) was validated by the government and contains specific actions on environmental conservation addressing rangelands, forestry, protected areas and most importantly capacity development at all levels so that in the future citizens are trained and equipped to protect their environment and resources. The Environment Law of 2007, Articles 38 and 39 directs NEPA to develop a National Protected Area System Plan. The NPASP was approved and is in force since November 2010. This project will greatly advance the goals of the NPASP. Finally, in the Afghanistan Country Report to UNCCD, land degradation issues and challenges have been mentioned, many of which are going to be addressed by this proposed project.

91. The Afghanistan's National Biodiversity Strategy and Action Plan (2012) established the following strategic framework:²⁶

Table 7 NBSAP Strategic Framework

CBD Goal 1: promote the conservation of the biological diversity of ecosystems, habitats and biomes. CBD Targets: at least 10% of each ecological region effectively conserved, and areas of particular importance to biodiversity protected
Strategy 1.1: to continue on-going assessments of Afghanistan's floral and faunal communities, with the overall aim of improving understanding of Afghanistan's biodiversity resources and their conservation requirements
Strategy 1.2: to expand the protected areas system to ensure that it is representative of all major ecosystems and areas of outstanding conservation or natural heritage value
Strategy 1.3: to develop and implement the support mechanisms (incentives, rules, regulations, environmental education, public awareness) necessary for the effective conservation of biodiversity and other natural resources

92. Within this overall framework, the following actions were considered the most important:

²⁶ Afghanistan's National Biodiversity Strategy and Action Plan: a Framework for Implementation 2012-2017 (2012)

- *Develop a scientific inventory of flora and fauna;*
- Finalize a protected area system plan for Afghanistan designed to protect representative areas of high biodiversity in all major ecoregions, including trans-boundary areas, and articulating clear targets for the protected area system and methods for implementing it; (completed)
- *Establish priority and feasible protected areas as legally recognized, adequately funded and effectively managed entities. Candidate priority areas are Band-e-Amir, Ajar Valley, Pamir-i-Buzung/the entire Wakhan Corridor region, Dashte Nawar and Shah Foladi;*
- *Develop adequate legal instruments including laws, regulations, policies and procedures to regulate and address the challenges of biodiversity conservation;*
- Encourage national and international scholars to develop a comprehensive flora of Afghanistan, drawing particularly on Afghan collections in herbaria in Europe, North America and Russia;
- Develop an environmental education curriculum and teacher training;
- Develop a national programme of biodiversity education and awareness.

Although the project cannot implement all of these priority actions, it is perfectly aligned with these goals and specifically addresses the actions in *italics*. As well, among the other “important” actions prioritized by the NBSAP, the following actions are also addressed directly by the project: 1) increase public awareness of biodiversity and its value to the Afghan people, 2) draft regulations and rules to implement existing laws, and identify and draft new environmental legislation including both wildlife conservation and hunting regulations, 3) develop incentives for effective biodiversity conservation (e.g., at provincial and community levels, among user groups etc.), and 4) return ownership of protected areas to government.

93. The NPASP that has been prepared and approved by the GoIRA has set a goal “to establish a national legacy of exceptional areas, preserving in perpetuity representatives of the nation’s biodiversity, and natural and cultural features managed sustainably in cooperation with, and to the benefit of, local peoples”. The NPASP provides long and short-term objectives, strategies, and recommendations to achieve this primary goal. The long-term objectives of the NPASP are:

- By 2030, provide effective protection on at least 10% of Afghanistan's land area and of the habitat of selected species in these areas;
- For each established protected area, local people will be effectively engaged in setting management direction;
- Within 10 years of legal establishment of each protected area, the standard of living of people in and near protected areas will be improved.

Coordination with Related Initiatives

94. Past GEF investments in the country focused on: a) putting in place the enabling conditions for biodiversity conservation such as the WCS-executed “Programme of Work for Protected Areas”; b) linking natural resource management to livelihoods and poverty alleviation objectives such as the “Natural Resources Management and Poverty Reduction” project; c) and strengthening capacities of key national agencies such as NEPA namely the UNEP-GEF “Capacity Building and Institutional Development Programme” with co-funding support from the European Commission. The programme has succeeded in establishing key national institutions such as NEPA, helped formulate important policies such as the National Environment Strategy, Environment Law, sectoral laws for Forestry, Livestock etc., EIA

guidelines and environmental awareness. The total investments from these projects amounted to around \$ 7.5 million.

95. The project will also build on the lessons and achievements of past GEF investments such as the UNEP Institutional Strengthening and Capacity Building Programme – especially important outcomes such as in environmental coordination, development of environmental legislation, etc. It will also build on other initiatives such as the UNDP implemented Strengthened Approaches for the Integration of Sustainable Environmental Management Project (SAISEM). SAISEM promoted the formulation of suitable policy and strategic frameworks and implementation guidelines with due consideration of the environment-poverty linkage, integrating environmental considerations in the national and sub-national planning process. It is important to note that this project has been carefully designed to complement the SAISEM project. In addition, collaboration with other initiatives, programmes and projects will be ensured in order to mobilise not only co-financing to the project, but wider government support, including from the Ministry of Rural Rehabilitation and Development (MRRD), the Ministry of Education (MoE) and the Ministry of Energy and Water (MEW). Finally at the level of pilot sites, synergies will be sought with different sustainable and integrated natural resources/land management and biodiversity conservation projects, programmes and initiatives, which include the Aga Khan Foundation, Mercy Corps and others.

96. Several recent GEF funded UNEP projects include proposed coordination of GEF programs. These include “Building adaptive capacity and resilience to climate change in Afghanistan” and “Building Environmental Resilience in Afghanistan.” The UNEP is in the process of submitting an additional GEF project entitled “Strengthening the resilience of rural livelihood options for Afghan communities in Panjshir, Balkh, Uruzgan and Herat Provinces to manage climate change-induced disaster risks.” As NEPA is the GEF focal point and an integral partner in all of these projects including the proposed project, coordination and collaboration will be assured under their oversight.

97. The proposed program is aligned with the UNDP country program outcomes²⁷, which are: (a) fostering good governance, peace and stability; (b) promoting sustainable livelihoods, with a focus on agriculture, rural development, food security and income generation; (c) providing basic social services education and health. The UNDP program in Afghanistan focuses on the first two UNDAF outcomes within four key programmatic areas: (a) Stabilization and peace-building; (b) Strengthening democratic governance; (c) Livelihoods, natural resource management and disaster risk reduction; and (d) National development policies for economic growth and poverty reduction.

98. The UNDP / GEF recently launched the Small Grants Program which includes \$1.26 million from the RAF and \$1 million from UNDP core resources over 2 years and has included the two provinces that include the project pilot sites: Bamyan and Badakhshan.

99. UNEP’s engagement began with a major [post-conflict environmental assessment](#), conducted in conjunction with the Afghanistan Transitional Government and Afghan

²⁷ http://www.undp.org.af/Publications/KeyDocuments/2010-2013CPD/UNDPAFG_CPD_2010-2013.pdf

environmental experts. Published in 2003, the assessment highlighted serious and widespread land and resource degradation, including lowered water tables, desiccation of wetlands, widespread loss of vegetative cover, erosion and loss of wildlife populations. This led to a request from the Afghan Government for technical assistance to set up a national environmental agency. UNEP's support has since expanded to focus on rebuilding structures of governance and on addressing urgent urban environmental and natural resource management issues.

UNEP's current Afghanistan program involves training and mentoring government counterparts and providing technical assistance and advice in the fields of environmental coordination, environmental law and policy, environmental impact assessment and pollution control, environmental education and awareness, community-based natural resource management, protected areas and multilateral environmental agreements. UNEP is one of the six UN partners in the Joint Programme on Green Afghanistan Initiative (GAIN), which include the UN Assistance Mission to Afghanistan (UNAMA), the Food and Agriculture Organization of the United Nations (FAO), the World Food Programme (WFP), the United Nations Development Programme (UNDP) and the United Nations Office for Project Services (UNOPS). UNEP also co-chairs the Biodiversity Coordination Group (which includes all of the above-mentioned agencies), and chairs the Rangeland Coordination Working Group. The UNEP can also support coordination and collaboration on CBNRM and ICM programs with other aligned UN programs through the Rangeland Coordination Working Group.

100. The mandate of FAO in Afghanistan²⁸ is to support agricultural and environmental rehabilitation and assist the country to become a food secure and self-reliant nation in accordance with the principles of the National Development Framework of the Afghan Government. The FAO works with three counterpart ministries – the Ministry of Agriculture, Irrigation and Livestock, the Ministry of Energy and Water and the Ministry of Rural Rehabilitation and Development. The FAO has assisted drafting of forest law and rangeland law and managed SALEH (Sustainable Agricultural Livelihoods in Eastern Hazarajat) project on rangeland in the central highlands²⁹.

101. The Afghanistan Reconstruction Trust Fund³⁰ (ARTF) is a partnership between the international community and the Afghan government for the improved effectiveness of the reconstruction effort. ARTF is the largest contributor to the Afghan budget – for both operating costs and development programs. ARTF's support for national priority programs, for operating costs of government operations and for the policy reform agenda is contributing to the achievement of the Afghanistan National Development Strategy goals. Decentralised and national rural development programs, such as NSP, NRAP and Microfinance, have been strongly supported by the ARTF. The potential for collaboration will be through co-financing support through NSP to agreed community livelihood improvement and market development projects.

102. USAID, as part of the U.S. Government effort, is supporting the Afghan Government to provide services and security for its citizens through its' main programs³¹: a) investing in people:

²⁸ <http://coin.fao.org/cms/world/afghanistan/en/Home.html>

²⁹ <http://coin.fao.org/cms/world/afghanistan/en/Projects/SustainableAgriculturalLivelihoodsInHazarajat.html>

³⁰ http://siteresources.worldbank.org/INTAFGHANISTAN/Resources/Afghanistan-Reconstructional-Trust-Fund/ARTF_information.pdf

³¹ http://afghanistan.usaid.gov/en/about/country_strategy

health and education; b) economic growth, agriculture, and infrastructure; and c) governing justly and democratically. USAID works with farmers to boost agricultural production and food security, provide market opportunities, and decrease the country's poppy production. In addition, better water management and watershed conservation has resulted in improved irrigation of scarce arable land. USAID also supports the private sector to expand access of Afghan farmers to improved technologies, higher quality seeds and fertilizers and financial services. For example in Badakhshan Province USAID's current projects are to: a) construct rural infrastructure using community labor for increased economic benefit to households; b) promote sustainable agricultural production of annual crops (including vegetable and staple crops), perennial crops, and poultry value chain expansion; enterprise development; and c) increase the economic viability and capacity of agricultural related input supplier businesses; d) establish profitable community-owned enterprises whereby individuals can sell their handicrafts and generate income; and e) support local community associations to develop into a self-sustaining organizations. The potential collaboration will be sharing of information and lessons learned from other areas as well as potential co-financing with additional grants.

103. The Aga Khan Development Network (AKDN)³², through its various agencies, assists well over 1.2 million people in seven provinces across central and northeastern Afghanistan: Bamyan, Parwan, Baghlan, Takhar, Samangan, Kunduz and Badakhshan. AKDN implements its rural development programs primarily through the [Aga Khan Foundation](http://www.akdn.org/rural_development/afghanistan.asp) (AKF). Rural development activities focus on human and institutional development, civil society, market development, natural resource management and infrastructure. The Afghan government's National Solidarity Programme (NSP) is central to AKF rural development activities. The Foundation is a leading partner of the government in facilitating this nationwide program, under which community development councils (CDCs) have been established to lead local village development; establishing 1,250 community councils across central and northeastern Afghanistan. Councils have carried out more than 2,000 local infrastructure and vocational training projects across five provinces, addressing needs prioritised by the community.

104. AKF's market development program promotes small businesses, skilled employment and local institutions for economic development in rural communities. During 2009, the Foundation assisted 440 small enterprises involved in such areas as honey production, poultry, handicrafts, carpet weaving, furniture making, tourism and processing of agricultural commodities. Support for enterprise included assistance in developing business plans, technological improvements, supplying market information and improving market access. The natural resource management program focuses on interventions in livestock, agriculture, horticulture, social water management and management of watershed, rangeland and forestry. AKF works in partnership with the Ministry of Agriculture, Irrigation and Livestock to improve food security and to improve livelihoods through sustainable economic and ecological development.

105. AKF works to improve farming systems by providing participatory training for men and women through farmer field schools and Participatory Technology Development (PTD) groups. Livestock field schools and PTD meetings include sessions on enhancing productivity, animal welfare and value addition practices. AKF training in horticulture and the production of crops and vegetables focuses on improving productivity and reducing risk by encouraging

³² http://www.akdn.org/rural_development/afghanistan.asp

diversification and sustainability in both traditional and new crop techniques. Demonstration field plots and orchards with improved fruit varieties are planted to encourage farmers to select varieties most appropriate to local conditions. AKF works extensively with communities on soil and water conservation demonstration sites. Local development councils have been helped to devise area management plans for common pastures and rangeland, while water-retention earth structures have been built on hillsides prone to erosion.

106. The AKF will partner with the project to share lessons learned, technical solutions and is part of the project co-financing.

COUNTRY OWNERSHIP: COUNTRY ELIGIBILITY AND COUNTRY DRIVENNESS

107. The GoIRA has many pressing security and development concerns and the fact that conservation and protected areas have been increasingly evident in government strategic plans is a strong indication of the government's interest in this project. The main project partners NEPA and MAIL have requested the UNDP and WCS to prepare this project and to provide technical and financial support to implement the NPASP and the NBSAP. The inclusion of APWA and PA expansion in the recent ARD cluster NPP1 indicates that the GoIRA is actively seeking financing for this effort. A project steering committee was established by the GEF focal point (NEPA) and an initial meeting that included five ministries has supported the project goals, outcomes and outputs and has validated the project documents prior to submission to the GEF.

SUSTAINABILITY AND REPLICABILITY

108. A UNDP environment and social screening tool (ESSP) was conducted by the lead consultant with the following findings. Several issues were identified and found not to warrant additional review. First, the project will support the development of certain tourist infrastructures within two protected areas being targeted. These infrastructures will be designed and implemented with the highest level of environmental and social controls possible. The principle aim of these structures will be to assure that increasing tourism levels will not create an impact on the biodiversity, ecological integrity, and cultural sensitivities of the areas. A second point noted the potential for a variable impact on different genders, ethnic groups and social classes. In fact because of the zones where the protected areas are being established and supported, the local Hazara and the Wakhi people who have been subject to past persecution and isolation will be supported by the project by empowering them with sustainable land management tools and organizational training. The project will also support women's groups and encourage women's participation at all levels of natural resource and protected areas management. A third point concerned issues of land tenure. The project will be creating new protected areas that will alter the use of land by the local populations in full collaboration and support of the local communities. The project is designed to create and support multiple levels of community participation and co-management of the protected areas so any changes to land use will be done in collaboration with local communities and government. Additional details are provided in this document and below.

109. Environmental sustainability: The project seeks to establish a permanent protected areas agency (APWA) that will become the central governing body for the expanded PA estate in Afghanistan. The establishment of APWA is a central element to project environmental, financial, and institutional sustainability. As well, laws and regulations will be refined to better accommodate the needs of the expanded PAS including improved regulations for co-management, access and benefit sharing, and hunting. The expansion of the PA estate from 60,616 ha to 1,158,806 ha will occur under the project and these areas will be placed under an improved SLM regime. Local communities, central players in the co-management of the protected areas, will be supported for sustainable livelihood development and improved rangeland management techniques. As such, all of the project's outcomes and activities are geared towards environmental sustainability.

110. Financial sustainability: The project will support the financial sustainability of its initiatives in several ways. First, the creation and support of APWA will lead to the establishment of an entity that will seek annual budgetary support from the government and donor support with a clear voice and will develop the capacity to secure and manage its own budget, human resources, and infrastructure. The project will conduct several studies aimed at identifying APWA's financing needs and potential sources of funding for the medium and long term. The idea of a conservation trust fund will be explored in depth. Long-term financing for activities on the local level will be enhanced through a combination of self-financing local initiatives (for example BACA and WPA are supported by individual member dues), ecotourism development (Band-e-Amir receives over 50,000 tourists per year), and other potential sources of revenue that will be explored during the course of the project. Trophy hunting will be explored as a potential option for the Wakhan Conservation Area but will not be promoted unless it can be effectively managed in a financially and ecologically sustainable manner. Finally, support will be provided to community associations and groups to build capacity for their own fundraising efforts with government and non-government (donor) funding sources.

111. Social sustainability: This project is built around supporting the development of national and local capacity to create and manage protected areas and community driven sustainable land management. The complete integration of the local populations into the design and management of PAs including the preparation of management plan, the PAC as a PA management body, the rangers for monitoring and enforcement, and all other aspects of the pilot project work in Band-e-Amir and Wakhan will help to assure the social sustainability of the project. The overall social integration of project activities into local communities is supported by women participating in BACA and WPA community associations as well as all CDCs; strengthening the governance and advocacy skills of women in participating communities, and directly targeting women for certain sustainable livelihoods activities.

112. The increasing effectiveness and strength of these community based resource management institutions will also provide the best mechanism for addressing the gender issues and inequalities in power relations that are characteristic of Afghan rural communities. Already the representation of women in BACA and WPA has provided them with a voice to ensure that concerns are heard and acted upon. There is also evidence that the adoption of democratic processes and transparent rules of procedure within these organisations is reducing the capacity of local elites to monopolise community discourse and decision-making. This trend will continue

during the project as BACA and WPA grow in confidence and continue to garner the trust of their constituent communities. Project staff will constantly monitor gender representation and local power dynamics among project beneficiaries to ensure that women, children and the most vulnerable members of communities are fully engaged in project interventions and have equal access to project benefits. Past experience with the target communities has also demonstrated that a focus on women's participation in economic activities can have wider positive impacts on their position within communities and this project will continue that approach.

113. Institutional sustainability: Institutional sustainability will be supported through the central role of capacity building in this project. APWA will be supported during its early life so that at the end of the project, it will have built up internal capacity to establish and implement strategic and operational plans, manage budgeting and financial accountability, establish its financing strategy, and implement the NPASP. It is planned that APWA will become an exemplary institution in Afghanistan especially with regards to collaboration with the men and women of local communities to achieve local and national objectives such as natural resource management. The local community associations BACA and WPA have very strong potential to develop as central institutions supporting the wellbeing of their constituent populations and the wildlife of their regions. The project will provide significant support to these and other local community based organizations at the project's pilot sites including women's cooperatives and private sector initiatives.

PART III: Management Arrangements

IMPLEMENTATION ARRANGEMENTS

114. The project will be implemented over a five-year period. UNDP is the GEF Implementing Agency (IA) for the project. WCS will be the executing agency for the project, under UNDP's NGO execution modality, in cooperation with NEPA and MAIL. NEPA is the GoIRA institution responsible for supervising the project and will work with WCS in implementation of the project activities. MAIL will be an execution partner. The project is in line with the Standard Technical Assistance Agreement between UNDP and the Government of the Islamic Republic of Afghanistan (1956).

PROJECT MANAGEMENT

Project Oversight

115. Oversight of project activities will be the responsibility of the Project Steering Committee (PSC). The Project Steering Committee will be composed of high level representatives from NEPA, MAIL, BACA, WPA, WCS, UNEP, UNDP, other concerned GoIRA Ministries including but not limited to representatives from the MRRD, MoI, and MoF and other partner organisations. The PSC is the project coordination and decision making body. The PSC is chaired by the NEPA representative. It will meet annually to review project progress, approve project work plans and approve project deliverables. The responsibility of the PSC is to see that project activities lead to the required outcomes as defined in the project document. The PSC will

oversee project implementation, approve work plans and budgets as supplied by the Project Manager, approve any major changes in project plans, approve major project deliverables, arbitrate any conflicts which might arise, be responsible for the overall evaluation of the project. The Project Steering Committee includes representatives from NEPA, UNDP, MAIL, USAID, WCS, and. The PSC representation and TOR's should be finalized in the Project Inception Workshop which will be held at the start of the project.

116. Day-to-day operational oversight will be ensured by WCS in collaboration with UNDP, through the UNDP Country Office in Afghanistan, and strategic oversight by the UNDP/EEG Regional Technical Advisor (RTA) responsible for the project.

Institutional Arrangement

117. The Wildlife Conservation Society (WCS) will act as the executing agency through the NGO implementation structure. WCS is a charitable, scientific, and educational non-governmental organization based in New York, USA. WCS was the first environment NGOs to return to Afghanistan following 2001 when WCS reinitiated contacts and was invited by the GoIRA and NEPA to open its program starting in 2006 with surveys in the northeast of the country. Since 2006 WCS has been the primary conservation partner for NEPA and MAIL in terms of capacity building, policy guidance and implementation on the ground. During this period WCS has led multiple surveys with NEPA and MAIL staff to establish baseline ecological and socio-economic conditions essential for conservation planning, played a central role in the designation and development of the associated management plan of Afghanistan's first protected area, Band-e-Amir National Park, and helped NEPA and MAIL mainstream community engagement in sustainable natural resource management through the formation of registered community associations. At the national level NEPA and MAIL have requested WCS technical advice and policy guidance in drafting the hunting and rangeland laws, and formulating Afghanistan's 'National Protected Area System Plan of Afghanistan (NPASP)' and Programme of Works on Protected Areas (PoWPA). At a broader policy level WCS contributed to the National Water and Natural Resource Development Program element of National Priority Program 1 of the GoIRA's Agriculture and Rural Development Cluster.

118. In 2007, WCS signed a cooperation agreement with the NEPA and MAIL to implement and provide technical support for the Global Early Action on Protected Areas and a further agreement (2009) was established for the PoWPA (GEF financing). WCS is currently finalizing two Memoranda of Understanding (MoUs) with NEPA and MAIL. The main context and objectives are similar for both:

- The context of the agreements are the priority accorded to conservation and NRM in Afghanistan's development strategy, the long history of collaboration between the organisations and the desire to establish lasting cooperation;
- The mutual objective of creating a framework for collaborating in biodiversity conservation, NRM and PA management;
- WCS responsibilities include scientific research, technical support, project development assistance, oversight and delivery of training and capacity building, community engagement, liaison with agency in relation to environmental regulation, mobilisation of donor funding;

- NEPA and MAIL responsibilities include implementation of projects and activities for sustainable management of NR, support for community conservation, assignment of staff to work as WCS counterparts.

Under these agreements WCS is the principal technical wildlife conservation and protected areas partner of the NEPA and MAIL and GoIRA.

119. WCS has facilitated the creation of new governance structures at the community level, such as the Band-e-Amir Protected Area Committee and the Wakhan Pamir Association, that bring communities – and local government – together as joint decision-making bodies. WCS has successfully trained, deployed, and supported the national rangers in Band-e-Amir and throughout the Wakhan – rangers that monitor endangered wildlife and enforce both local rules and national laws. WCS implemented an environmental education program in every Wakhan school and in schools around Band-e-Amir that has been enormously successful in involving an ever-increasing number of women and girls in community conservation activities. WCS has already provided long-term benefits to over 60 rural communities, linking them to the central government and building the capacity of both to ensure sustainable development of Afghanistan’s critical but fragile natural resource base. With over 50 national and international staff in country; offices in the three provinces of interest – Bamyan, Wakhan and Kabul; over seven years of focused natural resource management initiatives in Afghanistan including protected area development; and over 4,000 global staff with 150 PhDs to provide technical backstopping, WCS is uniquely positioned to execute this project.

120. The Government of the United States has prioritized wildlife conservation and protected area management in Bamyan and the Wakhan, providing a grant of \$24.8 million dollars between 2006 and 2013 to complement funding from WCS and GoIRA. USAID Afghanistan and WCS are working together in cooperation with GoIRA to establish policies, practices and constituencies to sustainably manage natural resources, conserve the biodiversity of Bamyan and the Wakhan and secure the livelihoods of local men and women. This is being achieved through the following specific objectives:

- a. Strengthen institutional capacity for sustainable management of natural resources.
- b. Develop participatory land-use planning, zoning, and resource management.
- c. Conserve biodiversity through protected area co-management (Band-e-Amir, Big Pamir, Tegghmansu, and Wakhan) monitoring, ecotourism development, and other incentives for sustainable land use and resource management.
- d. Improve livelihoods and economic opportunities for men and women in local communities.

The Bamyan and Wakhan program builds upon the foundation of past natural resource management work undertaken by WCS, the GoIRA and USAID in the region. This project is designed to integrate GEF support to protected area sites within the Bamyan and Wakhan corridor landscapes with the sustainable land management and PA co-management initiatives coordinated and implemented by the GoIRA and WCS as per the previous agreements and the USAID project framework.

Project Management at the central level

121. WCS in cooperation with NEPA will take overall responsibility for the timely and verifiable attainment of project objectives and activities. NEPA will nominate a high level Government official (DG of NEPA) who will serve as its representative of the Project Steering Committee (PSC). As noted above, the NEPA representative will chair the Project Steering Committee. NEPA will also be responsible to liaise and coordinate this project with other government entities.

122. UNDP as a GEF implementing agency holds overall accountability and responsibility for the delivery of results. Working closely with WCS and NEPA, UNDP will be responsible for: 1) providing financial and audit services to the project, 2) overseeing financial expenditures against project budgets, 3) ensuring that all activities including procurement and financial services are carried out in strict compliance with UNDP/GEF procedures, 4) ensuring that the reporting to GEF is undertaken in line with the GEF requirements and procedures, 5) facilitate project learning, exchange and outreach within the GEF family, 6) contract the project mid-term and final evaluations and 7) trigger additional reviews and/or evaluations as necessary and in consultation with the project counterparts. The Afghanistan UNDP Country Office Director will be represented on the Project Steering Committee. The UNDP program officer in charge of the Sustainable Development Unit will be involved as necessary in key project meetings, consultations, events and reviews of technical and other reports.

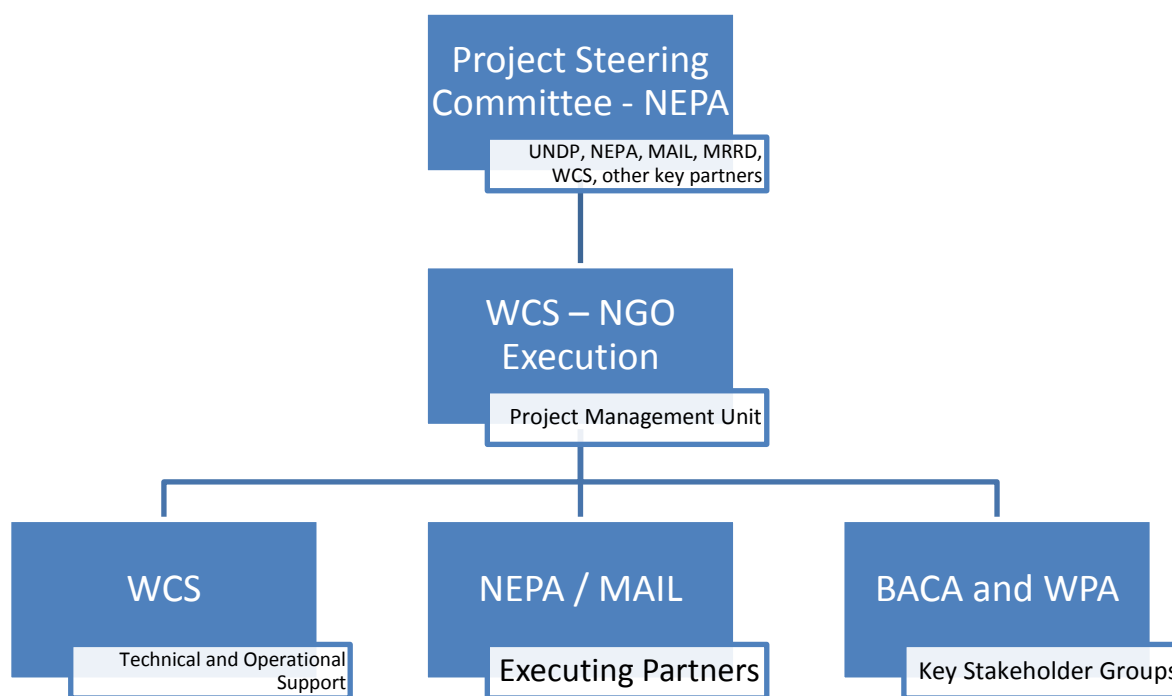


Figure 5 Project Management Structure

123. A Project Manager will be responsible for the implementation of the project, providing technical expertise, reviewing and preparing TOR's and reviewing the outputs of consultants and other sub-contractors. The Project Manager will be the WCS Afghanistan Country Director and will be responsible for day-to-day administration of the project with further support provided by administrative staff. Existing WCS senior staff experts will also provide assistance in protected

area management, socio-economic/community conservation, conservation management planning, survey and monitoring. Various technical experts will be recruited to assist the Project Manager, NEPA and MAIL staff with implementation of project activities.

124. The Project Manager will run the project on behalf of the implementing partner and within the framework delineated by the Project Steering Committee. He will work in close cooperation with the NEPA and MAIL in Kabul as well as the provincial and municipal NEPA and MAIL staff. The Project Manager (also considered the Chief Technical Advisor, CTA) with the assistance of other WCS technical experts and WCS Country Manager (an Afghanistan national who will act as Project Coordinator will manage: 1) preparation of project reports, work plans, budgets and accounting records, 2) drafting of TORs, technical specifications and other documents, 3) identification of consultants and supervision of consultants and suppliers, 4) overseeing the implementation of project activities in a timely and efficient way, 5) maintaining contacts with project partners at the national, provincial and local level, 6) organization of seminars, workshops and field trips which are linked to project activities. The Project Manager, with the assistance of other WCS staff, will produce in a timely fashion annual work plans and budgets to be approved by the Project Steering Committee and quarterly operational and annual progress reports for submission to the PSC. The reports will provide details about the progress made, any shortcomings and the necessary adjustments made to achieve project outcomes. The Project Manager will also be responsible for any national or international service provider and the recruitment of specialist services (with due consultation with the PSC).

Project Management at the Site Level

125. Site level project management will be the responsibility of the PMU with support from MAIL/APWA and PA management units at Band-e-Amir and the Wakhan. The community associations, BACA and WPA, will be responsible for specific tasks and will be supported by the PMU and PA management teams. As noted above, BACA and WPA will also be part of the Project Steering Committee and members sit on the protected areas co-management structures as well – the BAPAC and the BPPAC (and will sit on new co-management structures once they are in place).

PART IV: Monitoring Framework and Evaluation

MONITORING AND REPORTING³³

126. The project will be monitored through the following M& E activities. The M& E budget is provided in the table below. Gender-disaggregated data will be incorporated into all reporting, monitoring, evaluation and assessments throughout the project, to record and track gender differences and gender treatment by the project.

Key M& E activities

³³ As per GEF guidelines, the project will also be using the BD 1 Management Effectiveness Tracking Tool (METT). New or additional GEF monitoring requirements will be accommodated and adhered to once they are officially launched.

Project start-up:

127. A Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office and where appropriate/feasible regional technical policy and programme advisors as well as other stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan.

The Inception Workshop should address a number of key issues including:

- a) Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and Regional Coordinating Unit (RCU) staff vis-à-vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
- b) Based on the project results framework and the relevant GEF Tracking Tools if appropriate, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
- c) Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
- d) Detail gender inclusive activities in the annual work plan, indicators and M&E processes, as well as ensuring gender representation in decision making structures and incorporating gender-relevant language in terms of reference (for example).
- e) Discuss financial reporting procedures and obligations, and arrangements for annual audit.
- f) Plan and schedule Project Board meetings. Roles and responsibilities of all project organisation structures should be clarified and meetings planned. The first Project Board meeting should be held within the first 12 months following the inception workshop.

128. An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

Quarterly:

- The PMU will provide quarterly reports to the UNDP SDU for input into the Enhanced Results Based Management Platform.
- Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform.
- Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).

- Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.
- Other ATLAS logs can be used to monitor issues, lessons learned etc... The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

Annually:

129. Annual Project Review/Project Implementation Reports (APR/PIR): This key report will be prepared by the PMU and is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements.

130. The APR/PIR includes, but is not limited to, reporting on the following:

- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual).
- Lesson learned/good practice.
- AWP and other expenditure reports
- Risk and adaptive management
- ATLAS QPR
- Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

Periodic Monitoring through site visits:

131. UNDP CO and the UNDP RCU will conduct visits to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand project progress. Other members of the Project Board may also join these visits. A Field Visit Report/BTOR will be prepared by the CO and UNDP RCU and will be circulated no less than one month after the visit to the project team and Project Board members.

Mid-term of project cycle:

132. The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation (July, 2016). The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the [UNDP Evaluation Office Evaluation](#)

[Resource Center \(ERC\)](#). The relevant GEF Focal Area Tracking Tools will also be completed during the mid-term evaluation cycle.

End of Project:

133. An independent Final Evaluation will take place three months prior to the final Project Board meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the RCU and UNDP-GEF.

134. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the [UNDP Evaluation Office Evaluation Resource Center \(ERC\)](#).

135. The relevant GEF Focal Area Tracking Tools will also be completed during the final evaluation.

136. During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

Learning and knowledge sharing:

137. Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

138. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyse, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

139. Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

Communications and visibility requirements

140. Full compliance is required with UNDP's Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is

required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: http://www.thegef.org/gef/GEF_logo. The UNDP logo can be accessed at <http://intra.undp.org/coa/branding.shtml>.

141. Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

142. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

M&E workplan and budget

Table 8. M&E Activities, Responsibilities, Budget and Time Frame

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> Project Manager UNDP CO, UNDP GEF 	Indicative cost: 2,000	Within first two months of project start up
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. 	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> Oversight by Project Manager Project team 	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> Project manager and team UNDP CO UNDP RTA UNDP EEG 	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> Project manager and team 	None	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> Project manager and team UNDP CO UNDP RCU External Consultants (i.e. evaluation team) 	Indicative cost: 40,000	At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> Project manager and team, UNDP CO UNDP RCU External Consultants (i.e. evaluation team) 	Indicative cost : 40,000	At least three months before the end of project implementation

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Project Terminal Report	<ul style="list-style-type: none"> Project manager and team UNDP CO local consultant 	0	At least three months before the end of the project
Audit	<ul style="list-style-type: none"> UNDP CO Project manager and team 	Indicative cost per year: 3,000	Yearly
Visits to field sites	<ul style="list-style-type: none"> UNDP CO UNDP RCU (as appropriate) Government representatives 	For GEF supported projects, paid from IA fees and operational budget	Yearly
TOTAL indicative COST <i>Excluding project team staff time and UNDP staff and travel expenses</i>		US\$ 85,000	

**Note:* Costs included in this table are part and parcel of the UNDP Total Budget and Workplan (TBW) in the PRODOC, and not additional to it. Costs will be shared between UNDP and GEF according to the TBW.

AUDIT CLAUSE

143. Audits will be conducted according to UNDP Financial Regulations and Rules and applicable Audit policies.

PART V: Legal Context

144. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project attached hereto and forming an integral part hereof, as “the Project Document.”

145. Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the Implementing Partner (Executing NGO) and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]³⁴.

³⁴ Use bracketed text only when IP is an NGO/IGO

146. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

SECTION II: STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT

PART I: Strategic Results Framework, SRF (formerly GEF Logical Framework) Analysis

INDICATOR FRAMEWORK AS PART OF THE SRF

This project will contribute to achieving the following Country Programme Outcome as defined in CPD: Outcome 5 – Capacity of national and local governance bodies are improved for better natural resource and disaster risk management
Country Programme Outcome Indicators: Environmental protection and disaster risk reduction concepts mainstreamed in development process; Number of forestry and watersheds areas having improved management system
Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 4. Expanding access to environmental and energy services for the poor.
Applicable GEF Strategic Objective and Program: BD-1: Improve Sustainability of PAs. LD3: Integrated landscapes: Reduce pressures on natural resources from competing land uses in the wider landscape
Applicable GEF Expected Outcomes: Outcome 1.1: Improved management effectiveness of existing and new protected areas; LD3.2: Integrated landscape management practices adopted by local communities
Applicable GEF Outcome Indicators: Output 1: New protected areas (3) and coverage (1,095,066 ha) of unprotected ecosystems and improved management effectiveness of 60,616 ha; Output 3.1: Integrated land management plans developed and implemented.

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
Objective – To establish a national system of protected areas to conserve biodiversity and mitigate land degradation pressures on habitats in key biodiversity areas,	Afghanistan Parks and Wildlife Agency in place and functioning	-	Established, funded, and effective, TOR established for all key positions	Laws, regulations, APWA management plan, capacity and financial sustainability scorecards	<u>Risks</u> : Increased insecurity and fighting, political crisis <u>Assumption</u> : the security situation will remain as it is or slightly degrade but not in the pilot project areas. Elections will be relatively uneventful and not cause a major political crisis.
	Expanded PA estate with management plans and staff	60,616 ha	1,155,682 ha	Government decrees, management plans	
	Effective PA and rangeland	60,616 ha	1,169,647 ha	M&E reports, METT scores,	

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
initially centered in Bamyan and the Wakhan.	co-management with communities			LD scorecard	
Outcome 1. A National PA system is established with legal, planning, policy and institutional frameworks for expansion and management for the PA estate in the country	National Protected Area related legislation approved	0	2	Government Journals	<u>Risk:</u> Political gridlock delays decisions on laws and regulations. <u>Assumption:</u> continued support of government and absence of major conflict escalation
	APWA Management Plan formulated and implemented	0	1	Document	
	Increase in UNDP Capacity Scorecard for APWA	MAIL/NEPA 42%	APWA 60%	UNDP Capacity Scorecard	
	Increase in UNDP Financial Sustainability Scorecard including increased revenues from PA tourism	9.62%	30%	UNDP Financial Sustainability Scorecard – final evaluation	
Outcome 2 Protected area coverage and protection status is improved to increase biodiversity representativeness and ecological resilience	Legal rules and procedures for co-management established	0	1	Government regulations, official records	<u>Risks:</u> Conflicts with mining, warlords, decreasing security situation in areas, political crisis following elections could lead to inability to access pilot areas. <u>Assumptions:</u> continued status quo and collaboration with key partners including NEPA, MAIL, BACA and WPA
	Improved rangeland habitat within PA core zones			ALEX	
	Management Plans for Pilot Protected Areas written and implemented effectively	2	4	Management plans (English and Dari), minutes from BAPAC and WPPAC	
	Increase in PA area (ha) and number	1 PA	5 PAs	Official government records	
	Band-e-Amir National Park	60,616	60,616		
	Big Pamir Wildlife Reserve	0	57,664		
	Teggermansu Wildlife Reserve	0	24,851		
	Wakhan Conservation Area	0	1,095,066		
	Total	60,616	1,155,682		

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
	Increase in METT score for 2 PAs: Band-e-Amir Big Pamir	60.6% 53.8%	70% 70%	METT Scorecards	
	Reduction or elimination of new hillside farming fields in the core PA zone	TBD at start of M&E program	80%	Satellite image interpretation and surveys	
Outcome 3 Protected Area Management effectiveness and climate-resilient Sustainable Land Management (SLM) is enhanced to reduce threats to pilot PAs	Establish ecological monitoring program for snow leopards based on objectives in the Afghanistan National Snow Leopard Ecosystem Protection Plan (NSLEP)	Basic monitoring program in place	Comprehensive ecological monitoring program functional	Annual M&E reports	<u>Risks: deterioration of security in pilot areas, lack of local technical capacity, lack of engagement by communities, climate change impacts</u> <u>Assumption:</u> current collaborative relationships with communities are maintained, initial successes increase community and individual interest.
	Increase in population number for Marco Polo Sheep in Big Pamir	172 females	250 females	Annual Surveys, M&E system	
	Number of Hectares put under SLM regime	0	1,155,682	Management Plan, Annual PA reports	
	Percentage increase in plant density in target areas	TBD at start of M&E program	30%	Sample plots / surveys	
	Communities within PA increase annual income Band-e-Amir Wakhan	TBD at start of M&E program	25%	M&E reports	
	Increase in capacity score of two community associations: BACA WPA	24% 24%	35% 35%	UNDP Capacity Development Scorecards	
	Percentage of women in village SLM and PA management committees	WPA Board 12.5%	All PA co-management bodies >20%	Minutes from committee meetings	

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
	increases				
	PA tourism revenue is returned to local communities rather than retained by government	0%	30%	CMA, BAPAC, and WPA records	

LIST OF OUTPUTS PER OUTCOME AS PART OF THE SRF

Project's Development Goal: contribute to the conservation of globally significant biodiversity and reduce the risks of land degradation in Afghanistan.

Project Objective: To establish a national system of protected areas to conserve biodiversity and mitigate land degradation pressures on habitats in key biodiversity areas, initially centered in Bamyan Province and the Wakhan corridor.	
Outcomes	Outputs
1. A National PA system is established with legal, planning, policy and institutional frameworks for expansion and management for the PA estate in the country	Output 1.1 The Afghanistan Parks and Wildlife Authority (APWA) has been established and has the legal and institutional support to plan, implement, monitor and expand the PAS in collaboration with local authorities and communities as required under the National Protected Area System Plan (NPASP). Output 1.2 Strategic, operating and long-term financial sustainability plans in place for APWA and the PAS. Output 1.3 The APWA has adequate infrastructure, personnel, budget allocation, and technical/managerial capacity to be fully operational and increasingly effective. Output 1.4. Strengthened communication capacity at national, provincial and local levels that places APWA as a central institution capable of inter-sectorial coordination for PAs and biodiversity.
2. Protected area coverage and protection status is improved to increase biodiversity representativeness and ecological resilience	Output 2.1 Clear procedures regarding the establishment and gazetting of new Protected Areas (PAs) in Afghanistan are in place and effective. Output 2.2 PA management plans are written and accepted for the Wakhan Conservation Area and the Teggermansu Wildlife Reserve in preparation for gazetting and formal establishment. Output 2.3 Gazettement of Teggermansu Wildlife Reserve and the Wakhan Conservation Area in north-eastern Afghanistan. Output 2.4 Sound PA management is implemented for the 4 pilot PAs through co-management structures.
3. Protected Area Management effectiveness and climate-resilient Sustainable Land Management (SLM) is enhanced to reduce threats to pilot PAs	Output 3.1 Long-term monitoring and evaluation systems are in place for PA management, targeted species and ecosystems. Output 3.2. Sustainable Land Management (SLM) plans integrated into PA co-management.

	<p>Output 3.3. SLM pilot projects in community managed protected areas.</p> <p>Output 3.4. Improved sustainable livelihoods of participating communities through revenue generating activities, access to financing, and organizational support.</p>
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147. A detailed activity list and a chronogram of activities per output are under development and will be finalised upon project inception.

Part II: Incremental Reasoning and Cost Analysis

BASELINE TREND OF DEVELOPMENT OF PROTECTED AREAS, SLM AND KEY BASELINE PROGRAMS

Global Environmental Objective

148. The projects global environmental objective is to contribute to the conservation of globally significant biodiversity and reduce the risks of land degradation in Afghanistan. Current trends in biodiversity loss and land degradation are rapidly reducing the potential for Afghanistan to assure the survival of globally threatened native and endemic species and effectively manage its forest, mountains and rangelands for long term productivity and ecological resilience. The project seeks to establish a national system of protected areas to conserve biodiversity and mitigate land degradation pressures on habitats in key biodiversity areas, initially centred in Bamyan and the Wakhan. The longer term results of the project will be to provide an effective and efficient PA co-management approach that integrates SLM and sustainable livelihood tools into landscape level management to assure the conservation of endangered globally important species, increase ecological resilience and create opportunities for local populations to escape the poverty – land degradation trap.

Baseline

149. The current situation with protected areas and sustainable land management in Afghanistan is that most activities are in early stages and there are no replicable examples of exemplary management. The baseline scenario includes uncertainty surrounding roles and responsibilities that continue to thwart efforts to stabilize and reverse land degradation leading to increased loss of land productivity, water shortages, increasing poverty, and the eventual loss of the globally important biodiversity that remains in the country. Without effective models for establishment and co-management of protected areas, the government will struggle to meet its stated policies and international commitments on biodiversity conservation, land degradation and poverty reduction.

150. Afghanistan is highly dependent on international donor funding and a significant sum of financing is targeted towards environmental and developmental objectives. Many short term gains resulting from donor project financing will not be sustainable without landscape level management models that integrate community groups and local decision making while addressing larger policy goals. Continued over-exploitation and mismanagement of rangeland resources will exacerbate loss in soil quality, water retention, and fodder productivity. This will lead to increasing pressure on native wildlife, diminishing rangeland and water resources, and ultimately loss of critical populations of globally threatened species, endemic species, and opportunities for local populations to escape from a cycle of increasing poverty and decreasing natural resources.

Alternative

151. In the GEF Alternative, Afghanistan establishes a protected areas and wildlife authority that is capable of unifying lessons learned and develops the capacity to effectively create and manage a growing PAS in partnership with local communities. These PAs will become sites of community supported sustainable land management and examples of PA supported sustainable livelihoods. The newly formed APWA will establish a strong base for implementing the NPASP and eventually achieving its goals of 10% of the country under a conservation regime. The four pilot PAs will be well managed and will form the backbone for an expanding PA network. Community engagement and participation in the co-management of the four PAs will serve as a model for the creation and management of other PAs throughout the country. The populations of Marco Polo sheep, snow leopards and other species will increase as hunting pressure and competition for rangelands is reduced.

System Boundary

152. The system boundary is nature resource, watershed, and protected areas management in Afghanistan. Strict development and health initiatives are excluded except where they are related to community development including the CDCs and other community associations.

Summary of Costs

153. The baseline project is costed at around USD \$248 million over a period of around 5 years consisting of investments made by the national government, targeted investments by donors and investments from large cross-sectoral donor-funded national programmes as described below. The Alternative is costed at \$307.35 million with an Increment of 59.7 million including the GEF budget of 6.442 million plus cofinancing.

EXPECTED GLOBAL, NATIONAL AND LOCAL BENEFITS

154. The project will result in a number of global benefits. First, with the establishment of protected areas in and across the Wakhan, viable populations of endangered species such as the snow leopard and Marco Polo sheep will be secured. The region will also become a stronghold of species that have become rare across the region, including wolf, brown bear, lynx, Himalayan ibex, and urial. This protection will also secure important breeding populations of several bird species, including the golden eagle, Himalayan griffon, lammergeier, peregrine falcon, bar-headed goose, ruddy shelduck, Himalayan snowcock, Tibetan snowcock and snow partridge, as well as other high-elevation specialists including the alpine and yellow-billed choughs, redstarts, accentors, larks, pipits, rosefinches, and snowfinches. The PAs are also part of important flyways for bird migration, and the Wakhan's and Band-e-Amir's wide valleys with lakes are key corridors for these migrations. Finally, the expansion of the PA estate and strengthening management effectiveness catalysed by this project will lead, in the future, to other globally important sites elsewhere in the country and the region being secured. In addition the adoption of SLM practices will reduce land degradation and ensure ecosystem services over a landscape of more than an estimated 1,155,682 ha.

155. Additional expected global, national and local benefits and the incremental cost analysis are presented in Table 9. Incremental Cost Matrix below.

Table 9. Incremental Cost Matrix

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
BENEFITS			
Global benefits	In the baseline, efforts to establish and maintain globally important biodiversity and Afghanistan will be limited by lack of legal and institutional support, inadequate coverage, and the absence of replicable co-management models.	The NPASP will be implemented, AWPA will be created with capacity to expand the PAS, 1,098,190 ha of new PA will be created, 60,616 ha of existing PAs will be more effectively managed, key populations of globally vulnerable and endemic species will stabilize or increase, and replicable models for co-management of protected areas in Afghanistan will be established.	
National and local benefits	In the baseline, efforts to conserve threatened and endangered species of national importance are unlikely to succeed; increasing degradation of rangelands will lead to loss of soil quality, increased erosion, siltation and destruction of key hydroelectric facilities, and limited options for poverty alleviation.	Afghanistan will have a strong basis for implementing its NPASP, expand its PAS through cost effective co-management of existing and newly created PAs, establish APWA with strong legal and technical capacity, develop replicable models for sustainable livelihoods in and around PAs in combination with sustainable rangeland management tools, and establishment of an effective M&E system for PAs.	
COSTS			
Outcome 1: A National PA system is established with legal, planning, policy and institutional frameworks for expansion and management for the PA estate in the country	Baseline: \$28.750 NEPA Budget \$28.750	Alternative: \$31.515	GEF \$1.365 WCS \$0.100 NEPA \$0.500 UNDP \$0.800 TOTAL 2.765
Outcome 2: Protected area coverage and protection status is improved to	Baseline: \$62.100 NEPA Budget \$28.750 MAIL Budget \$19.350	Alternative: \$74.547	

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
increase biodiversity representativeness and ecological resilience	Afghanistan Sub-national Governance Programme (ASGP) \$14.000		GEF \$2.424 NEPA \$0.500 WCS \$0.200 MAIL \$8.000 UNDP \$1.323 TOTAL \$12.447
Outcome 3: Protected Area Management effectiveness and climate-resilient Sustainable Land Management (SLM) is enhanced to reduce threats to pilot PAs	Baseline: \$157.150 MAIL Budget \$45.150 Afghanistan Rural Enterprise Development Programme \$35.000 National Area-Based Development Programme (NABDP), Phase 3 \$15.000 National Solidarity Programme (NSP), Phase 3 \$50.000 USAID - Watershed and Agricultural Projects \$12.000	Alternative: \$199.287	GEF \$2.337 MAIL \$14.000 Aga Khan Foundation \$15.000 MRRD \$10.000 UNDP \$0.800 TOTAL \$42.137
Proj mgt		2.392	GEF \$0.315 UNDP \$0.077 MAIL \$2.000 TOTAL \$2.392
TOTAL	Baseline: \$248.000	Alternative \$305.350	\$59.742
			GEF \$6.442

SECTION III: Total Budget and Workplan

Award ID:	00076820
Project ID:	00088001
Award Title:	PIMS 5038 PA Co-management in Afghanistan

Business Unit:	UNDP Sustainable Development Unit
Project Title:	Establishing integrated models for protected areas and their co-management in Afghanistan
Implementing Partner (Executing Agency)	Wildlife Conservation Society

GEF Budget

GEF Outcome/ Atlas Activity	Resp. Party/ Impl. Agent	Fund ID	Donor Name	ATLAS Budget Code	Altlas Budget Description	TOTAL Amount (USD)	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Budget Notes
Outcome 1 A National PA system is established with legal, planning, policy and institutional frameworks for expansion and management for the PA estate in the country												
	WCS	62000	GEF	71200	International Consultants	70,000	23,333	23,333	23,334	0	0	a
	WCS	62000	GEF	71300	Local Consultants	74,400	14,880	14,880	14,880	14,880	14,880	a1
	WCS	62000	GEF	71600	Travel	74,480	22,344	14,896	14,896	14,896	7,448	b
	WCS	62000	GEF	72100	Contractual Services-Companies	736,960	147,392	147,392	147,392	147,392	147,392	c
	WCS	62000	GEF	72200	Equipment and Furniture	13,079	13,079	0	0	0	0	d
	WCS	62000	GEF	72400	Communic & Audio Visual Equip	40,000	8,000	8,000	8,000	8,000	8,000	e
	WCS	62000	GEF	72500	Supplies	96,000	24,000	24,000	24,000	24,000		f
	WCS	62000	GEF	72800	Information Technology Equipmt	8,000	8,000	0	0	0	0	g
	WCS	62000	GEF	73100	Rental & Maintenance-Premises	206,000	41,200	41,200	41,200	41,200	41,200	h
	WCS	62000	GEF	74200	Audio Visual & Print Prod Costs	16,000	3,200	3,200	3,200	3,200	3,200	i
WCS	62000	GEF	75700	Workshops and trainings	30,000	7,500	7,500	7,500	7,500	0	j	
GEF Subtotal Atlas Activity 1 (Outcome 1)						1,364,919	312,928	284,402	284,401	261,068	222,120	
Outcome 2 Protected area coverage and protection status is improved to increase biodiversity representativeness and ecological resilience.												
	WCS	62000	GEF	71200	International Consultants	52,500	17,500	17,500	17,500	0	0	k
	WCS	62000	GEF	71300	Local Consultant	74,400	14,880	14,880	14,880	14,880	14,880	k1
	WCS	62000	GEF	71600	Travel	130,480	31,315	31,315	31,315	26,097	10,438	l
	WCS	62000	GEF	72100	Contractual Services-Companies	1,592,910	382,298	382,298	382,298	318,582	127,434	m

	WCS	62000	GEF	72400	Communic & Audio Visual Equip	40,000	10,000	10,000	10,000	10,000	0	n
	WCS	62000	GEF	72500	Supplies	148,000	37,000	37,000	37,000	37,000	0	o
	WCS	62000	GEF	72600	Grants	160,000	40,000	40,000	40,000	40,000	0	p
	WCS	62000	GEF	72800	Information Technology Equipmt	8,000	8,000	0	0	0	0	q
	WCS	62000	GEF	73100	Rental & Maintenance-Premises	148,000	35,520	35,520	35,520	35,520	5,920	r
	WCS	62000	GEF	75700	Workshops and trainings	70,000	17,500	17,500	17,500	17,500	0	s
GEF Subtotal Atlas Activity 2 (Outcome 2)						2,424,290	594,013	586,013	586,013	499,579	158,672	
Outcome 3 Protected Area Management effectiveness and climate-resilient Sustainable Land Management (SLM) is enhanced to reduce threats to pilot PAs.												
	WCS	62000	GEF	71200	International Consultants	35,000	11,667	11,666	11,667	0	0	t
	WCS	62000	GEF	71300	Local Consultants	45,600	9,120	9,120	9,120	9,120	9,120	tl
	WCS	62000	GEF	71600	Travel	170,800	40,992	40,992	40,992	34,160	13,664	u
	WCS	62000	GEF	72100	Contractual Services-Companies	1,284,670	308,321	308,321	308,321	218,394	141,313	v
	WCS	62000	GEF	72300	Materials & Goods	128,000	32,000	32,000	32,000	32,000	0	w
	WCS	62000	GEF	72400	Communic & Audio Visual Equip	40,000	8,000	8,000	8,000	8,000	8,000	x
	WCS	62000	GEF	72500	Supplies	184,000	44,160	44,160	44,160	36,800	14,720	y
	WCS	62000	GEF	72600	Grants	160,000	40,000	40,000	40,000	40,000	0	z
	WCS	62000	GEF	72800	Information Technology Equipmt	8,000	8,000	0	0	0	0	aa
	WCS	62000	GEF	73100	Rental & Maintenance-Premises	168,000	40,320	40,320	40,320	33,600	13,440	bb
	WCS	62000	GEF	74100	Professional Services	57,240	14,310	14,310	14,310	14,310	0	cc
	WCS	62000	GEF	75700	Workshops and trainings	56,000	18,666	18,667	18,667	0	0	dd
WCS						2,337,310	575,556	567,556	567,557	426,384	200,257	
Project Management												
	WCS	62000	GEF	71400	Contractual Services - Individ	194,400	38,880	38,880	38,880	38,880	38,880	ee
	WCS	62000	GEF	71600	Travel	6,000	1,200	1,200	1,200	1,200	1,200	ff
	WCS	62000	GEF	72400	Communic & Audio Visual Equip	25,000	5,000	5,000	5,000	5,000	5,000	hh
	WCS	62000	GEF	72500	Supplies	31,500	6,300	6,300	6,300	6,300	6,300	ii
	WCS	62000	GEF	72800	Information Technology Equipmt	5,400	5,400	0	0	0	0	jj
	WCS	62000	GEF	73100	Rental & Maintenance-Premises	45,000	9,000	9,000	9,000	9,000	9,000	kk
	WCS	62000	GEF	75700	Workshops and trainings	8,000	2,000	2,000	2,000	2,000	0	ll
GEF Subtotal Atlas Activity 4 (Project Management)						315,300	67,780	62,380	62,380	62,380	60,380	
TOTAL GEF						6,441,819	1,550,278	1,500,350	1,500,351	1,249,411	641,429	

GEF Budget Notes

Outcome 1 A National PA system is established with legal, planning, policy and institutional frameworks for expansion and management for the PA estate in the country	
a	Short Term Int. Consultants (see TOR in Annexes): Protected Areas Finance Specialist, Institutional Design and Capacity Specialist 10wks each
a1	Project core team: CTA (see TOR, 151 K/year include benefit etc). National Project Coordinator (see TOR, 43.2 K/yr)
b	International and domestic travel by core project team and consultants. Travel costs include international air fares and internal flights necessitated by security concerns where driving to project sites is too dangerous.
c	Professional services will be made under company contracts. They cover, Legal (National, 43.2/yr 2 yrs), other national Security and staff. Security costs in Afghanistan are very high.
d	Field and office equipment for APWA
e	Communications, Including phone and internet costs, and communication equipment for workshops and training
f	Office supplies and Fuel reflecting the need for generator use owing to the inconsistent main grid power supply and need for heating in winter
g	3 laptops, 1 printer, misc software and peripherals
h	Rental of offices and utilities. Security considerations paramount in selecting office and accommodation space for project staff. Rental costs in the GEF budget cover a total of five buildings – a Kabul main office and a guest house (necessary for security purposes), a Bamyan office and guest house, and a Wakhan guest house. Leasing costs in Kabul are exceptionally high. Prices based on previous 6 years of similar operations. A short survey of other office rentals in and around Kabul put prices ranging from \$18,000 a month (UNOCHA) to \$10,000 a month (NBC) to \$4,500 a month (German Agro Action project). Proposed office rental (\$5,000) is on the very low end of this spectrum.
i	Printing costs for reports, public outreach, training materials, etc.
j	APWA Consultations and Trainings
Outcome 2 Protected area coverage and protection status is improved to increase biodiversity representativeness and ecological resilience.	
k	International Ecotourism (10 wks) and International Alternative Livelihoods (5 wks) Experts (See TOR in Annexes)
k1	Project core team: CTA (see TOR, 151 K/year include benefit etc). National Project Coordinator (see TOR, 43.2 K/yr)
l	International and domestic travel by core project team and consultants. Travel costs include international air fares and internal flights necessitated by security concerns.
m	Professional services will be made under company contracts. They cover Landscape Managers (see TOR in annexes, 129.6k/yr for 4 years, , Community Co-management Specialist (27k/yr 2 years) , 6 PA Staff (2 years), 50 Community Rangers (3 yrs then financed by govt.), Security and other staff. Field facilities, RMSI Medical, in country.
n	Communications, includes phone and internet costs, and communication for workshops and training.
o	Fuel, various field and office supplies
p	Grants of 80k each to BACA and WPA for specific work on PA co-management, boundary marking and more. Local institution building/governance strengthening.
q	4 laptops, software, and 1 printer
r	Rental of offices and utilities (see note h)

s	PA Consultations and Trainings
Outcome 3 Protected Area Management effectiveness and climate-resilient Sustainable Land Management (SLM) is enhanced to reduce threats to pilot PAs.	
t	International Rangeland Management specialist 10 weeks (see TOR)
tl	Project core team: CTA (see TOR, 151 K/year include benefit etc). National Project Coordinator (see TOR, 43.2 K/yr)
u	Includes charter flights, vehicle running costs taxis, travel rations, pack animals, lodging, per diem etc. Because of extreme isolation and geography, the transport costs involved in project implementation in Wakhan are particularly high.
v	Professional services will be made under company contracts. They cover, 2 Landscape Managers, Community Co-management Specialist, Ecological monitoring specialist (43.2k/yr for 4 yrs - includes GIS training), Rangeland Management specialist (27k/yr for 4 yrs), 6 PA Staff, 50 Community Rangers, Security and other staff (Team members are essential for capacity development of all target communities).
w	Small building projects in the PAs including Ranger outposts, tourism infrastructure etc. in proposed protected areas.
x	Communications (see note e)
y	Vehicle fuel, heating fuel, food, stationary and miscellaneous operational costs
z	\$80,000 Grants to BACA and WPA each for specific projects on Sustainable livelihoods, rangeland management and nurseries. Local institution building/governance strengthening.
aa	Acquisition of Laptops (3@US\$1000), software licenses (3@US\$500), portable hard drive (3@US\$100), printer (2@US\$100)
b b	Rental of offices and utilities (see note h)
cc	Guides, cooks, casual labor for field operations
d d	SLM workshops, trainings and other consultations
Project Management	
ee	National Project Coordinator, Admin and Finance officer, Additional Admin
ff	Domestic travel
h h	Communications (see note n)
ii	Office supplies (Necessary to achieve project outputs)
jj	Acquisition of Laptops (4@US\$1000), software licenses (4@US\$200), portable hard drive (3@US\$100), printer (3@US\$100)
k k	Rental of offices and utilities (see note h)
ll	Inception meeting, workshops and other consultations

UNDP Budget

GEF Outcome/ Atlas Activity	Resp. Party/ Impl. Agent	Fund ID	Donor Name	ATLAS Budget Code	Atlas Budget Description	TOTAL Amount (USD)	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Budget Notes
Outcome 1 A National PA system is established with legal, planning, policy and institutional frameworks for expansion and management for the PA estate in the country												
	WCS	04000	UNDP TRAC	71400	Contractual Services - Individ	38,800	9,700	9,700	9,700	9,700	0	1
	WCS	04000	UNDP TRAC	72100	Contractual Services-Companies	82,280	16,456	24,684	16,456	16,456	8,228	2
	WCS	04000	UNDP TRAC	72200	Equipment and Furniture	54,000	54,000	0	0	0	0	3
	WCS	04000	UNDP TRAC	73100	Rental & Maintenance-Premises	16,000	4,000	4,000	4,000	4,000	0	4
TRAC Subtotal Atlas Activity 1 (Outcome 1)						191,080	84,156	38,384	30,156	30,156	8,228	
TOTAL ACTIVITY 1 (Outcome 1) – GEF and TRAC						1,555,999	397,084	322,785	314,557	291,224	230,348	
Outcome 2 Protected area coverage and protection status is improved to increase biodiversity representativeness and ecological resilience.												
	WCS	04000	UNDP TRAC	71400	Contractual Services - Individ	9,700	1,940	1,940	1,940	1,940	1,940	5
	WCS	04000	UNDP TRAC	72100	Contractual Services-Companies	18,500	3,700	3,700	3,700	3,700	3,700	6
	WCS	04000	UNDP TRAC	72200	Equipment and Furniture	54,000	54,000	0	0	0	0	7
	WCS	04000	UNDP TRAC	73100	Rental & Maintenance-Premises	16,000	4,000	4,000	4,000	4,000	0	8
TRAC Subtotal Atlas Activity 2 (Outcome 2)						98,200	63,640	9,640	9,640	9,640	5,640	
TOTAL ACTIVITY 2 (Outcome 2) – GEF and TRAC						2,522,490	657,653	595,653	595,653	509,219	164,312	
Outcome 3 Protected Area Management effectiveness and climate-resilient Sustainable Land Management (SLM) is enhanced to reduce threats to pilot PAs.												
	WCS	04000	UNDP TRAC	72100	Contractual Services-Companies	633,720	158,430	187,260	158,430	129,600	0	9
TRAC Subtotal Atlas Activity 3 (Outcome 3)						633,720	158,430	187,260	158,430	129,600	0	
TOTAL ACTIVITY 3 (Outcome 3) – GEF and TRAC						2,971,030	733,986	754,816	725,987	555,984	200,257	
Project Management												
	WCS	04000	UNDP TRAC	71200	International Consultants	28,000	0	0	14,000	0	14,000	10

GEF Outcome/ Atlas Activity	Resp. Party/ Impl. Agent	Fund ID	Donor Name	ATLAS Budget Code	Atlas Budget Description	TOTAL Amount (USD)	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Budget Notes
	WCS	04000	UNDP TRAC	72100	Contractual Services-Companies	13,000	3,250	3,250	3,250	3,250	0	11
	WCS	04000	UNDP TRAC	73100	Rental & Maintenance-Premises	12,000	3,000	3,000	3,000	3,000	0	12
	WCS	04000	UNDP TRAC	74500	Miscellaneous Expenses	24,000	6,000	6,000	6,000	6,000	0	13
TRAC Subtotal Atlas Activity 4 (Project Management)						77,000	12,250	12,250	26,250	12,250	14,000	
TOTAL ACTIVITY 4 (Project Management) – GEF and TRAC						392,300	80,030	74,630	88,630	74,630	74,380	
SUB-TOTAL UNDP TRAC						1,000,000	318,476	247,534	224,476	181,646	27,868	
GRAND TOTAL (in cash)						7,441,819	1,868,754	1,747,884	1,724,827	1,431,057	669,297	

UNDP Budget Notes

1	Drivers, National, with security training.
2	Translation and Medical. Documents for dissemination to Afghan partners require translation into Dari. Given the security and logistic challenges of working in remote locations, there is a requirement for all staff (Afghan & international) to have high quality medical insurance.
3	One Vehicle - Standard 4x4
4	Rental of offices and utilities (see note g)
5	2 National Drivers part time with security training
6	Translation services
7	One new 4x4 vehicle
8	Building maintenance. Remote field conditions including extreme weather necessitate regular maintenance and repair.
9	2 International Landscape Managers for 2 years (1/2 of their time over a 4 year contract). Construction of ecotourism facilities, Medical and evacuation insurance RMSI (see note k)
10	External evaluation
11	audits and other contractual services
12	Building maintenance
13	Miscellaneous and Bank Fees

SECTION IV: ADDITIONAL INFORMATION

PART I: Other agreements

CO-FINANCING LETTERS

-- See separate file—

Afghanistan Cofinancing Letters.docx

PART II: Stakeholder Involvement Plan

156. The PPG phase included consultations with the project's key stakeholders at the national and local levels. Field trips were carried out to Bamyan and Band-e-Amir, where project sites were visited. Local authorities and community organizations were presented to the project proposal. Two workshops at the national level were also held and the project was thoroughly discussed. In addition, several bilateral meetings were held, mostly with donors and key stakeholders who could not attend the workshops. Generally, project design was a highly participatory process, in line with UNDP's and GEF's requirements. Refer to Annexes II – V for more detail on the PPG.

Table 10. Coordination and collaboration between project and related initiatives

INITIATIVES / INTERVENTIONS	HOW COLLABORATION WITH THE PROJECT WILL BE ENSURED
USAID / WCS Program	WCS will take a leading role in coordinating and executing this project assuring smooth collaboration with the related USAID funded project
NSP	The project will support CDCs projects and proposals with NSP facilitating the communities access capital from this program and providing technical support where needed for successful implementation
NABDP	The project will gain from lessons learned and share lessons learned with this project.
UNEP Programs	Close collaboration and regular meetings will take place between the project and the different projects of UNEP / GEF to assure close coordination. The UNEP is currently applying for a coordination grant with GEF to further support inter-project collaboration.
USAID Watershed Program	The project will establish a good working relationship with the implementing organization for this project to assure sharing of successful approaches.
UNDP Small Grants Program	The project will work with the communities to propose and implement small grants program activities and will facilitate communication and sharing lessons learned on all such actions.

Project Annexes

Annex I. Co-Financing Letters

- In separate file.

Annex II. ESSP

- In separate file.

Annex III. IUCN and CITES-listed species occurring in Afghanistan¹

Plant and animal species occurring in Afghanistan that are listed by IUCN and/or CITES as being of conservation concern on a global basis.

Scientific Name	Common Name	IUCN Red List Status	CITES Status
MAMMALIA			
Muridae	Mice and relatives		
<i>Meriones zarudnyi</i>	Zarudny's Jird	Endangered	
Felidae	Cats		
<i>Acinonyx jubatus venaticus</i> ²	Cheetah	Vulnerable	I
<i>Caracal caracal</i>	Caracal		I
<i>Felis chaus</i>	Jungle cat		II
<i>Felis sylvestris</i>	Wild cat		II
<i>Lynx lynx</i>	Lynx		II
<i>Octolobus manul</i>	Pallas' cat		II
<i>Panthera pardus</i> ³	Leopard		I
<i>Panthera tigris</i> ²	Tiger	Endangered	I
<i>Prionailurus bengalensis</i>	Leopard cat		II
<i>Uncia uncia</i>	Snow leopard	Endangered	I
<i>Felis margarita</i> ⁴	Sand cat		II
<i>Panthera leo</i> ⁴	African lion	Vulnerable	I or II
Canidae	Wolves and foxes		
<i>Canis lupus</i>	Wolf		II
<i>Vulpes cana</i>	Blandford's fox	Vulnerable	II
Ursidae	Bears		
<i>Ursus arctos</i>	Brown bear		II
<i>Ursus thibetanus</i>	Asiatic black bear	Vulnerable	I
Mustelidae	Otters		
<i>Lutra lutra</i>	Common otter		I
Rhinolophidae	Horseshoe Bats		
<i>Rhinolophus mehelyi</i>	Meheli's horseshoe bat	Vulnerable	
Vespertilionidae	Evening Bats		

Scientific Name	Common Name	IUCN Red List Status	CITES Status
<i>Eptesicus nasutus</i>	Sind serotine bat	Vulnerable	
<i>Myotis emarginatus</i>	Geoffrey's bat	Vulnerable	
<i>Myotis longipes</i>	Kashmir cave bat	Vulnerable	
Cercopithecidae	Old World Monkeys		
<i>Macaca mulatta</i>	Rhesus macaque		II
Cervidae	Deer		
<i>Cervus elaphus bactrianus</i>	Bactrian deer	Vulnerable	II
<i>Moschus chrysogaster</i>	Himalayan musk deer		I

Bovidae	Oxen and relatives		
<i>Capra aegagrus</i>	Wild goat	Vulnerable	
<i>Capra falconeri</i> ⁵	Markhor	Endangered	I
<i>Ovis amon</i>	Argali	Vulnerable	II
<i>Ovis vignei</i> ⁶	Afghan urial	Vulnerable	II
<i>Naemorhedus goral</i> ⁴	Goral		I
<i>Bos mutus</i> ³	Wild yak	Vulnerable	I
Equidae	Horses		
<i>Equus onager</i>	Onager or Asian wild ass		II
Rhinocerotidae	Rhinoceroses		
<i>Rhinoceros unicornis</i> ⁴	Indian rhinoceros		I
AYES			
Phasianidae	Pheasants		
<i>Lophophorus impejanus</i>	Himalayan monal		I
<i>Catreus wallichi</i>	Cheer pheasant	Vulnerable	I
Anatidae	Ducks and Geese		
<i>Marmaronetta angustirostris</i>	Marbled teal	Vulnerable	
<i>Oxyura leucocephala</i>	White-headed duck	Endangered	II
<i>Anser erythropus</i> ⁴	Lesser white-fronted goose	Vulnerable	
<i>Anser formosa</i>	Baikal teal	Vulnerable	II
Phoenicopteridae	Flamingos		
<i>Phoenicopus roseus</i>	Greater flamingo		II
<i>Phoenicopus minor</i> ⁴	Lesser flamingo		II
Ciconiidae	Storks		
<i>Ciconia niger</i>	Black stork		II
Threskiornidae	Spoonbills		
<i>Platalea leucorodia</i>	Eurasian spoonbill		II
Pelecanidae	Pelicans		

<i>Pelecanus crispus</i>	Dalmatian pelican	Vulnerable	II
Falconidae	Falcons		
<i>Falco naumanni</i>	Lesser kestrel	Vulnerable	II
<i>Falco tinnunculus</i>	Eurasian kestrel		II
<i>Falco columbarius</i>	Merlin		II
<i>Falco subbuteo</i>	Eurasian hobby		II
<i>Falco jugger</i>	Laggar falcon		I
<i>Falco cherrug</i>	Saker falcon	Endangered	II
<i>Falco pelegrinoides</i>	Barbary falcon		I
<i>Falco peregrinus</i>	Peregrine falcon		I
<i>Falco vepertinus</i> ⁴	Red-footed falcon		II
<i>Falco amurensis</i> ⁴	Amur falcon		II
<i>Falco rusticolis</i> ⁴	Gyrfalcon		I
Accipitridae	Hawks, Eagles, Vultures		
<i>Pandion haliaetus</i>	Osprey		II
<i>Elanus caeruleus</i>	Black-shouldered kite		II
<i>Milvus migrans</i>	Black kite		II
<i>Haliaeetus leucoryphus</i>	Pallas' fish eagle	Vulnerable	II
<i>Haliaeetus albicilla</i>	White-tailed eagle		I
<i>Gyptaeus barbatus</i>	Lammergeier		II
<i>Neophron percnopterus</i>	Egyptian vulture		II
<i>Gyps bengalensis</i>	White-rumped vulture	Critically endangered	II
<i>Gyps himalayensis</i>	Himalayan griffon		II
<i>Gyps fulvus</i>	Eurasian griffon		II
<i>Aegypius monachus</i>	Cinereous vulture		II
<i>Circus gallicus</i>	Short-toed eagle		II
<i>Circus aeruginosus</i>	Western marsh harrier		II
<i>Circus cyaneus</i>	Northern harrier		II
<i>Circus macrourus</i>	Pallid harrier		II
<i>Circus pygargus</i>	Montagu's harrier		II
<i>Accipiter badius</i>	Shikra		II
<i>Accipiter nisus</i>	Eurasian sparrowhawk		II
<i>Accipiter gentilis</i>	Northern goshawk		II
<i>Butastur teesa</i>	White-eyed buzzard		II
<i>Buteo rufinus</i>	Long-legged buzzard		II
<i>Buteo lagopus</i>	Rough-legged hawk		II
<i>Aquila clanga</i>	Greater spotted eagle	Vulnerable	II
<i>Aquila nipalensis</i>	Steppe eagle		II
<i>Aquila heliaca</i>	Imperial eagle	Vulnerable	II
<i>Aquila chrysaetos</i>	Golden eagle		II
<i>Aquila fasciatus</i>	Bonelli's eagle		II
<i>Aquila pennatus</i>	Booted eagle		II
<i>Gyps indicus</i> ⁴	Indian vulture	Critically endangered	II
<i>Pernis apivorus</i> ⁴	European honey-buzzard		II
<i>Buteo buteo</i> ³	Eurasian buzzard		II
Otididae	Bustards		

<i>Otis tarda</i>	Great bustard	Vulnerable	II
<i>Chlamydotis undulate</i>	Houbara bustard	Vulnerable	I
<i>Tetrax tetrax</i>	Little bustard		II
Rallidae	Rails		
<i>Crex crex</i>	Corn crake	Vulnerable	
Gruidae	Cranes		
<i>Anthropoides virgo</i>	Demoiselle crane		II
<i>Grus leucogeranus</i> ²	Siberian crane	Critically endangered	I
<i>Grus grus</i>	Common crane		II
Charadriidae	Plovers		
<i>Vanellus gregarious</i>	Sociable lapwing	Critically endangered	
Scolopacidae	Sandpipers		
<i>Numenius tenuirostris</i> ⁴	Slender-billed curlew	Critically endangered	I
Columbidae	Pigeons		
<i>Columba eversmanni</i>	Pale-backed pigeon	Vulnerable	
Psittacidae	Parrots		
<i>Psittacula eupatria</i>	Alexandrine parakeet		II
<i>Psittacula krameri</i>	Rose-ringed parakeet		II
<i>Psittacula himalayana</i>	Slaty-headed parakeet		II
Strigidae	Owls		
<i>Otus brucei</i>	Pallid scops-owl		II
<i>Otus scops</i>	European scops-owl		II
<i>Bubo bubo</i>	Eurasian scops-owl		II
<i>Strix aluco</i>	Tawny owl		II
<i>Athene noctua</i>	Little owl		II
<i>Asio otus</i>	Long-eared owl		II
<i>Asio flammeus</i>	Short-eared owl		II
<i>Glaucidium brodei</i>	Collared owlet		II
<i>Ketupa zeylonensis</i> ⁴	Brown fish-owl		II
<i>Athene brama</i> ³	Spotted owlet		II
Picidae	Woodpeckers		
<i>Picus squamatus</i>	Scaly-bellied woodpecker		II
Muscicapidae	Flycatchers		
<i>Saxicola macrorhyncha</i>	White-browed bushchat	Vulnerable	
REPTILIA			
Testudinae	Tortoises		
<i>Testudo horsfeldii</i>	Afghan tortoise	Vulnerable	II

Agamidae	Agama lizards		
<i>Uromastyx asmussi</i>	Iranian Uromastyx		II
<i>Uromastyx hardwickii</i>	Hardwick's spiny-tailed lizard		II
Varanidae	Monitor Lizards		
<i>Varanus bengalensis</i>	Bengal monitor		I
<i>Varanus griseus caspius</i>	Caspian monitor		I
Boidae	Boas		
<i>Eryx elegans</i>	Elegant sand boa		II
<i>Eryx johnii</i>	Indian sand boa		II
<i>Eryx tataricus</i>	Tartary sand boa		II
<i>Eryx millarus</i>	Dwarf sand boa		II
Colubridae	Colubrids		
<i>Ptyas mucosa</i>	Oriental rat snake		II
Elapidae	Cobras		
<i>Naja oxiana</i>	Central Asian cobra		II

¹based on UNEP (2009) and included references

²considered to be extirpated from Afghanistan

³subspecies *P. pardus saxicolor* is considered endangered

⁴occurrence in Afghanistan unconfirmed

⁵Tadjik markhor *C.f. heptneri* is Critically Endangered

⁶synonymous with *Ovis orientalis*

Annex IV. CSO for Wildlife Conservation Society

In separate files.

Annex V. Report on PA Financing

In separate file.

Annex VI. PPG Legal Report

In separate file.

Annex VII. Rangeland Report

In separate file.

Annex VIII. Community Consultation Report

In separate file.

Annex IX. Map of Pilot Protected Areas Sites



Annex X. Supplemental Legal Context

General responsibilities of the Government, UNDP and the executing agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of (the particular country or territory), the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government

5. Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
6. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
7. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
8. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the
2. Government's participation so specified shall be set forth in the Project Budgets.
3. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.
4. The estimated cost of items included in the Government contribution, as detailed in the Project
5. Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.
6. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.
7. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.
8. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.
9. The Government shall make available to the project - subject to existing security provisions – any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.
10. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from
11. UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the
12. Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.
9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.
11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the
12. Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.
2. The Executing Agency shall consult with the Government and UNDP on the candidature of the
3. Project Manager³⁵ who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.
4. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.
5. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.
6. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.
7. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.
8. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.
9. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the
10. Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP.
11. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the
12. Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.
13. At an agreed time after the completion of UNDP assistance to the project, the Government and the
14. UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
15. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

³⁵ May also be designated Project Coordinator or Chief Technical Adviser, as appropriate

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.
2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.
3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
 - (a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
 - (b) Be immune from national service obligations;
 - (c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;
 - (d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
 - (e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.
4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.
5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:
 - (a) The salaries or wages earned by such personnel in the execution of the project;
 - (b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;
 - (c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
 - (d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.
6. The Government shall ensure:
 - (a) prompt clearance of experts and other persons performing services in respect of this project;
 - (b) and, the prompt release from customs of:
 - i. equipment, materials and supplies required in connection with this project; and
 - ii. property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.
7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.
9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or termination of assistance

1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgment of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.
2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.
3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the
4. UNDP may have in the circumstances, whether under general principles of law or otherwise.

Annex XI: Terms of References for key project staff

NATIONAL PROJECT COORDINATOR

National Project Coordinator

Background

National Project Coordinator (NPC), together with the CTA will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The NPC will report to the Chief Technical Advisor in close consultation with the UNDP Sustainable Development Unit for all of the project's substantive and administrative issues. From the strategic point of view of the project, the NPC will report on a periodic basis to the Project Steering Committee (PSC). Generally, the NPC will be responsible for meeting contractual obligations under the project, under the NGO execution modality. He/She will perform a liaison role with the Government, UNDP and other UN Agencies, NGOs and project partners, and maintain close collaboration with other donor agencies providing co-financing.

Duties and Responsibilities

- Work with the CTA to supervise and coordinate the production of project outputs, as per the project document;
- Mobilize all project inputs in accordance with UNDP procedures for NGO executed projects;
- Together with the CTA, supervise and coordinate the work of all project staff, consultants and sub-contractors;
- Coordinate the recruitment and selection of project personnel;
- Prepare and revise project work and financial plans, as required by NEPA, WCS and UNDP;
- Liaise with UNDP, NEPA, MAIL, relevant government agencies, and all project partners, including donor organizations and NGOs for effective coordination of all project activities;
- Facilitate administrative backstopping to subcontractors and training activities supported by the Project;
- Oversee and ensure timely submission of the Inception Report, Combined Project Implementation Review/Annual Project Report (PIR/APR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF, NEPA, WCS and other oversight agencies, ensuring that gender disaggregated data is collected, retrieved, analysed and reported;
- Disseminate project reports and respond to queries from concerned stakeholders;
- Report progress of project to the steering committees, and ensure the fulfilment of steering committees directives.
- Oversee the exchange and sharing of experiences and lessons learned with relevant community based integrated conservation and development projects nationally and internationally;
- Ensures the timely and effective implementation of all components of the project;

- Assist community groups, municipalities, NGOs, staff, students and others with development of essential skills through training workshops and on the job training thereby upgrading their institutional capabilities;
- Encourage staff, partners and consultants such that strategic, intentional and demonstrable efforts are made to actively include women in the project, including activity design and planning, budgeting, staff and consultant hiring, subcontracting, purchasing, formal community governance and advocacy, outreach to social organizations, training, participation in meetings; and access to program benefits.
- Coordinate and assists scientific institutions with the initiation and implementation of all field studies and monitoring components of the project
- Assists and advises the teams responsible for documentaries, TV spots, guidebooks and awareness campaign, field studies, etc.; and
- Carry regular, announced and unannounced inspections of all sites and the activities of the project site management units.

Qualifications

- A university degree (MS or PhD) in Natural Resource Management or Environmental Sciences;
- At least 10 years of experience in natural resource and water management;
- At least 5 years of project/programme management experience;
- Working experiences with ministries and national institutions (NEPA, and MAIL) is a plus, but not a requirement;
- Ability to effectively coordinate a large, multi-stakeholder project;
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project;
- Strong drafting, presentation and reporting skills;
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search;
- Strong knowledge about Afghanistan political and socio-economic context, in particular at National and Municipal level;
- Excellent writing communication skills in Dari; and
- A good working knowledge of English is a requirement.

CHIEF TECHNICAL ADVISER

Background

The Chief Technical Adviser (CTA) will be responsible for providing overall technical backstopping and management support to the Project. He/She will render technical support to the National Project Coordinator (NPC), staff and other project and government counterparts. The CTA will coordinate the provision of the required technical inputs, reviewing and preparing Terms of Reference and reviewing the outputs of consultants and other sub-contractors. The CTA will be an experienced expatriate. He/She will supervise the National Project Coordinator.

Duties and Responsibilities

- Provide technical and strategic assistance for project activities, including planning, monitoring and site operations, and assuming quality control of interventions;
- Provide hands-on support to the National Project Coordinator, project staff and other government counterparts in the areas of project management and planning, management of site activities, monitoring, and impact assessment;
- Provide technical support and guidance to ensure strong gender consideration throughout program activities.
- Work with the NPC to supervise and coordinate the production of project outputs, as per the project document;
- With the NPC, supervise and coordinate the work of all project staff, consultants and sub-contractors;
- Support the NPC to coordinate the recruitment and selection of project personnel;
- Finalize Terms of Reference for consultants and sub-contractors, and assist in the selection and recruitment process;
- Coordinate the work of all consultants and sub-contractors, ensuring the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities;
- Assist the National Project Coordinator in the preparation and revision of the Management Plan as well as Annual Work Plans;
- Coordinate preparation of the periodic Status Report when called for by the National Project Coordinator;
- Assist the National Project Coordinator in the preparation of the Combined Project Implementation Review/Annual Project Report (PIR/APR), inception report, technical reports, quarterly financial reports for submission to UNDP, the GEF, other donors and Government Departments, including gender disaggregated data as required;
- Assist in mobilizing staff and consultants in the conduct of a mid-term project evaluation, and in undertaking revisions in the implementation program and strategy based on evaluation results;
- Assist the National Project Coordinator in liaison work with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities;
- Document lessons from project implementation and make recommendations to the Steering Committee for more effective implementation and coordination of project activities;
- Support the promotion of gender equity in the programme where possible, and;
- Perform other tasks as may be requested by the National Project Coordinator, Steering Committee and other project partners.

Qualifications

- University education (MS or PhD) with expertise in the area of protected areas and wildlife management or environmental management in general;
- At least 10 years of professional experience, of which at least eight are at international level
- Strong skills in monitoring and evaluation and experience in implementing environmental projects;
- Previous experience with GEF projects is an added plus;

- Ability to effectively coordinate a large, multidisciplinary team of experts and consultants;
- Be an effective negotiator with excellent oral and presentation skills;
- Excellent writing skills in English,
- A good working knowledge of Dari is an added plus.

OVERVIEW OF INPUTS FROM TECHNICAL ASSISTANCE CONSULTANTS

Table 11. Overview of Inputs from Technical Assistance Consultants

Consultant		Tasks and Inputs
<i>Local / National contracting</i>		
Legal Specialist 43.2k/year 86.4k/ 2yrs	Full time / over 2 years	a) Leads the comprehensive analysis of policies, regulations, land use law, legal and institutional instruments as relevant to PA governance, natural resource management, land use planning, SLM b) Collect and collate all relevant documents relating to institutional structures of statutory bodies c) Advise on the process that should be followed to develop the legal structure of APWA including opportunities for gender-equitable laws, regulations, and policies. d) Liaise closely with the Ministry of Justice and other relevant Ministries in order to draft out the necessary documents that will lead to the establishment of APWA, and that where possible incorporates best practices of gender-equitable laws, regulations, and policies. e) Prepare draft of laws and regulations pertaining to PA in case of need
PA Management Specialist 27k/year 108k/ 4yrs	Full time / over 4 years	a) Provide technical support for PA co-management systems b) Work closely with Community Associations and PAC to ensure effective management of the pilot PAs c) Support the Project Landscape Managers
PA Finance / Livelihood specialist 27k/year 108k/ 4yrs	Full time / over 4 years	a) Assist in all aspects of community processes endeavoring to ensure that men and women have equitable opportunities to participate. b) Assist field surveys and ensure that gender equitable data is collected, recorded and reported regularly and consistently. a) Assist community groups, including women- and youth-focused associations, apply for funding for livelihood support projects and assist implementation b) Assist community groups define livelihood enhancement projects including women and other marginalized groups. c) Train male and female counterparts in community liaison processes
Rangeland	Full time	d) Prepare procedures and extension materials for engaging

Consultant		Tasks and Inputs
Management specialist 27k/year 108k/ 4yrs	/ over 4 years	<p>community organisations including organizations whose focus is on women and youth, in SLM</p> <ul style="list-style-type: none"> e) Lead community group SLM engagement missions f) Ensure that men and women are intentionally included in aspects of community work, that materials are gender-sensitive, and that surveys are gender-equitable in design and execution. g) Prepare a manual on community engagement and operation of SLM h) Based on local knowledge assist community groups prepare guidelines for controlling use of natural resources i) Prepare draft community grazing use and predator impact plans j) Develop protocols for community groups to prepare grazing land use plans and spatio-temporal patterns of livestock predation. k) Assist community groups refine SLM plans l) Assist community groups develop and implement conflict resolution processes. m) Provide progress reports and final report on achievement of TORs. n) Assist in all aspects of field survey o) Install and record rangeland monitoring sites and manage data. p) Supervise installation and recording of NRM demonstrations. q) Data management and liaison with GIS centre. r) Prepare draft SLM plans s) Manage community testing and evaluation of agro-environmental incentives
Ecological Monitoring specialist 43.2k/year 172.8k/ 4yrs	Full time / over 2 years	<ul style="list-style-type: none"> a) Design and implement an ecological monitoring program with outside technical specialists, other project staff, and key stakeholders. b) Support annual surveys to assess adoption and impacts of SLM and other project activities ensuring strong participation from men and women. c) Develop and manage a relational data base for all project related data with gender-disaggregated data incorporated d) Design data recording protocols and methods for collection of project data e) Manage data entry and data integrity f) Provide maps and information products to assist SLM and other project activities g) Provide information products from annual monitoring surveys.
Community Co-management	Full time / over 4	<ul style="list-style-type: none"> a) Support all community co-management efforts with community

Consultant		Tasks and Inputs
Specialist 27 k/year 108k/4 years	years	<p>associations and PACs.</p> <p>b) Provide administrative and management capacity building to all community based entities involved with the project.</p> <p>c) Support PA co-management process</p>
<i>International / Regional and global contracting</i>		
Project Landscape Manager \$129,600/year 1,036,800/4 years	2 Full time / over 4 years	<ul style="list-style-type: none"> • Lead, advise, mentor and guide the WCS field project teams in all aspects of the project planning and implementation; undertake any other duties as assigned by the CTA and NPC. • Assist on work with community development committees to strengthen their abilities and authority over natural resources through bylaws, development of collaborative management planning, and plan implementation; and in parallel, promote national legislation that will support the devolution of power over natural resources to local communities. • Promote access to project benefits and opportunities to participate in project design and implementation for both men and women • Provide guidance and advice in developing collaborative resource management plans that will enable communities to identify, develop, and enact long-term goals for the sustainable use of rangelands, wildlife, and other resources of importance to their long-term survival. • Assist on work with local communities to strengthen the Protected Area Committees and the Community Association • Assist in developing collaborative resource management plans that will enable communities to identify, develop, and enact long-term goals for the sustainable use of rangelands, wildlife, and other resources of importance to their long-term survival. • Investigate the development of a fund or account for the committees to accept and disburse funds related to conservation and sustainable development initiatives. • In consultation with NEPA and MAIL, oversee the production of a national ranger training manual and TMPs related to ranger training. • Represent WCS on site as the principal adviser for local protected areas. • Develop and provide the program with all training materials in the Training Management Package structure
Protected Area (PA) system financing in Afghanistan 3500 / week 35k / 10 weeks	10 Weeks over 4 years	<p>Working under the GEF project CTA and liaising closely with UNDP Afghanistan, the consultant will:</p> <p>a) Review existing and proposed schemes for using extractive industries revenues in support of conservation and protected areas globally, with emphasis on models with relevance to Afghanistan, and make recommendations to UNDP and GEF CoP on whether</p>

Consultant		Tasks and Inputs
		<p>and how such a scheme might be implemented in Afghanistan.</p> <p>b) Review existing and proposed conservation and protected area Trust Funds, with emphasis on models relevant to Afghanistan, and propose an appropriate detailed structure and operational model for an Afghan Protected Areas Trust Fund.</p> <p>c) To assist UNDP and the GEF CoP in presenting either or both schemes to stakeholders in the Afghan government and international donor community and to prepare briefing documents, summaries, detailed plans, responses and other documents as required.</p> <p>d) To plan and organize trainings, orientations, workshops and other venues which include men and women at which the details of either or both funding schemes can be elaborated, developed, refined and publicized.</p>
<p>Ecotourism Specialist</p> <p>3500 / week 35k / 10 weeks</p>	<p>10 weeks over 4 years</p>	<p>a) Provide support on the development of ecotourism at Band-e-Amir NP and the Wakhan Corridor.</p> <p>b) Develop Ecotourism plans involving men and women from the local communities and elsewhere.</p>
<p>Rangeland Management specialist</p> <p>3500 / week 35k / 10 weeks</p>	<p>10 weeks over 4 years</p>	<p>In respect of SLM activities:</p> <p>a) Provide technical direction and support in achieving project targets and objectives.</p> <p>b) Provide quality assurance and technical reviews of achievement of project outputs</p> <p>c) Draft TORs for technical consultancies</p> <p>d) Supervise the work of consultants and national staff</p> <p>e) Develop strategic regional and international partnerships to maximize opportunities for achievement of project objectives including flora identification.</p> <p>f) Coordinate and direct knowledge management, communication and awareness raising</p> <p>g) Prepare format for surveys to assess adoption and impacts of SLM</p> <p>h) Collaborate with relevant agencies to develop and test agro-environmental incentives to support biodiversity conservation</p> <p>i) Coordinate and direct capacity building operations</p> <p>j) Prepare reports, budget estimates as required and in general contribute to overall achievement of project outcomes as necessary.</p>
<p>Alternative Livelihoods specialist</p> <p>3500 / week 17.5/ 5 weeks</p>	<p>5 weeks over 2 years</p>	<p>a) Identify alternative livelihood options for communities involved in the project.</p> <p>b) Review livestock marketing arrangements within Band-e-Amir and Wakhan</p>

Consultant		Tasks and Inputs
		<ul style="list-style-type: none"> c) Appraise alternatives including establishment of local meat processing facilities d) Examine requirements for local credit facilities especially with regard to women.
Institutional Design and Capacity specialist 3500 / week 35k / 10 weeks	10 weeks over 4 years	<ul style="list-style-type: none"> a) Based on the above assessment, develop: (i) a detailed profile of institutional analysis with clear roles in project implementation; (ii) recommendations for institutional/agency capacity development activities to strengthen collaborative and oversight capacities; (iii) a detailed partnership involvement strategy b) Provide policy and institutional support for the creation of APWA c) Build capacity at APWA and other project partners through training programs.

Annex XII: Offline Risk Log

Project Title: Establishing integrated models for protected areas and their co-management in Afghanistan	Award and Project ID:	Date: 20 March 2013
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#	Description	Date Identified	Type	Impact & Probability	Counter-measures / Mgt response	Owner	Submitted, updated by	Last Update	Status
1	Deterioration of security in country and project sites (In Atlas, use the Description field. Note: This field cannot be modified after first data entry)	March 20, 2013 (In Atlas, select date. Note: date cannot be modified after initial entry)	Political Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information) (In Atlas, select from list)	Field missions would be curtailed, government may lose focus on PA management and SLM P = likely I = medium (in Atlas, use the Management Response box. Check "critical" if the impact and probability are high)	Choice of pilot sites in provinces with historically low security risk; complete integration with government entities; close contact with local security agencies and long-standing good relations with local communities. Strong security management already in place will be adapted by WCS-UNDP to meet changing circumstances during project implementation. Measures include: employment of staff with appropriate Afghan or conflict related experience, as well as trained security guards and drivers as necessary. Internal policies and strategies for minimising risk and reacting to security incidents. Regular review and adaptation of security procedures.	Project management (in Atlas, use the Management Response box)	David Meyers, Lead Consultant (In Atlas, automatically recorded)	baseline (In Atlas, automatically recorded)	ongoing (in Atlas, use the Management Response box)

#	Description	Date Identified	Type	Impact & Probability	Counter-measures / Mgt response	Owner	Submitted, updated by	Last Update	Status
					<i>(in Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)</i>				
2	Organizational conflicts	March 20, 2013	Political	The UNDP has experienced some challenges in the past with the GoIRA and current political issues may cause disruption of UNDP projects P = unlikely I = high	The UNDP will be working through WCS and national partners so if a large political problem occurs, a different implementation modality may be used.	Project management	David Meyers, Lead Consultant	baseline	ongoing
3	International conflicts	March 20, 2013	Political	One project site is located on the boarder of Tajikistan, China, and Pakistan and border conflicts could create challenges for project implementation P = unlikely I = high	Strong collaboration with local communities will assure that certain project activities continue regardless of political border conflicts	Project management	David Meyers, Lead Consultant	baseline	ongoing
4	Lack of government support	March 20, 2013	Organizational	Challenges with defining APWA and allocating resources could result in uncertainty over roles and responsibilities for PA management	Full involvement of key government players in all aspects of APWA design and development	Project management	David Meyers, Lead Consultant	baseline	ongoing

#	Description	Date Identified	Type	Impact & Probability	Counter-measures / Mgt response	Owner	Submitted, updated by	Last Update	Status
				P = unlikely I = medium					
5	Delays with legislation and regulations	March 20, 2013	Regulatory	New laws can take several years and sometime new regulations are blocked for many months P = very likely I = medium	The project is designed to 1) identify the most expedient means of promulgating new legislation and 2) most project activities are not dependent upon new legislation and can operate in parallel	Project management	David Meyers, Lead Consultant	baseline	ongoing
6	Mining conflicts	March 20, 2013	Regulatory	There is increasing interest in mining development in Afghanistan and the Band-e-Amir NP is located north of an iron deposit and south of a coal deposit. As well, China has been discussing a road project in the Wakhan P = moderately likely I = medium	Strong collaboration with key government partners in multiple ministries (in addition to project partners NEPA and MAIL) will help lessen the threat and WCS has a strong history of collaboration with the mining industry to identify good environmental solutions.	Project management	David Meyers, Lead Consultant	baseline	ongoing
7	Massive prolonged droughts	March 20, 2013	Environmental	Afghanistan is subject to prolonged droughts and extreme droughts could diminish project success through increasing competition for water and rangeland resources P = moderately likely I = low	The project design includes measures to promote SLM under moderate drought conditions. Intensive drought conditions would alter the project priorities to address this directly for the local communities	Project management	David Meyers, Lead Consultant	baseline	ongoing

#	Description	Date Identified	Type	Impact & Probability	Counter-measures / Mgt response	Owner	Submitted, updated by	Last Update	Status
8	Asymmetric power relations and gender issues	March 20, 2013	Social/cultural	Rural communities in Afghanistan are structured in a way which places women in a subordinate position to men. They also tend to be dominated by local elites who derive power from their political, economic or religious status P = moderately likely I = medium	Strengthening of existing community-based natural resource management institutions (BACA and WPA), which have transparent and democratic rules and processes that constrain the capacity for local elites to dominate community discourse and decision-making. Reinforcement of women's voices in community decision-making processes through increased representation in BACA and WPA. Ongoing monitoring by project staff of gender representation and local power dynamics among project beneficiaries. Continued focus on women's participation in economic activities.	Project management	David Meyers, Lead Consultant	baseline	ongoing

<i>Box 1. Risk Assessment Guiding Matrix</i>						
	Impact					
Probability		CRITICAL	HIGH	MEDIUM	LOW	NEGLECTIBLE
	CERTAIN / IMMINENT	Critical	Critical	High	Medium	Low
	VERY LIKELY	Critical	High	High	Medium	Low
	LIKELY	High	High	Medium	Low	Negligible
	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible
	UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no determinable risk

Annex XIII: Capacity Score Card (McC)

- In separate file. –

Annex XIV: Capacity Score Card (MAIL & NEPA)

- In separate file. –

Annex XV: Capacity Score Card (WPA)

- In separate file. –

Annex XVI: TT BD

- In separate file. –

Annex XVII: TT LD

- In separate file. –