

Country: **KYRGYZSTAN**

Project Title: **Institutional Capacity Building in Small-scale Enterprise Development in Mountain Regions**

Project Symbol: **TCP/KYR/3002**

Proposed Starting Date: **April 2005**

Completion Date: **November 2006**

Project Period: **20 months**

Government Agency responsible for Project execution: **The National Centre for Development of Mountain Regions**

Proposed Budget: **US\$244 000**

Signed: .....

(on behalf of the Government)

Date of  
Signature: .....

Signed: .....

**Jacques Diouf**  
Director-General  
(on behalf of FAO)

Date of  
Signature: .....

## **I BACKGROUND AND JUSTIFICATION**

Kyrgyzstan is a small, mountainous country with a predominantly agricultural economy. Two mountain ranges, the Tian Shan range in the northeast, and the Pamir-Alai range in the southwest, dominate the terrain. More than 94 percent of the territory is mountains with more than 40 percent of the population living at altitudes higher than 1 000 metres above sea level. The country has significant water, mineral and other natural resources.

Since declaring independence from the former Soviet Union in 1991, Kyrgyzstan has undergone drastic political, social and economic changes, causing considerable hardship. As a result of radical reforms, the bases for a democratic government and a market economy have been introduced in the country. However, despite considerable achievements in the political sphere, the economy is still in crisis. The previous state-managed economy has been destroyed and the new market economy is still in the process of being developed. Some parts of the country are in serious economic difficulty, particularly the communities in high mountainous areas where the abolition of the state-farm system – which was the only source of employment for the local population – has left people without any income at all.

Further complicating the situation, the agrarian reforms have not yet been fully implemented, and although rural communities have now received land shares, lack of financial, material and technical assistance makes many unable to farm the land and pay even a minimum amount of rent to more solvent farmers and so-called village cooperative societies. In addition, a secondary land market has still to be developed. Given that in the agricultural sector there was only a primitive subsistence economy; the transition to modern productive farming is necessarily slow and painful. As a result, the inhabitants of the high mountainous areas of the country are on the verge of extreme poverty, and aside from farming, there are virtually no other forms of employment.

The government of Kyrgyzstan, with the support of many partners, has been undertaking several initiatives to enhance economic development, social welfare and ecological sustainability in mountain regions. It was the Government of Kyrgyzstan that proposed to the UN General Assembly to devote a UN International Year specifically to mountain areas. It was again the Government of Kyrgyzstan that hosted and organized the Bishkek Global Mountain Summit, from 28 October to 1 November, as the final event of the International Year of Mountains. In 2002 the Government of Kyrgyzstan approved the National Strategy and Action Plan on sustainable development in mountain areas. This document mentions specifically the need to develop a programme for promoting production and marketing of both primary and processed products to integrate the mountain farming population more effectively into the national economic system.

The Government, however, lacks the technical capacity, expertise and knowledge to implement such a programme for improved production, processing and marketing of high-value mountain products. It therefore seeks assistance from FAO to address the critical need for building institutional capacity (at national, district and local levels) to identify and develop viable income-generating small-scale enterprises for poor inhabitants of mountain areas in the country.

The TCP will achieve this through a training programme based on FAO's Market Analysis and Development (MA&D) approach, an innovative participatory planning process for development of small-scale enterprises based on natural resources. Details of the MA&D approach are presented in Annex 1.

Staff from government institutions (e.g. the National Centre for Mountain Development, the Ministry of Agriculture and Water Resources and the State Forest Service) and NGOs operating in a pilot region of Kyrgyzstan (to be identified during the inception mission) will be trained in analyzing the four areas of enterprise development (Market/Economy, Resource Management/Environment, Social/Institutional, Science/Technology), identifying products, markets and means of marketing, developing enterprise business plans and managing the enterprise pilot phase. At the end of the project it is envisaged that staff trained in small-scale enterprise development will in turn be able to train other staff in other regions of the country.

The proposed TCP will complement projects of other international organizations working in the field of sustainable development in mountain regions, including: SDC, UNEP, UNESCO, the World Bank, the Asian Development Bank, the GEF, OECD, UNDP and the Aga Khan Development Network to name a few.

## **II OBJECTIVES**

The development objective of the project is to assist the Government of Kyrgyzstan to establish viable income-generating activities that contribute to improved livelihoods of the rural population and create incentives for sustainable development of mountain areas in Kyrgyzstan.

The primary objective of this project is to build the institutional capacity at national, regional and local levels to develop viable small-scale enterprises in mountain communities through the implementation of a training programme based on the Market Analysis and Development (MA&D) methodology.

## **III PROJECT OUTPUTS (RESULTS)**

The project outputs will be:

1. Approximately 20 staff from government agencies and NGOs at national and district levels, as well as six village facilitators trained in identification and development of small-scale enterprises and capable of training other staff using the FAO Market Analysis and Development (MA&D) methodology. In particular, staff will have acquired the capacity to:
  - Assess natural resources, skills and market opportunities of mountain communities and short-list potential products for development of income-generating activities;
  - Conduct a series of surveys (including market surveys) for final selection of products;
  - Organize farmers/community members into self-help groups for enterprise development
  - Develop Enterprise Development Plans;
  - Identify market distribution channels and commercialization strategies;
  - Establish linkages with appropriate business development service providers.
2. Six demonstration sites are set up in pilot villages as part of the practical training programme.
3. Training and extension materials to support development of small-scale enterprises in mountain communities are translated and adapted to the local situation in Kyrgyzstan.
4. A long-term investment programme that expands the successful pilot projects country-wide is developed.

## **IV WORKPLAN**

Training and capacity building are key to the successful development of viable income-generating activities in the mountain regions of Kyrgyzstan. An international trainer will train staff from government institutions and other relevant institutional stakeholders, at national and district level, through a training programme, which will combine both classroom sessions and practical workshops in the field. The trained staff will support community members in selected villages of a pilot region with identification of viable products and development of rural enterprises. Regular backstopping and on-the-job training of involved field facilitators/extension staff is foreseen to build the necessary capacity to ensure the sustainability of the project.

During the rapid appraisal mission, which will take place during the Preliminary Planning Phase, the pilot region will be identified, a more detailed work plan developed and the Terms of Reference of the consultancies (Annexes 3 to 11) will be detailed or adjusted, as required.

The proposed project will be implemented over a 20 month period and include the following phases and activities (*see also Annex 2*):

### **Preliminary planning phase (Months 1-3)**

- Recruit National Project Coordinator and Enterprise Development Specialist;
- Translate field facilitators guidelines which are part of the already existing MA&D training package of FAO;
- Conduct a rapid appraisal mission to: identify pilot region, identify market opportunities for potential enterprises; conduct an institutional analysis and assessment of service providers; and identify successful cases of farming business enterprises;
- Select pilot region and set up the project office;
- Select three pilot villages;
- Select six village facilitators;
- Conduct an inception/stakeholder workshop, including the participation of the private sector;
- Finalize work plan and develop M&E framework.

### **Phase 1: Short-listing of potential products (Months 4-5)**

- Select target group of farmers/community members in each village and carry out baseline survey of target group;
- Conduct training to short-list potential products (classroom and village workshops);
- Conduct training on how to undertake in-depth sub-sector analysis for short-listed products.

### **Phase 2: Selection and analysis of final products (Months 6-7)**

- Conduct in-depth sub-sector analysis for short-listed products;
- Conduct training in selection of final products through sharing of collected information with farmers/community members in village workshops;
- Design and prepare an operational guideline for the use of grants and loans to set up pilot enterprises;
- Create enterprise groups for the selected products.

### **Phase 3: Set-up and monitoring of enterprises (Months 8-18)**

- Conduct training in formulation of Enterprise Development Plans (classroom and field workshops);
- Develop enterprise strategies and action plans in market, social/institutional, environment/natural resources and technological aspects of enterprise development;
- Conduct technical training in production, processing and marketing (through success case replication);
- Distribute start-up capital for creation of pilot enterprises;
- Conduct market study tours;
- Set up pilot enterprises, carry out trial production run and identify bottlenecks;
- Conduct farmer to farmer study tours and international study tour;
- Monitor enterprise performance;
- Initiate the development of a long-term investment programme.

### **Phase 4: Evaluation (Months 19-20)**

- Conduct end of project evaluation;
- Develop long-term investment programme that will focus on the replication and institutionalization of the experiences from the pilot TCP sites;
- Preparation of documentation/lessons learned on project and development of training materials for follow-up phase;
- Conduct national workshop on results of the project with participation also from neighboring countries;
- Write final report.

## **V CAPACITY BUILDING**

The objective of this project is to build the capacity of staff from government institutions and NGOs, at national and district level, as well as community members, to identify and develop viable income-generating activities in mountain communities of the pilot region. In particular, the project will focus on capacity building in the following areas:

- Participatory methods and tools for the selection of viable agricultural and forestry products and/or services;
- Assessment of natural resources;
- Critical analysis of the economical, environmental, social and technological aspects of enterprise development;
- Conducting market surveys on forest and agricultural products at district and national level;
- Definition of enterprise mission, goals and objectives;
- Calculation of financial projections for the enterprise;
- Identification of options for enterprise financing (accessing micro-credit);
- Management of pilot phase and training related to production, processing and marketing.

The training will be carried out by an international consultant with extensive experience in the MA&D methodology through both classroom sessions and village workshops (See Annex 3 for detailed description of training missions).

## **VI INPUTS TO BE PROVIDED BY FAO**

### **1. Personnel services**

#### International consultants

- International trainer to provide training in development of small-scale enterprises based on the Market Analysis and Development methodology, for four missions (total of 58 days) during project implementation. *See Annex 3.*
- One Retiree Natural Resource Management to analyze environmental aspects of selected products (28 days in two missions). *See Annex 4.*

#### National consultants

- One Enterprise Development Specialist for 8 months. *See Annex 5.*
- Six national product experts to carry out technical training for production, processing and marketing of six selected products for six weeks each. *See Annex 6.*
- One national consultant to carry out market surveys (local, national and international market opportunities for short-listed products in Phase 1) for four weeks. *See Annex 7.*

#### FAO Backstopping

- Advisory Technical Services (ATS) – Forestry Policy and Institutions Branch (FONP) technical backstopping: two missions (eight days during Phase 2 and eight days during Phase 3). *See Annex 10.*
- Advisory Technical Services (ATS) – Agricultural Management, Marketing and Finance Service (AGSF) technical backstopping: three missions (two weeks appraisal mission during Pre-liminary Planning Phase, eight days to design policy on grants and incentives during Phase 3, one week for development of market strategies of pilot enterprises). *See Annex 9.*
- Supervisory Technical Services (STS) – Forest Conservation and Research Service (FORC) technical backstopping: three missions (two weeks appraisal mission with AGSF during Preliminary Planning Phase, 1 week mission during Phase 3, one week mission during Phase 4). *See Annex 8.*

#### Support personnel

Casual labour to support the organization of the project training events/workshops, the interpreter during training sessions and backstopping missions and the translation of documentation relevant to the project, including MA&D facilitator guidelines (US\$10 000)

### **2. In-country travel**

To cover in-country travel required for the implementation of the project activities by the project staff (US\$5 000)

### **3. Contracts**

- Contract with technical institute (e.g. ICIMOD) to cover costs of all in-country activities related to study tour (see below), including board, lodging and transport of the two international participants (up to US\$8 000). *See Annex 11.*

### **4. General operating expenses**

To cover miscellaneous expenses for operating the project at the country level, including telephone communications, office stationary, faxes, photocopies, fuel, contingencies, transport of project equipment and material.

### **5. Equipment, materials and supplies**

- Two computer units and related equipments (up to US\$3 000)
- One small photocopy machine (US\$2 500)
- One overhead projector in the project office (up to US\$4 000)
- One 4-WD vehicle (up to US\$20 000)
- Non-expendable equipment for village demonstration sites (US\$6 000)

### **6. Training**

- Training session for identification of enterprise opportunities and conducting market surveys and feasibility studies: three days classroom session in yet to be identified pilot region (15 people) + four days workshop in village (40 people)
- Training session for selection of final products, formation of enterprise groups and preparation of Enterprise Development Plans: three days classroom session in yet to be identified region (15 people) + four days workshop in village (40 people)
- Training session for assessing enterprise training needs, applying for funds, linking to service providers: three days classroom session in yet to be identified region (15 people) + three days workshop in village (40 people)
- National inception/stakeholder workshop: one day in Bishkek (40 people)
- National evaluation workshop: two days in Bishkek (40 people)
- International study tour (probably to ICIMOD in Nepal) for two technical staff of government agencies – to cover international travel costs only (board, lodging, internal travel, daily allowance to be provided through the contract indicated above (up to US\$5 000).

### **7. Direct operating costs**

Expenses at FAO headquarters related to the implementation of the project (seven percent of the project expenditures).

## **VII REPORTING**

The international trainer shall prepare a mission report at the end of his missions describing activities, results, conclusions and recommendations. The National Coordinator shall quarterly submit implementation reports to FORC at FAO Headquarters

The FAO STS and ATS officers will be required to submit a detailed back-to-office report with findings and recommendation of their mission. FORC will prepare the final report and the Terminal Statement, in collaboration with the National Project Coordinator and AGSF.

## **IX GOVERNMENT CONTRIBUTION AND SUPPORT ARRANGEMENTS**

The achievements of the objectives set by the project shall be the joint responsibility of the Government and FAO.

The overall Government responsibility for the project will be assigned to the National Centre for Development of Mountain Regions.

As part of its contribution to the project, the Government will appoint and pay for a National Project Coordinator at senior level. It will also cover the costs of English/Russian interpretation during training workshops and FAO backstopping missions.

The National Centre for Development of Mountain Regions will be responsible for establishing a Project Steering Committee. This Steering Committee will be chaired by the Government Representative of the region and include the participation of representatives from the Ministry of Agriculture and Water Resources, the State Forest Service, NGOs, farmer associations and other relevant stakeholders as appropriate. The committee will meet quarterly to discuss methodological matters and will closely monitor the progress of the project implementation. The members of the Steering Committee will ensure that interdisciplinary and multi-stakeholder approaches are followed.

The National Centre for Development of Mountain Regions will set up a project office in the selected pilot region, where the National Project Coordinator and the Enterprise Development Specialist will be based.

The selection of FAO project personnel, of the NGO, of other persons performing services on behalf of FAO in connection with the project, and of trainees, shall be undertaken by FAO, after consultation with the Government. In the interest of rapid project implementation, the Government shall undertake to expedite to the maximum degree possible its procedures for the clearance of FAO personnel and other persons performing services on behalf of FAO and to dispense with, wherever possible, clearance for short-term FAO personnel.

In addition to taking into account the project achievements in future related programmes, the Government will discuss the follow up of the project activities with potential donors and NGOs involved in sustainable mountain development related activities in the country.

**PROJECT BUDGET (FAO contribution in US\$)**

Country: **KYRGYZSTAN**

Project Title: **Institutional Capacity Building in Small-scale Enterprise Development in Mountain Regions**

Project Symbol: **TCP/KYR/3002 (A)**

<b>Comp.</b>	<b>Component Description</b>	<b>Sub Comps.</b>	<b>Main Comp.</b>
<b>5013</b>	<b>Consultants</b>		<b>39,660</b>
5542	Consultants - International	18,560	
5543	Consultants - National	18,300	
5545	Consultants - Retired Experts	2,800	
<b>5014</b>	<b>Contracts</b>		<b>8,000</b>
5650	Contracts Budget	8,000	
<b>5020</b>	<b>Overtime</b>		<b>10,000</b>
5652	Casual Labour - Temporary Assistance	10,000	
<b>5021</b>	<b>Travel</b>		<b>61,444</b>
5661	Duty travel others	5,000	
5684	Consultants - International	12,728	
5687	Consultants - Retired Experts	6,248	
5694	Travel - Training	5,000	
5692	Travel TSS	32,468	
<b>5023</b>	<b>Training</b>		<b>22,000</b>
5920	Training Budget	22,000	
<b>5025</b>	<b>Non Expendable Equipment</b>		<b>35,500</b>
6100	Non Expendable Equipment Budget	35,500	
<b>5027</b>	<b>Technical Support Services</b>		<b>43,661</b>
6111	Report Costs	1,750	
6116	Evaluation	1,000	
6120	Honorarium TSS	40,911	
<b>5028</b>	<b>General Operating Expenses</b>		<b>7,772</b>
6300	General Operating Expenses Budget	7,772	
<b>5029</b>	<b>Support Cost</b>		<b>15,963</b>
6118	Direct Operating Costs	15,963	
	<b>Grand Total</b>		<b>244,000</b>

## Market Analysis and Development (MA&D) Approach

The MA&D approach has been developed specifically to assist people in achieving a sustainable livelihood system in which their household and community economic assets are increased and natural resource management is improved. The main strength of the MA&D process is the high degree of community involvement in the planning and design of the enterprise and finally the business plan. Its focus is on building the capacity of local people to become entrepreneurs. By taking into consideration the environmental, social, technological and commercial aspects, MA&D assists communities in directly linking natural resource management and conservation activities to income generating opportunities.

The MA&D approach ensures four important aspects of sustainability:

- **Resource sustainability:** The MA&D process utilized by the project provides safeguards for developing markets and products that do not lead to resource overexploitation. An integral part of the process in identifying and planning potential enterprises is the assessment of the sustainability of local environments. The process strengthens the potential for sustainable natural resource management.
- **Market sustainability:** Changes in the market environment will be assessed and products adapted in order to remain competitive and attractive to targeted customers.
- **Social/institutional sustainability:** The project's focus on capacity building and strengthening institutions at the local level supports the development and success of small enterprises. One of the long-term goals of the project is for community members to develop and operate their enterprises independently. The project will also assist in identifying potential areas of conflict and will promote equitable distribution of benefits.
- **Technical sustainability:** Community members will be trained to utilize and maintain equipment and gain an understanding of production, manufacturing and marketing processes.

The MA&D process consists of three phases as explained in Box 1. In the first phase community members assess the existing situation and make a short-list of promising products and services for potential enterprises while taking into account four important aspects of sustainability (resources, market, social/institutional and technical). In the second Phase of MA&D detailed feasibility studies are carried out to assess the economic, ecological, social and technical viability of each of the short-listed products. The information obtained enables community members to make the final selection of the most viable enterprises and to develop business plans (Phase 3).

The details about the MA&D approach is presented in "Community-based tree and forest enterprises: Market Analysis and Development, a manual prepared by I. Lecup and K. Nicholson, published by FAO in 2000. In addition, a series of supporting materials (field facilitation guidelines and trainer's guidelines) have been developed.

The MA&D methodology was developed by FAO/FONP in collaboration with the Regional Community Forestry Training Center (RECOFTC). Other institutions and organizations that supported the development of the MA&D methodology and instruction manual include the World Conservation Union (IUCN), Netherlands Development Assistance (NEDA), and the Center for International Forestry Research (CIFOR), and the Netherlands Development Organization (SNV).

**Box 1            Market Analysis and Development Process**

The MA&D process is conducted in three phases:

**Phase 1: Assess the Existing Situation**

Phase one identifies potential enterprises; inventories existing resources and products; identifies products that are already providing income for local people; and, eliminates non-viable products. Local people interested in developing enterprises determine economic objectives.

*Outcome:* short-list of products on which to base the next phase of MA&D; identification of local people interested in developing enterprises; understanding of the social, environmental, technical and institutional contexts of a range of products; an interest group formed to undertake the next phase.

**Phase 2: Identify Products, Markets and Means of Marketing**

The second phase of MA&D includes selecting promising products, identifying potential markets and discussing the means of marketing.

*Outcome:* list of possible products based on detailed feasibility studies; data collected to design a business plan; formation of interest groups around promising products; formation of team to undertake final phase.

**Phase 3: Plan Enterprises for Sustainable Development**

In the final phase, the enterprise strategy and business plans are prepared. Entrepreneurs are guided through a pilot phase and training, learn to monitor progress and to adapt when change is needed.

*Outcome:* an enterprise strategy comprising the selected products; marketing and management plans; action-plan to ensure proper implementation; financing obtained as specified in the capital needs statement.

## Annex 2

### Tentative work plan

Outputs	PP phase			Phase 1		Phase 2		Phase 3										Phase 4		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Recruit National Project Coordinator and Enterprise Development Specialist	■																			
Translate/adapt facilitator guidelines	■	■																		
Conduct a rapid market/natural resource appraisal	■	■																		
Conduct institutional analysis	■	■																		
Identify successful cases of farming business enterprises	■	■																		
Identify pilot region	■	■																		
Set up the project office in pilot region	■	■																		
Select three pilot villages and six village facilitators	■	■	■																	
Conduct inception/stakeholder workshop	■	■	■																	
Finalize work plan and develop M&E framework	■	■	■																	
Select target group of farmers and carry out baseline survey				■																
Conduct training to short-list potential products				■																
Conduct training in sub-sector analysis/feasibility studies				■																
Conduct sub-sector analysis for selected products						■	■													
Conduct training in selection of final products						■	■													
Design and prepare policy of grants and subsidies (microfinance)						■	■													
Formation of enterprise groups						■	■													
Conduct training in formulating Enterprise Development Plans (classroom and field workshops) for pilot enterprises						■	■													
Conduct technical training in production, processing and marketing (through success case replication)								■	■	■	■	■	■	■	■	■	■	■	■	■

Outputs	PP Phase			Phase 1		Phase 2		Phase 3								Phase 4				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Distribute start-up capital for creation of pilot enterprises																				
Initiate the development of a long-term investment programme																				
Trial production run and identification of bottlenecks																				
Market study tours																				
Farmer to farmer study tours																				
Conduct end of project evaluation																				
Conduct national workshop on results of the project																				
Write final report and develop long-term investment programme																				
Develop project documentation and training materials																				
<b>Inputs</b>																				
National Coordinator																				
Enterprise Development Trainer																				
Enterprise Development Specialist																				
Village facilitators																				
Market experts																				
ATS																				

## Terms of Reference

### **Enterprise Development Trainer**

**Duty station:** Bishkek and field

**Duration:** 58 days in four missions during project implementation

**Duties:** Under the technical supervision of the Chief, FAO Forest Conservation Service (FORC), under the operational responsibility of the Chief, Operations Branch of Regional Office for the Near East (RNER), and in close collaboration with the FAO Agricultural Management, Marketing and Finance Service (AGSF), the FAO Forestry Policy and Institutions Branch (FONP), and the National Project Coordinator (NPC), the international consultant will train the project team in small-scale enterprise development in mountain regions based on the MA&D methodology and adapt the methodology to fit small-scale enterprise development in mountain regions. In particular the international trainer will:

1. Assist the NPC to carry out the project work plan
2. Organize and facilitate training workshops (including classroom sessions and village workshops) for the project team in small-scale enterprise development in mountain regions
3. Assist in adapting the methodology based on lessons learned from the project

**Qualifications:** Advanced degree in Economics and relevant working experience in community development and training using the MA&D methodology.

#### First Mission:

- Participation in rapid appraisal/inception mission

Total: 14 days

#### Second Mission:

- Training in MA&D Phase 1 (Assessing the existing situation)
- Bridging the gap between Phase 1 and 2
- Training in MA&D Phase 2 (Step 1: Analyze the four areas of enterprise development)

Total days: 15

#### Third mission

- Assessment of Phase 1 and Phase 2 activities and results in between the two missions
- Training in Phase 2 (Steps 2 and 3: Select the most promising products and create interest groups for the selected products)
- Bridging Phase 2 and 3

- Tools and Methods to conduct Phase 3 (Steps 1 – 5: Examine the business environment of the selected enterprises; define the enterprise mission, goals and objectives; develop strategies in each of the four area of enterprise development; formulate the action plans to implement the strategies; calculate financial projections for the enterprise).

Total days: 15

Fourth mission

- Assessment of Phase 3 activities and results in between the two missions
- Tools and methods to conduct Phase 3 (Steps 6-8: Obtain financing; Initiate the pilot phase; Monitor progress and deal with change)

Total days: 14

**Terms of Reference**  
**Retired expert: Natural Resource Management**

**Duty station:** Bishkek and field

**Duration:** 28 days in two missions

**Duties:** Under the technical supervision of the Chief, FAO Forest Conservation Service (FORC), under the operational responsibility of the Chief, Operations Branch of Regional Office for the Near East (RNER), and in close collaboration with the FAO Agricultural Management, Marketing and Finance Service (AGSF), the FAO Forestry Policy and Institutions Branch (FONP), and the National Project Coordinator (NPC), the retired expert will carry out the following tasks:

Mission 1 (14 days in Phase 2):

- Carry out an assessment of natural resources in selected project pilot sites
- Assess the environmental impact of enterprises short-listed in Phase 1
- Provide technical advise for the selection of final enterprises
- Submit mission report

Mission 2 (14 days in Phase 3)

- Develop a natural resource/environment strategy for each of the selected enterprises
- Submit mission report

**Qualifications:** Advanced degree in Natural Resource Management and relevant working experience in community development and environmental impact assessment. Knowledge of Russian preferred.

**Terms of Reference**  
**Enterprise Development Specialist (EDS)**

**Duty station:** Pilot region (to be identified during rapid appraisal/inception mission)

**Duration:** eight months (Two months in Phase 2 and six months in Phase 3).

**Duties:** Under the overall supervision of the NPC and the technical supervision of the Chief, FAO Forest Conservation Service (FORC), and under the operational responsibility of the Chief, Operations Branch of Regional Office for the Near East (RNER), the Enterprise Development Specialist will provide technical assistance to the NPC in the stages of product selection and development of small-scale enterprises. In particular, he/she will:

1. Participate in the MA&D training workshops carried out by the international trainer in Phases 2 and 3 and replicate training workshops in other villages of the pilot region.
2. Support the pilot enterprises in the development of business plans and their implementation during Phase 3, including coordination of training related to production, processing and marketing of selected products.
3. Assist the NPC in the preparation and implementation of study tours and market surveys for entrepreneurs.
4. Prepare regular technical reports on progress of pilot enterprises to be submitted to NPC.

**Qualifications:** An advanced degree in Economics or Business Management and relevant work experience in rural enterprise development and community development. Background/experience in participatory approaches preferred.

**Terms of Reference**

**Six Product Experts**

**Duty station:** Pilot region (to be identified during rapid appraisal/inception mission)

**Duration:** Six weeks each during project implementation

**Duties:** Under the overall supervision of the National Project Coordinator (NPC) and the technical supervision of the Chief, FAO Forest Conservation Service (FORC), under the operational responsibility of the Chief, Operations Branch of Regional Office for the Near East (RNER), and in collaboration with the Enterprise Development Trainer and the Enterprise Development Specialist, the product experts will carry out training related to production, processing and marketing aspects of the six selected products and assist in the setting-up and monitoring of the six pilot enterprises.

**Qualifications:** Experts in production, processing and marketing of the six products that will be selected during Phase 2.

**Terms of Reference**

**Market expert**

**Duty station:** Bishkek and field

**Duration:** One month

**Duties:** Under the overall supervision of the National Project Coordinator (NPC) and the technical supervision of the Chief, FAO Forest Conservation Service (FORC), under the operational responsibility of the Chief, Operations Branch of Regional Office for the Near East (RNER), and in collaboration with the Enterprise Development Trainer and the Enterprise Development Specialist, the Market Expert will carry out market surveys for short-listed products in Phase 1. In particular he/she will:

- Assess demand and supply for short-listed products
- Identify local, national and international market opportunities for short-listed products
- Disseminate information collected to community members during village workshops
- Develop marketing strategies for final selected products

**Qualifications:** Degree in Economics and relevant work experience in carrying out market studies.

**Terms of Reference**

**FAO Sustainable Mountain Development Backstopping Officer (FORC)**

**Duty station:** Bishkek and field

**Duration:** Three missions during project implementation

**Duties:** Under the technical supervision of the Chief of the Forest Conservation Service (FORC), under the operational responsibility of the Chief, Operations Branch of Regional Office for the Near East (RNER), and under the organizational supervision of the FAO Country office in Kyrgyzstan, the responsible FAO technical officer will assist the National Project Coordinator to:

First mission (Two weeks, including travel, during month 1 of the project)

- Carry out rapid market/natural resource appraisal
- Conduct institutional analysis and assist the government in identifying national and district staff that will participate in training programme
- Assist government in selection of pilot villages and village facilitators
- Prepare and facilitate inception/stakeholder workshop
- Finalize the project work plan and TOR for consultants

Second mission (10 days, including travel, during month 9 of the project)

- Review market and natural resource strategies developed by experts for selected pilot enterprises
- Work with the international trainer to calculate financial projections for selected pilot enterprises and finalize Enterprise Development Plans
- Work with FAO Rural Finance Officer (AGSF) to develop micro-finance mechanisms for supporting pilot enterprises

Third Mission (One week, including travel, during month 20 of the project)

- Organize and facilitate the project evaluation workshop
- Gather information for preparation of final report

**Terms of Reference**  
**FAO Rural Enterprise Development Backstopping Officer (AGSF)**

**Duty station:** Bishkek and field

**Duration:** Three missions during project implementation

**Duties:** Under the technical supervision of the Chief of the Forest Conservation Service (FORC), under the operational responsibility of the Chief, Operations Branch of Regional Office for the Near East (RNER), and under the organizational supervision of the FAO Country office in Kyrgyzstan, the responsible FAO technical officer will assist the National Project Coordinator to:

First mission (Two weeks, including travel, in month 1 of project)

- Carry out rapid market/natural resource appraisal
- Conduct an institutional analysis and assist the government in identifying national and district staff that will participate in training programme
- Conduct an assessment of the demand and supply of support services for enterprise development
- Identify successful cases of micro enterprise development for farmer to farmer training
- Identify potential NGO or private sector service providers for contracting
- Assist in preparation and facilitation of inception/stakeholder workshop

Second mission (10 days, including travel, in month 6 of project)

- Design and prepare an operational guideline for the use of grants and loans to set up pilot enterprises
- Monitor the activities of service providers selected for sub-contracting
- Advise and coach service providers responsible for social mobilization and group organization

Third mission (One week, including travel, in month 10)

- Support the distribution of start-up capital for creation of pilot enterprises
- Review and, if necessary, improve marketing strategies for pilot enterprises developed by national market expert

**Terms of Reference****FAO Forestry Policy and Institutions Service Backstopping Officer (FONP)**

**Duty station:** Bishkek and field

**Duration:** Two missions during project implementation

**Duties:** Under the technical supervision of the Chief of the Forest Conservation Service (FORC), under the operational responsibility of the Chief, Operations Branch of Regional Office for the Near East (RNER), and under the organizational supervision of the FAO Country office in Kyrgyzstan, the responsible FAO technical officer will assist the National Project Coordinator to:

**Mission 1 (eight days, including travel, during month 7 of project)**

- Assess the results of implementation of Phase 1 and 2 of the Market Analysis and Development (MA&D) approach;
- Assist in the assessment of the enabling conditions for Kyrgyzstan to implement the MA&D methodology;
- Follow up the continuous monitoring of impact with communities;
- Support the establishment of institutional linkages and strategic alliances;
- Support the local adaptation, update and improvement of MA&D training materials;

**Mission 2 (eight days, including travel, during Month 14 of project)**

- Review the progress of the community-based enterprises based on tree and forest products.
- Continue the monitoring of impact with communities;
- Review the local adaptations of the MA&D training materials;
- Give follow up to the established and new institutional linkages and strategic alliances
- Explore possibilities with the Government of Kyrgyzstan to integrate the experiences of this project in different areas of strategic interest and in other regions in the country;
- Identify possibilities to replicate the MA&D framework in projects or government-programmes of neighboring countries;

**Terms of Reference**

**Contract with International Center for Integrated Mountain Development (ICIMOD) to host international study tour**

**Objective:** To organize and facilitate the international study tour of government staff from Kyrgyzstan to learn about production, processing and marketing techniques adopted by well-established enterprises supported by ICIMOD in the Hindu Kush Himalaya region.

**Duration:** Ten days.

- Three days preparation and seven days guiding participants to different established enterprises supported by ICIMOD in Nepal (e.g. Yak cheese, beekeeping and medicinal plant enterprises).

**Activities and related items to be covered**

- travel of national staff, national participants and international study tour participants
- accomodation of national staff, national participants and international study tour participants
- daily allowance, as appropriate
- training materials.

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