

PROJECT DOCUMENT

Islamic Republic of Iran

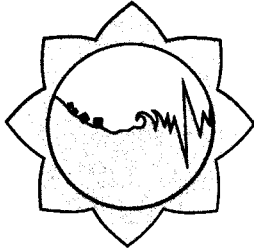
United Nations Development Programme

Strengthening Disaster Risk Reduction in the Islamic Republic of Iran

UNDAF /CP Outcome(s):	Disaster risk reduction and management concepts and standards integrated into national development policies/programmes and institutional, operational and coordination capacities for effective disaster risk reduction and response strengthened.
Expected CPAP Output(s):	<p>Output 1 Institutional capacities for multi-sectoral DRR/DM plans advanced.</p> <p>Output 2 Institutional capacities for DM contingency plans and risk assessment standards in urban areas supported.</p> <p>Output 2-1 Urban risk reduction and management enhanced</p> <p>Output 2-2 Tehran earthquake DRR contingency plan prepared</p> <p>Output 2-3 Institutional capacities in DRR/DM developed</p> <p>Output 3 National capacities for community-based disaster risk management in urban earthquake and flood management supported</p>
Implementing Partner:	National Disaster Management Organization (NDMO)
Responsible Parties:	Office of Vice-President for Strategic Planning and Supervision (SPAS); Building and Housing Research Centre (BHRC); Tehran Disaster Mitigation and Management Organization (TDMMO); Iranian Red Crescent Society (IRCS);

Programme Period	2013-2016
Key Result Area (Strategic Plan):	
Atlas Award ID:	00065087
Project ID:	00084450 and 00084451
Start date:	February 2013
End Date	December 2016
PAC Meeting Date	26 August 2012
Management Arrangements	NIM (National Implementation)

Total resources required	1,829,000 USD																
Available funds:	1,399,000 USD																
• UNDP	562,000 USD																
• Government of I.R. Iran (parallel funding):																	
		<table border="1"> <tr> <td>NDMO</td> <td>168,000 USD</td> <td>(4,000,000,000 rials)</td> </tr> <tr> <td>SPAS</td> <td>55,000 USD</td> <td>(1,300,000,000 rials)</td> </tr> <tr> <td>BHRC</td> <td>580,000 USD</td> <td>(14,000,000,000 rials) Out of which USD 150,000 is available</td> </tr> <tr> <td>TDMMO</td> <td>380,000 USD</td> <td>(9,050,000,000 rials)</td> </tr> <tr> <td>IRCS</td> <td>84,000 USD</td> <td>(2,000,000,000 rials)</td> </tr> </table>	NDMO	168,000 USD	(4,000,000,000 rials)	SPAS	55,000 USD	(1,300,000,000 rials)	BHRC	580,000 USD	(14,000,000,000 rials) Out of which USD 150,000 is available	TDMMO	380,000 USD	(9,050,000,000 rials)	IRCS	84,000 USD	(2,000,000,000 rials)
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Strengthening Disaster Risk Reduction in the Islamic Republic of Iran

Agreed by:

National Disaster Management
Organization (NDMO)

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Minister of Interior and Head of
NDMO

United Nations Development
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Mr. Balasubramaniam Murali,
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Agreed by responsible parties:

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Mr. Pourmohammadi, Deputy for Planning, SPAS vice-presidency

Building and Housing Research Centre
Dr. Mahmoud Fatemi Aghda, President of BHRC

Tehran Disaster Mitigation and Management Organization
Mr. Azizollah Rajabzadeh, President of TDMMO

Iranian Red Crescent Society
Mr. Abbasi, Secretary General of IRCS

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1- ACRONYMS

AWP	Annual Work Plan
BHRC	Building and Housing Research Center
CBDRR	Community-based Disaster Risk Reduction
DM	Disaster Management
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
GMS	General management Support
HQ	UNDP Headquarters
IRCS	Iranian Red Crescent Society
ISS	Implementation Support Services
M&E	Monitoring and Evaluation
MRUD	Ministry of Roads and Urban Development
MYFF	Multi-year Funding Framework
NDMO	National Disaster Management Organization
NGO	Non-Governmental Organisation
NPD	National Project Director
NPM	National Project Manager
PB	Project Board
PIR	Project Implementation Review
PMT	Project Management Team
PMU	Project Management Unit
PPR	Project Progress Report
QPR	Quarterly Progress Report
RCU	UNDP Regional Coordination Unit
SPAS	Strategic Planning and Supervision
SRF	Strategic Results Framework
SSU	Support Service Unit
TDMMO	Tehran Disaster Mitigation and Management Organization
TEMT	Tehran Earthquake Mitigation Team
TPR	Tripartite Review
TTR	Terminal Tripartite Review
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
MFA	Ministry of Foreign Affairs
ROAR	Results Oriented Annual Report

2- SITUATION ANALYSIS

Iran has a high level of exposure to multiple disaster risks. Situated in one of the most arid regions of the world, it suffers from frequent droughts. Moreover, floods, forest fires and sand and dust storms increasingly affect different parts of the country. Iran's main concern however continues to be seismic risk. Due to its particular location in the Alpine-Himalayan mountain system, Iran is also highly vulnerable to numerous and often severe earthquakes. The Bam earthquake of December 26, 2003 (magnitude of 6.6 Mw) was one of several deadly tremors that have repeatedly struck Iran's towns and villages throughout its modern and ancient history. Two earthquakes with a magnitude of 6.4 and 6.3 on the Richter scale hit the East Azerbaijan province on Saturday 11 August 2012, at 12:23 UTC (16:53 local time) and 12:34 UTC (17:04 local time). The disaster left 300 dead and more than 2,600 injured. An estimated 155,000 persons were affected, out of whom more than 50,000 resettled in tents. As many as 365 villages, out of a total of 537 in the affected area, were heavily damaged (between 50% and 80%) and 46 villages were completely devastated. The only hospital in Harris City, which is located 73 kilometres to the east of Tabriz, were completely demolished and its equipment were no longer operational.

Iran has developed an effective and internationally recognized disaster preparedness and response capacity at the national and local levels, but disaster prevention and risk reduction are areas that will require extensive longer-term efforts as well as multi-sectoral and multi-stakeholder planning in development sectors such as health, education and urban planning. At the same time, comprehensive concepts and standards of risk reduction – which include social dimensions as well as physical aspects of disaster prevention – can be further improved.

Iran has significant experience and capacity in relief and emergency response as well as in some technical areas of disaster risk management, such as hazard mapping, earthquake engineering and reconstruction planning. In terms of disaster preparedness and response, Iran has strong technical institutions and institutional arrangements for disaster management at the national level.

In the last two decades, the Government of the Islamic Republic of Iran took a number of steps to enhance its national disaster management capacity. This has resulted in strong disaster preparedness and emergency response capabilities at national and local levels. The Government of Iran was also one of the first countries to establish an Executive Secretariat to follow up on the implementation of Hyogo Framework for Action (HFA) at the national level. One of the key accomplishments under the HFA implementation has been an Act on the formation of the National Disaster Management Organization (NDMO) in May 2007. The NDMO supported by its affiliated technical and operational bodies is now functional with a dedicated budget line for Disaster Risk Reduction (DRR) and Management.

The 5th National Development Plan of the Islamic Republic of Iran (2011-2015) addresses the issue of disaster risk reduction and management in several areas, including enhancement of disaster preparedness and response, upgrading building and construction codes and standards and earthquake prevention measures, improving safety in rural settlements, and importantly, allocation of 2% of annual national budget to disaster risk reduction and management.

Iran and UNDP had developed a fruitful cooperation in the field of disaster management following the Manjil earthquake of 1990 in the area of seismic hazard mapping. Over the years, this cooperation has gradually expanded through the implementation of several programmes for

strengthening national capacities in disaster risk reduction and preparedness. With support from the UNDP, an Integrated National Disaster Management Plan (INDMP) was developed and approved by the Cabinet in April 2003. The INDMP which provided a framework for emergency management at the national, provincial and local levels during preparedness, mitigation and recovery phases was later replaced by the new disaster management set-up based on the DRM Act of 2007. UNDP has also provided critical support for recovery efforts in the aftermath of Bam, Zarand and Lorestan earthquakes.

In recognition of the high disaster risk status of Iran and the renewed commitment of the GoI and the UN in reducing future disaster risks after the Bam earthquake, the UNDAF Iran 2005-9 prioritized disaster risk management (DRM) as a key programming area. Consequently, in pursuit of common CPAP objectives, UNDP Iran and GOI developed a Joint National Five-Year Disaster Risk Management Programme (2005-10, extended to the end of 2011) that focused on the following three components and sub-components:

Improving access to information on disaster risk and risk management;

Improving information management of risks and sharing of information across the relevant organisations is an ongoing need in Iran. Hazard information has been located in different organisations and data not systematically collected, or collected to different standards. This component therefore was aimed at the following outputs:

- Establish a national Disaster risk management Information Portal (IP).
- Establish national disaster database/inventory, DesInventar
- Prepare an Iran Disaster Risk Report

Strengthening capacities at city and community levels for effective urban earthquake risk management (UERM);

The UERM was piloted in two medium size cities in high seismic risk zones: Kerman and Gorgan. In both cities, six different sets of Working Groups worked in the following areas:

1. School safety and preparedness;
2. Safe hospitals;
3. Community-based disaster risk management (neighbourhood safety);
4. City earthquake scenario, preparedness and response plans;
5. Education and public awareness raising campaign;
6. Re-enforcing building permit process;

The main capacity building input of the Programme was in the form of training by international companies and support by national consultants. More than 35 different types of training were conducted between 2005-2010 in Tehran and in provinces on different aspects of this component.

Facilitating knowledge networking for DRM at sub-regional level.

This component required a great deal of coordination both nationally and regionally and was not implemented due to lack of the necessary requirements.

The United Nations Development Assistance Framework (UNDAF) for 2012-2016 in the Islamic Republic of Iran was signed in September 2011. Disaster Risk Management is one of the 5 priority areas in the new UNDAF and reflects the determination of the Government of Iran to deal with the risk of disasters triggered by natural hazards through long term, foundational and comprehensive solutions. The Disaster Risk Management component of new UNDAF set the key areas for cooperation on disaster risk management through the following outcomes:

- 1) Disaster Risk Reduction (DRR) and management concepts and standards are integrated into national development policies/programmes, and institutional, operational and coordination capacities for effective DRR and response are strengthened;
- 2) National and local capacities are enhanced to ensure systematic monitoring and multi-hazard early warning of disaster risks;
- 3) All communities, particularly those most at risk, have enhanced abilities to prevent, prepare for, respond to, and recover from disasters.

Following the delivery of the different DRM programmes/projects (2005 to 2011), including the aforementioned flagship project, UNDP and the Government of the Islamic Republic of Iran will jointly continue their efforts to support disaster risk reduction (DRR) and management (DRM) under UNDAF's DRM Outcome 1 and based on the gaps and barriers identified over a protracted consultation period with key governmental counterparts in 2011 and 2012.

As a signatory of the HFA 2005–2015, Iran, along with another 167 nations and multilateral institutions, is formally committed to mainstreaming DRR into national/sectoral development. This ten-year framework resolves to reduce disaster losses and is centered on the more effective integration of disaster risk considerations into sustainable development policies, planning and programming at all levels, with a special emphasis on disaster prevention, mitigation, preparedness and vulnerability reduction. The 2007 Delhi Declaration on DRR in Asia, at the Second Asian Ministerial Conference on Disaster Risk Reduction, reiterated the importance of mainstreaming as the second of six key areas of action. Mainstreaming initiatives advocated by the declaration included the mainstreaming of DRR into national sustainable development strategies, plans and programs in key sectors and efforts to ensure that development does not create further disasters; further strengthening of the legislative frameworks and institutional mechanisms for DRR; the positioning of communities at the center of all aspects of DRM; the conduct of risk assessment as an ongoing process; and the strengthening of financial mechanisms for disaster reduction.

Maps and data on geological features, including fault lines, and areas prone to floods, droughts, tsunamis and landslides and related information on the location of infrastructure are fundamental in mainstreaming DRR concerns into land-use planning, building appropriately hazard-resilient infrastructure and targeting vulnerable groups. Various technical agencies are involved in the generation of hazard information, including geohazard mapping, and related warning systems in Iran. These agencies include Building and Housing Research Center (BHRC), International Institute of Earthquake Engineering and Seismology (IIEES), Tehran Disaster Mitigation and Management Organisation (TDMMO) and a few others. Historically, however, data on different types of hazard have often been held by separate agencies and some issues have arisen around sharing of data and geographic information system (GIS) files, both between technical agencies and with civil society.

3- STRATEGY

The terminal evaluation of the DRM programme implemented during 2006-11, *inter alia*, recommends the following:

- a) UNDP's support for DRR should not be in the nature of a large-scale DRR programme. Instead, the focus should be on certain niche areas where the prospective programme can fill critical gaps, facilitate international experience, and promote South-South exchange. While it is important to recognize Iran's significant national capacity and resources, the programme should introduce a wider DRR agenda through Iran's national institutions, in partnership with international agencies. UNDP's intervention should largely be oriented towards establishing these linkages and strengthening Iran's DRR system.
- b) UNDP should maintain its principle role of 'filling gaps' and 'making connections' in DRM as well as introducing innovative approaches and partnerships. UNDP's role in supporting well functioning institutions should focus on linking their activities and capacities innovatively where they are needed –nationally and internationally. Many well-established organisations such as IRCS, IIEES, and BHRC are providers of expert services in their respective areas. UNDP needs to carefully define where it can add value and consider linking this expertise where it is needed in Iran and internationally.
- c) Steps should be taken to involve MoI, MoFA, NDMO and SPAS from the start to define the programme management and implementation modalities, as well as decision making mechanism with the implementing partners.
- d) Place additional advisory and other capacities required within the organisations, such as in NDMO, for increased capacity in coordination and management.

The terminal evaluation also notes the following:

- e) Neighbourhood safety and community based, participatory approaches in general require strengthening of the NGO sector and building trust for the NGOs. IRCS has the trust of the public and capacity to reach out at a scale on response preparedness such as first aid and search and response. However, IRCS may have been less equipped for mitigation aspects of DRM that requires a developmental approach.
- f) The scaling up and longer-term sustainability of these few areas are possible only with relevant policy and strategic decisions, as well as resources made available by the government.

The Programme strategy is based on national priorities and needs, the findings of the aforementioned terminal evaluation, UNDP's institutional mandate and agenda of risk reduction. Among other things, it would provide the necessary context for strengthening the institutional set

up for DRM. Programme design will also address Iran's strengths and will capitalise on opportunities to ensure that the intervention is relevant and context specific.

- Iran has significant national capabilities and resources in the area of DRM. Consequently, UNDP's efforts would largely be aimed at bringing international concepts and practices to key DRM institutions in Iran. The programme is primarily a capacity-building programme based on provision of technical assistance, which would be facilitated through collaboration with external institutions.
- Iran is a fast urbanizing county. Its urban centers are exposed to several risks. Iran's main urban concern however remains to be the seismic risk. Therefore, the programme has a significant focus on seismic urban risk reduction.
- While rural disasters occur, the current high rate of urbanisation puts Iran's cities at increasing risk. Comprehensive community based approaches to "risk reduction" is a relatively new realm and one that requires extensive preparation and long-term planning perspectives. The UERM focus of the programme and its capacity building objectives will therefore be appropriate in addressing some of the gaps and will yield substantial investment multipliers.
- Organisations like the IRCS and the Fire Department are well equipped to train the public on fire fighting, first aid, search and rescue. All these initiatives have been more focused on response and preparedness.
- Earthquake Scenarios and Response/Contingency Plans are very important instruments in understanding the risks and mitigating their impacts in a planned way. Yet effective urban earthquake scenarios require reliable hazard, risk and loss data at sub-provincial level, dedicated funding and technical staff to develop and maintain. Successful contingency planning also requires the full participation of communities in the planning and implementation phases.
- Programme implementation follow the process adopted during formulation and will be based on a multi-stakeholder approach. In addition to the institutions which have a direct role and mandate in DRR/DM, other institutions which play a key role in reducing the risk factors such as the Ministry of Education and Ministry of Health will be involved in the programme implementation;
- As a follow-up to the 2007 DRM Act, Iran has set up the National Disaster Management Organization (NDMO). The programme, *inter alia*, will be aimed at strengthening NDMO and its linkages with other national institutions.

UNDP contribution will be through knowledge transfer, using its global knowledge network in order to leverage limited core funds. Emphasis will be placed on consolidating existing partnerships and proactively seeking new opportunities. UNDP core resources will serve as a catalyst.

Output 1 of this program will be led by SPAS, NDMO and BHRC and assisted by relevant partner agencies based on a comprehensive stakeholder analysis during the Inception period of the project. This output is multi-hazard in nature (except for the BHRC component where the primary hazard to be addressed in the mainstreaming of DRR into urban planning would be earthquakes) and deals with mainstreaming at various levels.

This output will focus on the first two and arguably most difficult steps in DRR mainstreaming/integration – awareness-raising and the establishment of a sufficient, stable enabling environment. These two steps are fundamental in securing the active participation of policy- and decision-makers and development practitioners across all areas and all levels of government. The most critical challenge of the programme would be to ensure that DRR initiatives result in concrete, sustained changes in development practice, particularly at the level of local government. In order to achieve this, a number of fundamental steps need to be taken both to increase awareness of the need for mainstreaming and to complete the establishment of an appropriate enabling environment.

There is growing – if still limited – awareness of the need for DRR and its mainstreaming/integration into development, including among high-ranking government officials. This progress has been in part aided by Iran's vulnerability to seismic risk.

The Programme will tackle awareness-raising via the development of a solid, rigorous body of evidence on:

- Disaster risk mapping;
- Disaster losses;
- The socio-economic impact of disasters at national and community levels and their relevance to the sustainable development agenda;
- The scope for enhanced resilience.

This body of evidence, once complete, will both highlight the nature and extent of disaster risk issues faced, establishing the case for proactive disaster risk management, and providing the information basis required to develop risk-sensitive development policies and initiatives. The evidence will be maintained in a readily accessible form, regularly updated to capture changes in risk, particularly any newly emerging risk, succinctly summarized and disseminated in relevant, self-explanatory and meaningful formats to key stakeholders. Knowledge-building and awareness-raising will be viewed as continual, ongoing tasks rather than one-off activities to ensure that political interest and commitment to DRR and the capability to maintain appropriate disaster risk management mechanisms would not wane. This process needs to be accompanied by efforts to define and acknowledge accountability for disaster-related human, physical and economic losses and related areas of responsibility for risk reduction initiatives. The Programme will also enhance Iran's capability to deconstruct and address socio-economic vulnerability as a fundamental measure of effective governance.

The knowledge and understanding generated by these measures will also help create demand and incentives for change at different levels of government and within wider society, both critical factors in ensuring mainstreaming progress. Demand for change is particularly essential at the grassroots level.

Legislation

The Programme through the Outcome Board's leadership will aim to propose sufficient and appropriate legislative arrangements for DRM, including the mainstreaming of DRR into development, as a key component of an enabling environment. The Programme will review the current legislative framework to produce far-sighted legislation and to "draw a line" on what is the minimum acceptable level of action and responsibility within a bounded area. It will also enable actors and agencies to take calculated risks and initiate action that meet the purpose to which the legislators who adopted them actually intended. Legislation provides the framework around which strategies to build risk reduction into development and reconstruction activities can be empowered. The law can be used to provide penalties and incentives by enforcing standards in construction, land use, tenants' rights and by defining people's rights during relief and reconstruction. Improved legislation can also empower NDMO and agencies with new responsibilities for risk reduction to advise or undertake risk reduction work. Budget lines as well as policy remits can be set by legislative acts. The legislative process should be a constructive period for generating informed support for DRR among the policy community and those who will be entrusted with implementation.

Urgent effort is required to bring DRM legislation in line with current thinking, with much greater emphasis on risk reduction. The current legislative framework on disaster management should be reviewed to outline a comprehensive DRM policy and incorporate measures to mainstream DRM into broader development at all levels of government. The NDMO and the Parliament should play a central role in this process. *Steps should be taken to ensure that land-use regulations and building codes are appropriate relative to levels of risk and to strengthen their enforcement (i.e. BHRC's niche)* In addition, it should contain gender sensitive programming provisions. A good entry point could be provided at the level of local government, provinces, cities, municipalities. These administrative authorities should be required to prepare annual development plans and budgets detailing gender-responsive programs, activities and projects and to formulate related performance indicators.

Disaster risk management strategy

A comprehensive, long-term DRMNSAP should be developed, embracing principles of mainstreaming and complete with meaningful monitoring and evaluation indicators. This process which will be led by NDMO and key Ministries should be initiated by mapping the various practical steps underway to reduce risk at a sectoral and local government level, including those which may not even be conceptualized as such (e.g. efforts to expand and enhance the efficiency of the country's irrigation network) to provide an overview of existing risk reduction mechanisms and reveal critical gaps. Individual government departments should next develop detailed sectoral DRM strategies. These sectoral strategies together with the gap analysis should then be combined in an overarching, proactive national DRR policy framework which, in turn, explicitly draws out the benefits of risk reduction for broader socio-economic development as well as cross-sectoral complementarities of risk reduction in different areas of government. Sectoral strategies should then be revised to ensure that they are in keeping with the national strategy.

Individual DRR actions and programs will be located within a DRM National Strategy and Action Plan (DRMNSAP), rather than treated as discrete, individual measures. Moreover, the strategy

needs to indicate specific entry points and mechanisms for mainstreaming/integrating DRR concerns both into the broader development agenda and into the design and implementation of individual development initiatives. A forward-thinking Strategy and Action Plan, reflecting modern thinking around DRM and, to some degree, embracing principles of mainstreaming will be the Programme's focus led by NDMO. The DRMNSAP should reflect a deliberate effort to introduce a more comprehensive approach to DRM and incorporate principles of mainstreaming, including proposed initiatives such as the integration of risk reduction concerns in local government development plans, the use of calamity funds for risk reduction, land-use zoning and the implementation of building codes. Relevant NDMO working groups and other national institutions will be tasked to operationalize the framework. These Working Groups will review existing policies, plans and activities and develop operational national strategies for their respective areas. The DRR mainstreaming theme will also feature in the DRMNSAP with reference to community-based disaster risk management (CBDRM). This DRMNSAP will build an effective mechanism to promote CBDRM.

Institutional arrangements and capacity for DRM

Strong leadership and oversight mechanisms and related technical capabilities need to be established at the national level to develop and oversee the implementation of a comprehensive DRMNSAP, firmly embracing principles of mainstreaming. Increasing involvement and commitment of NDMO/SPAS in the mainstreaming process needs to be nurtured, encouraged and formalized. SPAS/NDMO are well placed to lead a truly multi-sectoral, government-wide approach to mainstreaming and bring to the table the development expertise that is essential in ensuring that DRR is treated as a development, rather than a humanitarian, issue.

Integration of DRR into national and local government development planning

Initiatives underway by various government agencies to reduce vulnerability to natural hazards need to be explicitly detailed in five year National Development Plans (5YNDP), set within a wider framework outlining overarching risk reduction objectives and strategies, mainstreaming principles and linkages into the 5YNDP's key socio-economic goals. This overview is essential in view of the cross-cutting nature of disaster risk, its relevance to wider development objectives and the need for inter-sectoral coordination and alignment of plans to reduce risk. Overarching objectives and strategies should also be translated into more specific sectoral goals, measures and activities and tied into relevant projects and programs.

At the level of provincial planning, simplified disaster risk assessment guidelines should be directly integrated into the more general provincial development plan guidelines which they are intended to complement. Deliberate effort should be undertaken to ensure that the various mainstreaming/integration initiatives underway at the sub-national level are carefully coordinated and that any synergies are maximized upon. Successful local mainstreaming/integration initiatives should also be documented, evaluated and replicated across the country.

Intra-government horizontal and vertical integration

Steps should be taken to strengthen the vertical integration of disaster risk reduction plans, both top-down from national government and bottom-up from individual communities. Progress in vertical integration should be carefully monitored by a national agency, most obviously SPAS.

Initiatives, seeking to promote greater inter-agency cooperation, should be instigated to explicitly encourage horizontal coordination and integration of DRR and climate change adaptation measures. Horizontal integration would be further strengthened by the development of a comprehensive “National DRR Policy and Strategy”.

Local governments should be encouraged to enter into collaborative arrangements with neighbouring localities to address shared disaster risk concerns.

Setting DRR goals and related indicators

Indicators for monitoring and evaluating DRR initiatives at both national and community levels urgently need to be developed for Iran, including indicators for monitoring DRR aspects of broader development initiatives.

Output 1 will also bring together climate change adaptation and DRM, in particular via institutional, policy and research coordination and the development of joint strategies, to exploit synergies, share experiences, lessons learned, tools and methodologies and consolidate the political voice for change. This joint approach would ensure a more efficient use of efforts and resources and greater effectiveness of achievements.

Output 2 will be led by TDMMO and IRCS. It will specifically address urban seismic risk in Tehran through the development of Tehran Earthquake Mitigation Plan (TEMP) and community based disaster risk reduction in Iran.

For very good reasons, mitigation/risk reduction, beside ‘emergency preparedness’ is a vital function for Tehran. Tehran urgently requires a comprehensive plan to cover all forms of action for the long-term minimization of damages or loss in the city as against post-disaster activities or a form of crisis management plan. The Tehran Earthquake Mitigation Plan (TEMP) will be a comprehensive document that will consider the urban environment in its totality, with its life-lines, emergency facilities, land uses and management processes. It will coordinate mitigation measures to be implemented in the face of an impending earthquake in Tehran. TEMP will go beyond mere diagnosis, but will include a scenario of action and steps to be followed. It will provide a framework for a series of “Social Contracts” with respect to the operations necessary, and the responsibilities of all administrative units, private bodies, and the ordinary citizens. In this regard, social contracts will be drawn between TDMMO, local municipalities, institutions, enterprises, NGOs, local community administrations, and individual citizens with the aim of determining the active role of the parties involved, and facilitating their participation and contributions.

TDMMO will therefore lead activities in preparing plans and implementing in consultation with local people, and capitalizing on the great potential of carrying out grassroots action. This leadership role requires TDMMO to operate beyond the confines to its own internal structure and to closely and proactively collaborate with other stakeholders, in particular with the 24 Tehran municipalities and the civil society representatives

IRCS will lead the efforts to develop technical capacities for the development and enhancement of community based disaster DRR and DM. The current practice of public participation proved to be critical for the success of disaster preparedness and response in Iran

, but a more comprehensive framework and sets of methodologies are required to expand the scope of people and communities participation to disaster risk reduction.

Consequently Output 2 will go beyond a structural engineering exercise and entail a comprehensive social engineering process.

TEMP will be an integrated plan to synchronize all physical, financial, legal, organisational measures with the aim of developing risk management methods according to the causal structures and spatial distributions of hazards and risks. It will reduce risks in existing urban environment and avoid vulnerabilities in the formation of new developments. TEMP will enhance safety and total quality of life in the city by:

- Reducing infrastructural deficiencies
- Gradually eliminating the unauthorized stock
- Integration of city management processes
- Protecting natural and historical assets
- Reclaiming urban quality and identity
- Securing participation of the local communities in the management of the city
- Comprehensive rehabilitating high risk areas
- Retrofitting or removal of buildings according to the local revision plans

TEMP will be a departure from a “conventional plan” that would simply describe some future physical state, and would solely employ methods of physical rearrangements and standard land-use planning apparatus. Rather, it will generate tools to monitor organizational and economic tendencies and processes. It will be ambitious in that it will not be an exercise in strict confines of existing legal and administrative constraints. Rather, proposals will be developed for the development of new methods and tools of enforcement, and the revision of existing legal frameworks. Within the context of TEMP’s development, sustainable mechanisms and institutions for a safer and more robust and resilient city may well be introduced.

UNDP will enhance its efforts in engaging partnerships and valuable support from global mechanisms such as the International Strategy for Disaster Risk Reduction (ISDR). The Agencies of the United Nations System in the Islamic Republic of Iran have expressed their joint commitment toward the goals of the UNDAF 2012-2016. UNDP and participating United Nations Agencies will enhance joint planning and programming and pursue opportunities for joint programmes or projects. Guided by the above, each programme component will be implemented in partnership with specific entities, as noted per the Programme’s Results and Resources Framework (RRF).

Moreover, in order to achieve maximum clarity and ensure adequate synergy in the programme implementation, UNDP and the implementing partners will further discuss and elaborate the technical framework and existing international supporting practices and models at the initial inception period of the programme. To this effect, a technical inception period is envisaged to be held after the conclusion of the programme document.

Amendments:

Parties may suggest amendments to any part of this agreement which will be applied and effective upon written agreement of all parties with the amendments.

4- RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Outcome 1: Disaster risk reduction and management concepts and standards integrated into national development policies/programmes and institutional, operational and coordination capacities for effective disaster risk reduction and response strengthened

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

UNDAF/CPD Outcome 1 Indicators:

- **% of targeted social, economic, and cultural institutions that have allocated adequate in`cluding human and financial resources , equipment, technology**
Baseline 2011: 20% (only few agencies including NDMO, BHRC, IIEES, NDRII allocate resources for DM in their annual plan and budget)
Target 2016: 70% - Agencies/members of the DM WG monitor and evaluate DRR and DM annual plans according to national and international standards
- **No of institutions that actively participate and contribute to multi-sector cooperation and coordination of risk reduction**
Baseline 2011: 25 agencies participate actively but more on preparedness response not risk reduction.
Target 2016: 80% - 45 agencies
- **No. of targeted institutions that implement DRR and DM programmes/priorities as agreed through joint coordination mechanisms**
Baseline 2011: 20 agencies (NDMO, IRCS, DoE, BHRC, Ministry of Roads and Urban Development, etc) already engaged in national disaster management programmes
Target 2016: 40 agencies
- **No of regional and international cooperation initiatives on DM and DRR**
Baseline 2011: There are currently a number of regional initiatives such as regional cooperation framework for dust storm among countries of the region including Iran. But this cooperation is limited to disaster preparedness and response and need to be expanded to all areas of disaster risk reduction and management.
Target 2016: UNDP Iran has contributed to the regional initiatives that are priority on disaster risk reduction and management for Iran through exchange of knowledge and expertise.
- **No of disaster prone and affected communities that effectively prevent, respond to and recover from disasters**
Baseline 2011: A number of provincial and local level community based disaster risk reduction and management initiatives have been implemented such as the capacity building programmes in Gorgan and Kerman supported by UNDP from 2005 to 2010. But these initiatives need to expand to all highly disaster prone areas and integrated in national and longer term disaster risk reduction and management planning based on clear and standardized frameworks.
Target 2016: All highly disaster prone communities have received the Guidelines for CB/DRM and use it in their disaster management and risk reduction planning.

Applicable Key Result Area (from 2008-11 Strategic Plan): Crises Prevention and recovery Partnership Strategy			
The Project's responsible parties collaborate each other under guidance of NDMO during planning and implementing of various parts of the programme. The Outcome Board as a coordinating and monitoring mechanism chairing by head of NDMO and membership of the other four responsible parties regularly reviews the project progress of implementation and coordination among parties and reports to UNDAF Steering Committee.			
Project title and ID (ATLAS Award ID): Strengthening Disaster Risk Reduction in the Islamic Republic of Iran - 00065087			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
Output 1 Institutional capacities for multi-sectoral DRR/DM plans and DM contingency plans and risk assessment standards in urban areas advanced.			
Output 1-1- Capacities of DRR/DM Institutions Enhanced			
Target: Enhancement of NDMO Capacities Baseline: National disaster management law was passed by the parliament in 2008 and subsequently the National Disaster Management organization with 14 specialized working groups and subsidiary bodies at provincial and city levels was established.	Target 2013: -National Disaster Management Strategy and Action Plan of Iran is developed -Disaster managers knowledge and skills at national and provincial levels are improved on 1) assessment 2) planning 3) monitoring 4) reporting , 5) evaluation 6) Resource management -Disaster management training standardized -Training of disaster managers (continued) Target 2014: -Indicators and standards for disaster management planning, budgeting and public participation developed Target 2015-2016:	Projects: 1) Develop national DRR/DM strategy and Action Plan of Iran 2) Standardize DRR/DM training at national level 3) Develop indicators for DRR/DM evaluation at national level 4) Develop DRR/DM effective leadership and management standards 2013 -Develop the National DRR/DM strategy and Action Plan for Iran -Draft the DRR/DM Strategic Training Plan -Roll out and operationalize the National DRR/DM Strategy and Action Plan -Organize specialized training course for DRR/DM	UNDP: \$100,000 NDMO: \$168,000 Total for Output : 1-1 \$268,000

<p>Existing of national DM/DRR Strategy and Action Plan and standards for DM/DRR evaluation and training</p>	<p>-Evaluating and upgrading national disaster management strategy</p>	<p>Effective workshop 2014 -Prepare the institutional arrangements for the implementation of the DRR/DM Training Strategic Plan -Develop the indicators for DRR/DM evaluations -Develop standards for effective leadership and management in DRR/DM 2016: -Finalize the National DRR/DM Strategy and Action Plan and integrate in national system</p>	
<p>Output 1-2: Support to Integration of DRR/DRM into National Development Planning</p>			
<p>Target: by 2016 two sectoral plans that incorporate DRR/DM concepts. Baseline: 5th National Development Plan does not have a specific chapter on DRR/DM. But it refers to a number disaster risk reduction and response components in some other chapters. Indicator:</p>	<p>Target 2013 : Understanding the existing situation, (methodology, preliminary studies identify needs, gaps, strengths, weak points, hazards and vulnerabilities, sector analysis...) . Sectoral analysis and studies, setting the priorities for various sectors, education, health, rural and urban development, environment...) Target 2014: Identifying and setting indicators and standards for DRR/DM based development planning – comparative study with good practices and examples at international level Target 2015: Preparing the draft national guidelines for integration of DRR/DM standards in development sectors planning – pilot the draft in Ministry of Education and Ministry of Health</p>	<p>Activities: 2013 -Identify stakeholders and relevant groups -Communication and information sharing through a national seminar -Establish panel of experts -Carry out studies in the following fields: ➢ Previous experiences and lessons learned ➢ Existing capacities in disaster risk reduction -Publishing and distributing the report of studies 2014 -Identify available resources -Comprehensive need assessment and identify capacity gaps in key sectors</p>	<p>SPAS as the lead implementing agency with the participation of relevant institutions, in particular, Ministries of Health Education and the agency members of the NDMO Working Groups UNDP: \$100,000 SPAS: \$55,000 Total for Output 1-2: 155,000\$</p>

<p>Number of multi-sectoral DRR and DRM plans developed.</p>	<p>Target 2016: The final version of the guidelines for integration of DRR concepts and standards in development plans are prepared, introduced and used by key development sectors (Education, health, rural and urban development and environment) and the outcome of 5 year experience is considered in the process for preparation of Iran's 6 National Development Plan.</p> <p>Inclusion of DRR concepts and standards in the next National Development Plan by incorporating the relevant sectoral DRR standards as well as general chapter on DRR and DM in the Plan.</p>	<p>- Develop and set the indicators and standards for DRR based development planning 2015: - Prepare the first draft of the national guidelines for integration of DRR concepts and standards in development plans - Pilot the draft guidelines in the education and health sectors</p> <p>2016: - Evaluate the outcome of pilot projects and address shortcomings/gaps - Prepare the final document - Disseminate the guidelines to the various key sectors for use in preparing the 6th National Development Plan</p>		
<p>Output 1-3: Urban risk reduction and management</p>				
<p>Target: By 2016, building codes and regulations are reviewed and standardized with regard to disaster safety and guidelines for urban disaster risk reduction are developed.</p> <p>Baseline: Urban planning in Iran requires better resilience for disaster risk reduction and the oversight system in</p>	<p>Target 2013 : -Understanding the situation (identify needs, gaps...) -Identify elements and factors of hazard, vulnerability and exposure to disaster risk at national level. To set the methodology for the planning and implementation of the programme. -Review existing standards and regulations: -Setting priorities for the programme -Preparing the actions required for seismic risk assessment Target 2014: -Implementation of seismic risk assessment analysis in urban areas -Recommendations for urban disaster risk reduction and management</p>	<p>Project: Development of National urban DRR guidelines and standards</p> <p>Activities: 2013 -Conduct studies and research on the current situation including legal and institutional setups, hazards and vulnerabilities as well as document results and outcomes of previous programmes and activities -Determine the methodologies for programme implementation -Review and revise the existing</p>	<p>BHRC</p>	<p>UNDP: \$100,000 BHRC: \$580,000 (150,000 USD is available and the rest must be allocated) Total for Output 1-3 680,000 \$</p>

<p>enforcement of national building codes needs strengthening.</p> <p>Indicator:</p> <p>inclusion of DRR and standards in national urban development and seismic safety regulations.</p>	<p>Target 2015:</p> <ul style="list-style-type: none"> -Preparing draft " Guidelines for Urban Disaster Risk Assessment " <p>Target 2016:</p> <ul style="list-style-type: none"> -National guidelines for urban disaster risk assessment is prepared and approved by relevant authorities and submitted by the government to respective institutions for implementation. 	<p>regulations and standards on seismic risk reduction</p> <ul style="list-style-type: none"> - Identify and set the priorities for the programme - Identify scope and required measures for comprehensive risk assessment <p>2014:</p> <ul style="list-style-type: none"> -Conduct seismic risk analysis in urban area (Sari as pilot city) <p>2015:</p> <ul style="list-style-type: none"> -Review the global standards and good practices - Draft recommendations and propose revised/new regulations <p>2016:</p> <ul style="list-style-type: none"> -Finalize the "National Urban DRR Guidelines and standards" - Develop the mechanism to roll out and integrate the Guidelines at the national DRR/DM development planning systems -Conduct training and orientation sessions for main stakeholders 		
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<p>Output 2 : Tehran capacity for earthquake disaster risk reduction and management is enhanced and national capacities for community-based disaster risk management supported</p> <p>Output 2-1 : Tehran Earthquake Risk Reduction and Management Plan</p>			
<p>Target: Development of Tehran Earthquake Risk Reduction and Management plan</p> <p>Baseline: Tehran has already developed a Earthquake management plan which can be updated and developed to a comprehensive Earthquake risk reduction and management plan.</p> <p>Indicator: Tehran Earthquake Risk Reduction and Management plan including both disaster risk reduction and management components are available</p>	<p>Target 2013</p> <ul style="list-style-type: none"> -Preliminary studies current situations, previous plans and setting plans, targets, priorities and methodologies -The required leading and coordination committees including Tehran Earthquake Mitigation Team (TEMP) are established and functional -Review existing software for Tehran earthquake disaster mitigation and management -Tehran earthquake multi-sectoral and multi-stakeholder damage assessment software is developed and finalized - Prepar GIS maps of: a) Seismic sources; b) Soil conditions; c) Collateral hazards; 4) Observed intensity distributions for past earthquakes - Development of an intensity distribution map for the adopted or hypothetical earthquake for use in damage estimation -Compiled collateral hazard information incorporated for use in the next phase of the project -Situation reports of various organizations are received -The general earthquake vulnerability report is 	<p>Activities:</p> <p>2013:</p> <ul style="list-style-type: none"> -Conduct preliminary studies on current context -Review reports on similar efforts carried out by other cities around the world and adopt what seems appropriate to the local conditions - Establish the project coordination committee - Determine the priorities and methodologies for the project - Review the legal, institutional and technical aspects of earthquake safety measure in Tehran. -Develop Tehran earthquake multi-sectoral and multi stakeholder damage assessment software <p>2014:</p> <ul style="list-style-type: none"> - Conduct comprehensive earthquake vulnerability assessment in Tehran including: <ul style="list-style-type: none"> - Preparation and collection of data for damage estimation (e.g. intensity distribution; City limit or boundary; Existing soil types; Population density; Lifeline information; Existing structures; Building inventory - Plan various scenarios for Tehran earthquake and identify appropriate DRR/DM measures <p>2015:</p>	<p>Output 2 will be implemented by two main partners agencies namely TDMMO for Tehran Earthquake contingency plan and IRCS for CBDRR/M National Guideline</p> <p>UNDP: \$100,000 TDMMO: \$380,000 Total for Output 2-1: \$480,000</p>

	<p>prepared</p> <ul style="list-style-type: none"> -Tehran seismic hazard and risk report prepared <p>Target 2014:</p> <ul style="list-style-type: none"> -Identification of typical structures, development of vulnerability functions for new, common and traditional construction and potentially useful laboratory tests -Development of sound vulnerability and recovery functions, which are applicable to Tehran's conditions. - GIS Maps of superposition of Tehran's a) structures ; b) infrastructures; c) population distribution; d) economic activities etc are prepared , combined and analyzed and GIS maps of hazards and risks are generated -Preliminary theoretical estimates of structural and infrastructural damage and human and economic impact caused by the adopted earthquakes - Recovery time estimates for Tehran's main systems from the damage caused by the adopted earthquake scenario -Tehran seismic multi-sectoral vulnerability report is prepared <p>2015: Preparation of Tehran Earthquake Contingency Plan</p> <ul style="list-style-type: none"> -Scrutinizing recovery time targets for Tehran's main systems from the damage caused by the adopted earthquake scenario <p>-Identification of lacking or duplicated</p>	<p>-Analyze the outcomes of the assessments and set the recommendations</p> <ol style="list-style-type: none"> 1. Assessment of the city's current level of risk management preparedness 2. Formulation of risk management activities 4. Formulation of a strategy for implementation <p>-Draft the " Tehran earthquake DRR/DM plan"</p> <p>2016:</p> <ul style="list-style-type: none"> .Incorporation of all the community sectors in the project . Proper information and dissemination of results Search for funding: <i>strong efforts to generate funds, especially local funds, have to be made</i> - Operationalize the Plan - Institutionally integrate the Plan in the national DRR/DM system 		
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	<p>/overlapping efforts or work</p> <ul style="list-style-type: none"> - Assessment of preparedness of individual institutions - Identification and appraisal of existing coordinated activities (already working) and plans -Potential partnerships for implementation of complementary risk reduction and management activities - Preliminary definition of the priorities of the proposed risk management activities - Improvement of existing plans, programmes or activities resulting from the better understanding of the city's problems and the collaborative work of several related institutions - List of feasible, realistic, well-defined risk reduction and management activities using cost-benefit analysis - Commitment of institutions to implement the activities they have prepared - Preliminary risk reduction and management plan covering mitigation and preparedness phases of the disaster cycle including actions, timing, budget, responsibilities, implementation, etc -Analysis of outputs and recommendations on measures required for Tehran disaster risk reduction and management are developed through public and multi-stakeholder process <p>2016: Preparation for Contingency Plan Implementation</p> <ul style="list-style-type: none"> -Tehran earthquake plan for disaster risk reduction and management is approved by relevant authorities and submitted for implementation and is operationalized. 		
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Output 2-2: National capacities for community-based disaster risk management in urban earthquake and flood management supported

<p>Target: Comprehensive and standardized training manuals and guidelines for community based DRR/DM developed by 2016</p> <p>Baseline: Community based preparedness and response training manuals are available.</p> <p>Indicator: Comprehensive DRR and DM training packages developed and community-based disaster risk management guidelines piloted.</p>	<p>Target 2012: -Study current situation and setting priorities and methodologies</p> <p>Target 2013: -CB/DRR and DM training need assessment carried out -Curricula for CB/DRR and DM developed</p> <p>Target 2014: -CB/DRR training packages are piloted and evaluated</p> <p>Target 2015: -Guidelines for CB/DRR and DM developed and submitted to NDMO for national application</p> <p>Target 2016: -Community based DRR/DM tools are integrated in NDMO and IRCS planning and implementation and used in selected provincial and local contexts</p>	<p>Project:</p> <p>To prepare the national guidelines for Community Based Disaster Risk Reduction and Management</p> <p>Activities:</p> <p>2012: -Determine the project management mechanism -Conduct field level research on the vulnerabilities , and challenges as well as capacities and resources</p> <p>-Determine the priorities and methodologies - Review the available practices at international level</p> <p>2013: -Conduct a comprehensive need assessment on CB/DRR and DM -Develop the evaluation indicators</p> <p>Activities:</p> <p>2013: -Determine the project management mechanism -Conduct field level research on the vulnerabilities , and challenges as well as capacities and resources -Determine the priorities and methodologies - Review the available practices at international</p>	<p>IRCS</p>	<p>UNDP: \$100,000 IRCS: \$84,000 <u>Total for Output 2-2: \$184,000</u></p>
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		<p>level</p> <ul style="list-style-type: none"> -Conduct a comprehensive need assessment on CB/DRR and DM -Develop the evaluation indicators <p>2014:</p> <ul style="list-style-type: none"> -Implement pilot projects in two cities -Evaluate the outcomes of two pilot projects -Consultation with main stakeholders and inclusion of their feedback in the plan - Develop the training curricula for CB/DRR and DM <p>2015:</p> <ul style="list-style-type: none"> -Draft the guidelines for CB/DRR and DM -Disseminate the draft with stakeholders for feedback <p>2016:</p> <ul style="list-style-type: none"> -Operationalize the Guidelines and integrate in national DRR/DM system 		
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TOTAL BUDGET AND WORK PLAN

Award ID:	00065087	Project ID(s):	00084450 and 00084451
Award Title:	Enhancement of Disaster Risk Reduction and Management		
Business Unit:	Enhancement of Disaster Risk Reduction and Management		
Project Title:	National Disaster Management Organization and partners		
Implementing Partner (Executing Agency)	National Disaster Management Organization and partners		

Output/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	See Budget Note:
Output .1 Institutional capacities for multi-sectoral DRR/DM plans and DM contingency plans and risk assessment standards in urban areas advanced.	1-1-Capacities of DRR/DM Institutions Enhanced		UNDP	71600 71300	Travel Contract	40,000	60,000			100,000	
	1-2-Support to Integration of DRR/DRM into National Development Planning	SPAS	UNDP	71300	Contract	40,000	60,000			100,000	
	1-3-Urban risk reduction and management	BHRC	UNDP	71300	contract	70,000	30,000			100,000	
Output 2-2 Tehran earthquake DRR contingency plan prepared	2-1- Tehran Earthquake Contingency Plan	TDMMO	UNDP	71300	contract	20,000	80,000			100,000	
	2- 2. National capacities for	IRCS	UNDP	71300 71600	Contract Travel	25,000 5,000	50,000			100,000	

5- MULTI-YEAR WORKPLAN

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		2013	2014	2015	2016		Funding Source	Budget Description
Output 1 Institutional capacities for multi-sectoral DRR/DM plans and DM contingency plans and risk assessment standards in urban areas advanced.								
Baseline: 1) National disaster management law was passed by the parliament in 2008 and subsequently the National Disaster Management organization with 14 specialized working groups and subsidiary bodies at provincial and city levels was established.								
Target 1-1: Capacities of DRR/DM institutions enhanced								
	1. Develop national DRR/DM strategy and Action Plan of Iran	x				NDMO	NDMO	68,000
	2. Standardize DRR/DM training at national level	x	x			NDMO	NDMO	100,000
	3. Develop indicators for DRR/DM evaluation at national level	x	x			NDMO	UNDP IC contract	60,000
	4. Develop DRR/DM effective leadership and management capacity. Training of NDMO and other relevant institutions managers on international DRR/DM practices	x	x			NDMO	UNDP Travel	40,000
						Total	UNDP NDMO	100,000 168,000
Target 1-2: Support to Integration of DRR/DRM into National Development Planning								
	1. Stakeholder analysis, establishment of experts panel , carry out studies in the field of previous experiences and lessons learned and existing capacities in disaster risk reduction publishing and distributing the report of studies						UNDP	20,000
		x				SPAS	UNDP One IC contract	

risk reduction and the oversight system in enforcement of national building codes needs strengthening.	2.Comprehensive assessment and identify capacity gaps in key sectors	X							UNDP	One IC contract	20,000
Indicator: 1)Existing of national DM/DRR Strategy and Action Plan and standards for DM/DRR evaluation and training	3. Develop and set the indicators and standards for DRR based development planning	X						SPAS	UNDP		60,000
2)Number of multi-sectoral DRR and DRM plans developed.	4.Prepare the first draft of the National Guidelines for integration of DRR concepts and standards in development plans Pilot the draft guidelines in the education and health sectors		X				SPAS	SPAS			25,000
3)inclusion of DRR concepts and standards in national urban development and seismic safety regulations.	5. - Evaluate the outcome of pilot projects and address shortcomings/gaps - Prepare the final document - Disseminate the guidelines to the various key sectors for use in preparing the 6th National Development Plan		X				SPAS	SPAS			30,000
							Total	UNDP SPAS			100,000 55,000
Target 1-3: Development of National urban DRR guidelines and standards (Urban risk reduction and management enhanced)											
	1.Developing the national model for disaster risk assessment in urban area	X					BHRC	UNDP		IC contract	100,000
	2. -Conduct seismic risk analysis in urban area (Sari as pilot city)	X	X				BHRC	BHRC			340,000

	<p>3. Review the global standards and good practices.</p> <p>4. Draft recommendations and propose revised/new regulations</p> <p>5. Finalize the "National Urban DRR Guidelines and standards. Develop the mechanism to roll out and integrate the Guidelines at the national DRR/DM development planning systems</p>	<p>X</p> <p>X</p> <p>X</p>	<p></p> <p>X</p> <p></p>	<p>BHRC</p> <p>BHRC</p> <p>BHRC</p>	<p>BHRC</p> <p>BHRC</p> <p>BHRC</p>	<p>80,000</p> <p>80,000</p> <p>80,000</p>	<p>80,000</p> <p>80,000</p> <p>80,000</p>
<p>Output 2 Tehran capacity for earthquake disaster risk reduction and management is enhanced and national capacities for community-based disaster risk management supported</p>	<p>Baseline: 1) Tehran has already developed a disaster management plan which can be developed to a comprehensive disaster risk management plan. 2) Community based preparedness and response training manuals are available.</p>	<p></p>	<p></p>	<p>Total</p>	<p>UNDP BHRC</p>	<p>100,000 580,000</p>	<p>100,000 580,000</p>
<p>Target 2-1: Development of Tehran earthquake DRR contingency plan (Tehran earthquake DRR contingency plan prepared)</p>							
<p>1) Tehran has already developed a disaster management plan which can be developed to a comprehensive disaster risk management plan. 2) Community based preparedness and response training manuals are available.</p>	<p>1. Convening Orientation Course, Conducting preliminary studies on current situation</p> <p>2. coordination committees including Tehran Earthquake Mitigation Team (TEMT) are established and functional</p> <p>3. setting priorities and methodologies and Convening effective training courses, workshops and visits for stakeholders</p>	<p>x</p> <p>x</p> <p>x</p>	<p></p> <p></p> <p></p>	<p>TDMMO</p> <p>TDMMO</p> <p>TDMMO</p>	<p>TDMMO</p> <p>TDMMO</p> <p>UNDP TDMMO</p>	<p>15,000</p> <p>34,000</p> <p>20,000 17,000</p>	<p>15,000</p> <p>34,000</p> <p>20,000 17,000</p>

<p>Indicator:</p> <p>1) Tehran contingency plan including both disaster risk reduction and management components are available</p> <p>2) Comprehensive DRR and DM training packages developed and community-based disaster risk management guidelines piloted.</p>	x						TDMMO	TDMMO	17,000	
	4. Review legal, institutional and technical aspects of earthquake safety measures in Tehran						TDMMO	TDMMO		
	5. Develop Tehran earthquake multi-sectoral and multi-stakeholder damage assessment software and Providing seismic equipment	x					TDMMO	UNDP TDMMO	80,000 105,000	
	6. Conduct Comprehensive earthquake vulnerability assessment in Tehran	x					TDMMO	TDMMO	46,000	
	7. Plan various scenarios for Tehran Earthquake and identify appropriate DRR/DM measure	x					TDMMO	TDMMO	21,000	
	8. Analyze the outcomes of the assessments and set the recommendation and preparation draft of Tehran Earthquake DRR/DM Plan			x			TDMMO	TDMMO	70,000	
	9. Operating the Plan and institutionally integrate the plan in the national DRR/DM system				x		TDMMO	TDMMO	55,000	
	Total							UNDP TDMMO	100,000 380,000	
	Target 2-2: Prepare the national guideline for community-based DRR/DM									
	<p>1-Conduct field level research on the vulnerabilities, and challenges as well as capacities and resources. Determine the priorities and methodologies. Review the available practices at international level</p> <p>2. Conduct a comprehensive need assessment on CB/DRR and DM. Develop the evaluation indicators</p>	x						IRCS	UNDP	50,000
							IRCS	UNDP	50,000	

3. Implement pilot projects in two cities, evaluate the outcomes of two pilot projects, consultation with main stakeholders and inclusion of their feedback in the plan, develop the training curricula for CB/DRR and DM	x					IRCS	IRCS	42,000
		x				IRCS	IRCS	21,000
				x		IRCS	IRCS	21,000
4. Draft the guidelines for CB/DRR and disseminate the draft with stakeholders for feedback								100,000
5. Operationalize the Guidelines and integrate in national DRR/DM system								84,000
Total						Total		500,000 USD 1,274,000 USD
Programme Management	2013	2014	2015	2016	Responsible Party	Funding Source		
						UNDP	UNDP	Service contract Miscellaneous
Monitoring and Evaluation	2013	2014	2015	2016	Responsible Party	Funding Source		40,000
						UNDP /NDMO	UNDP	IC Contract
Total						Total		62,000 USD
GRAND TOTAL						GRAND TOTAL		562,000 USD
						Government		1,274,000 USD
						(implementing and responsible parties)		

Annual Work Plan Year: 2013

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			Total Amount (\$)	
		Q1	Q2	Q3	Q4		Funding Source (\$)		Budget Description		
							UNDP	NDMO			
Output 0 : Programme Management											
Indicator and target: All participants from implementing agencies has agreed on operational coordination modalities and finalized 2013 work plan	Conducting Project Inception Workshop	x				UNDP	2,000	-	-	Contractual services	7,000
							1,000	-	-	Miscellaneous	
							2,000	-	-	Workshop	
							2,000	-	-	Travel	
		Finalize 2013 work plan	x				NDMO	-	-		
		Prepare the multi-year workplan for Atlas purposes	x				NDMO	-	-		
	draft Inception report	x				NDMO	-	-			
	-Programme Management (including service support unit-SSU)	x	x	x	x	NDMO	20,000	-	-	Contractual services Miscellaneous	15,000 5,000
TOTAL							27,000 \$		-		27,000 \$
Output 1: Institutional capacities for multi-sectoral DRR/DM plans and DM contingency plans and risk assessment standards in urban areas advanced.											
Output 1- 1: Capacities of DRR/DM institutions enhanced Indicator: 1- consultant agreement has been concluded for develop national DRM/DM strategy and	- Preliminary studies on DRR/DM context in Iran	x				NDMO	-	70,000	-	Contract	70,000
	-Developing the TORs for the project	x				NDMO	-	-	-	Contract	
	-Conclusion of consultant agreement	x				NDMO	-	-	-	Contract	
	-Implementation of project		x	x	x	NDMO	-	-	-	Contract	
	-Preliminary studies on DRR/DM training needs and priorities in Iran		x				NDMO	-	70,000	-	Training

2-	Action Plan of Iran consultant agreement has been concluded for DRR/DM training needs assessment and priorities in Iran	-Developing TORs for the project agreement	x	x	x	x	-	NDMO	-	Workshop	
											Seminar
3-	participation of DRR/DM related institutions at least in one international program	-Conclusion of consultant agreement	x	x	x	x	-	NDMO	-	Seminar	
	participation of DRR/DM related institutions at least in one international program	-Identification of priority areas in leadership and management capacity building	x	x	x	x	40,000	NDMO	-	travel	40,000
	participation of DRR/DM related institutions in the international training course	-Coordination with relevant international organization regarding training programmes	x	x	x	x	-	NDMO	-	travel	-
	participation of DRR/DM related institutions in the international training course	-participation of DRR/DM related institutions in the international training course	x	x	x	x	-	NDMO	-	travel	-
	DRR/DM training at national level is not standard yet	-Prepare M&E Quarterly Work plan & Progress report	x	x	x	x	-	NDMO	-		
	NDMO is institutionally young and needs to enhance its leadership capacity in DRR/DM.	-Project Board Meeting	x	x	x	x	-	NDMO	-		
							40,000\$		140,000\$		180,000\$
TOTAL											

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		UNDP	Funding Source (\$) Responsible Party	Budget Description	Total Amount (\$)
Output 1: Institutional capacities for multi-sectoral DRR/DM plans and DM contingency plans and risk assessment standards in urban areas advanced.										
Output 1-2: Support to Integration of DRR/DRM into National Planning Indicator: 1- A panel of experts have been established and functioning 2- studying on previous experiences, lessons learnt and identifying existing capacities in DRR has been done 3- Needs assessment for identifying capacity gaps in key areas has been conducted Baseline: DRR concepts and standards were not exactly integrated in the previous national development plans Targets: * establishing panel of experts * studying the previous experiences, lessons learnt and identifying existing capacities in DRR * Conducting need assessment and identify capacity gaps in key sectors	- stakeholder analysis	x				SPAS	5,000	SPAS	Contract	5,000
	- establishing a panel of experts	x								
	Conduct need assessment and identify capacity gaps in key sectors		x	x		SPAS	15,000	SPAS	Contract	15,000
	carrying out studies on previous experiences, lessons learnt and identifying existing capacities in DRR		x	x		SPAS	20,000	SPAS	Contract	5,000
	Prepare M&E Quarterly Work plan & Progress report	x	x		SPAS			SPAS		
	Project Board Meeting	x	x	x	SPAS			SPAS		
TOTAL							40,000 \$	-		40,000 \$

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source (\$)		Total Amount (\$)	
							UNDP	BHRC		Budget Description
Output 1 Institutional capacities for multi-sectoral DRR/DM plans and DM contingency plans and risk assessment standards in urban areas advanced.										
And baseline, associated indicators and annual targets	Reviewing the country current situation	x	x			BHRC	15,000	-	Contract	15,000
Output 1-3: Urban risk reduction and management Indicator:	Comparative study and reviewing available models in the world	x	x			BHRC	5,000	-	Contract	5,000
1- Having a specified methodology for risk assessment	Develop the national model for disaster risk assessment in urban area			x	x	BHRC	50,000	-	Contract	50,000
2- Effective training and public awareness	Prepare M&E Quarterly Work plan & Progress report	x	x			BHRC				
3- Consultant agreement has been concluded for developing the national model	Project Board Meeting	x	x			BHRC				
Baseline: Risk assessment in urban areas has been developed in limited sectors but there is no unified model.										
Targets: *Systematic identifying and measuring risks including hazards, vulnerabilities and exposures *Support identifying needed systematic measurements for risk reduction * benchmarking and setting indicators for the selected model										
TOTAL							70,000 \$	-		70,000 \$

<p>4- two workshops has been conducted</p> <p>5- legal, institutional and technical aspects of earthquake safety measures in Tehran has been reviewed and reported</p> <p>Targets:</p> <p>1- Preliminary studies on current situation and setting priorities and methodologies</p> <p>2- The required leading and coordination committees including Tehran Earthquake Mitigation Team (TEMT) are established and functional</p> <p>3- -Review existing standards and regulations:</p> <p>4- -Setting priorities for the programme</p> <p>5- Preparing the actions required for seismic risk assessment</p>	Project Board Meeting	x	x	x	x		20,000 \$	32,000 \$	52,000 \$
TOTAL									

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source (\$)		Total Amount (\$)
							UNDP	IRCS	
Output 2: Tehran capacity for earthquake disaster risk reduction and management is enhanced and national capacities for community-based disaster risk management supported									
Output 2-2: National capacities for community-based disaster risk management in urban earthquake and flood management supported Indicator: <ul style="list-style-type: none"> - Project framework has been developed - The Project implementation Team has been established Baseline: There are currently cooperation between IRCS and International Federation of Red Cross and Red Crescent Societies (IFRC) on Community-based Disaster Management (CBDM) which need to be expanded to DRR Targets: <ul style="list-style-type: none"> * Conduct field level research on the vulnerabilities, and challenges as well as capacities and resources. * Determine the priorities and methodologies. * Review the available practices at international level 	-Establishment of project implementation team	x	x	x	x	IRCS	5,000	Travel	50,000
	-development of project framework and methodology	x	x		x	IRCS	20,000	Workshop	
	-Preliminary study and Identifying needs and priority areas	x			x	IRCS	25,000	Contract (one Individual Contract)	
	-Prepare M&E Quarterly Work plan & Progress report	x	x		x	IRCS			
	-Project Board Meeting	x	x	x		IRCS			
TOTAL							50,000 \$	-	50,000 \$

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6- MANAGEMENT ARRANGEMENTS

The Government is the prime partner of UNDP. National Disaster Management Organization (NDMO) is the key national partner for UNDP and the focal point for the programme. Under the overall auspices of NDMO, 4 other key national institutions will be responsible for the planning and implementation of individual projects that make up the Programme. UNDP will work jointly with other United Nations agencies and development partners to provide cooperation through the proposed programme. UNHABITAT is a key partner as it plans to provide technical support to development of urban risk reduction in Iran and there has been already preliminary discussion and agreement on coordination and joint efforts in this area.

The Government and UNDP will explore other cooperation modalities, where appropriate, such as technical cooperation among developing countries within the South-South framework. As outlined in the UNDAF, country ownership, culturally sensitive approaches, use of official data/information shall constitute points of reference and guiding principles with regard to the collaboration between the Government and UNDP.

The National Disaster Management Organization (NDMO) will serve as the overall Implementing Agency for the program. NDMO will chair an Outcome Board on DRM which consists of 4 other implementing agencies namely SPAS, BHRC, TDMMO and IRCS.

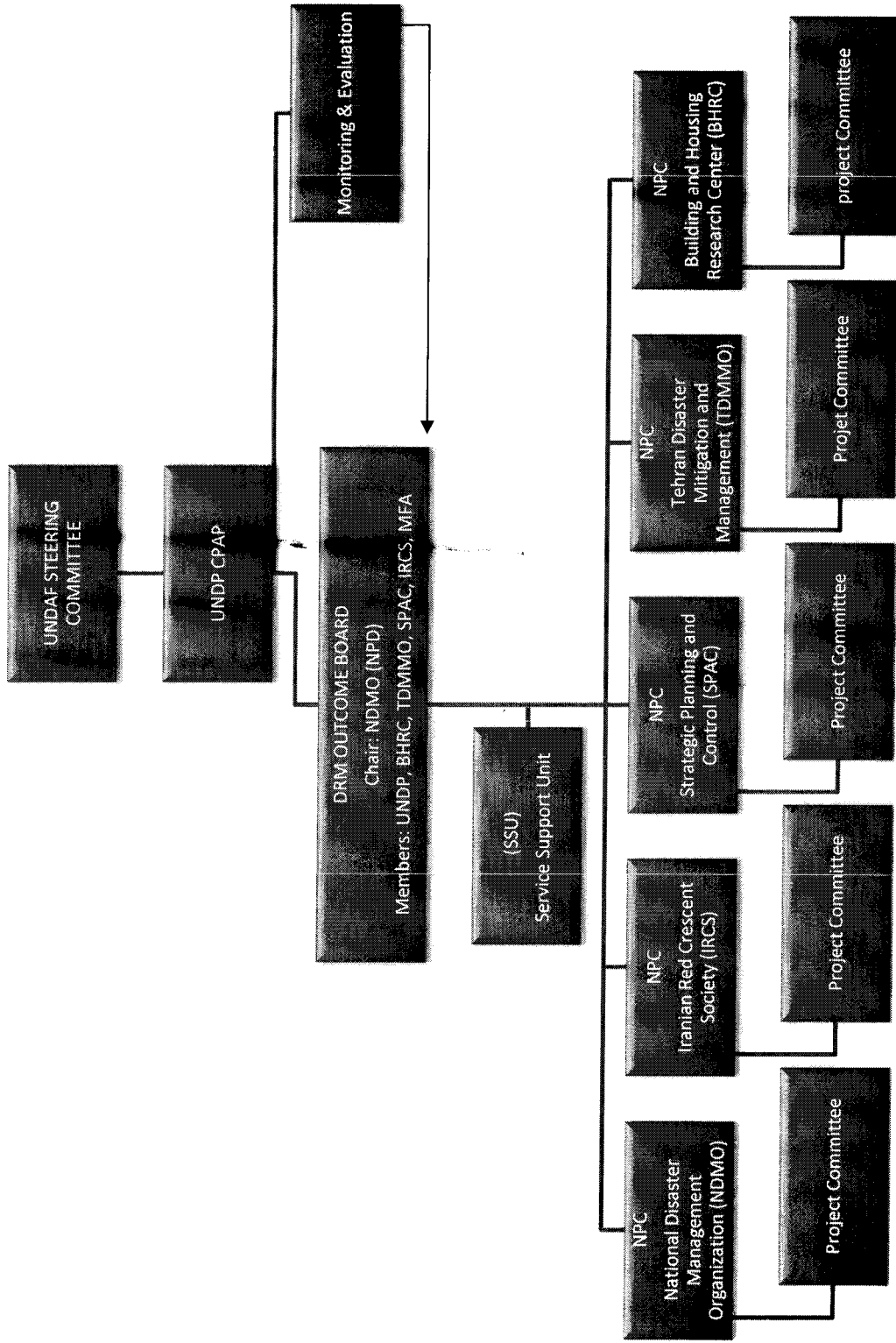
NDMO will appoint a National Project Director (NPD) and other implementing agencies will appoint a Project Coordinator and set-up and staff a project office including technical and administrative support staff to be funded from Agencies own resources. The NPD will be responsible for overseeing the project on behalf of the Government of Iran. The NPD will be a senior staff member of NDMO. The Project coordinator will report to the Executing Agency, the NPD and the Project Committee

An Outcome Board (OB) for the implementation of the programmes will be set up and will contain representatives of the NDMO, implementing Agencies, MFA and UNDP. The OB will supervise, advise and co-ordinate the implementation of the projects. The Outcome Board (OB) will be chaired by NPD designated by NDMO. Other members can be invited by the decision of the OB on an as needed basis, however by taking care that the OB remains operational in its size. The final list of the OB members will be completed at the outset of Programme operations and presented in the Inception Report.

A Service Support Unit (SSU) will be established to provide coordination, financial and administrative support to the OB. The SSU based in NDMO will provide daily advice and guidance on financial and administrative aspects of the implementation of the programmes and will support coordination among implementing agencies. Moreover, the SSU will support the implementing agencies in preparing periodical and final reports, conducting monitoring as well as evaluation of projects. The SSU will be in regular contact with the NPD, implementing agencies and UNDP. SSU is composed of at least two qualified officers one provided by UNDP and one by NDMO.

For the day-to-day operation of the program a full-time National Project Coordinator (PC) will be assigned and funded by each implementing agency and assume operational management of the project. The PC will be accountable to the Implementing Agency and UNDP for the planning, management, quality, timeliness and effectiveness of the activities carried out and the use of the funds. As a part of that, the PC will closely monitor the activities under implementation and ensure that they will be closely co-ordinated with the other on-going and planned activities in Iran. The Project Coordinators of five implementing agencies will attend the Outcome Board meeting and will coordinate the activities under each project.

Each of five implementing agency will establish a Project Committee (PC) with the participation of other relevant institutions and experts in order to ensure adequate coordination with other sectors and programmes. The Project Coordinator assigned by each implementing agency will chair the Project Committee.



Suggested sub-headings in this component may include:

➤ *results of capacity assessment of implementing partner*

The main implementing partner (NDMO) and other implementing agency will use their institutional and technical capacities and resources in the implementation of the projects. As these agencies will benefit from their existing human and material resources, most of UNDP contributions including financial supports will be used in providing expertise and technical support.

➤ *UNDP Support Services*

Support Service Unit under the DRM Outcome board will be established in order to provide daily support to the NPD and other responsible parties in terms administrative and financial arrangements and coordination, reporting, monitoring, evaluation and any other services required.

➤ *collaborative arrangements with related projects*

Due to the multi-sectoral nature of DRM programmes, coordination with other sectors are critical. Therefore, relevant agencies from two other main sectors namely health and environment will be invited to Outcome Board and Project Board when appropriate. This will ensure complementary relations with other projects with a view on disaster risk reduction and management.

➤ *prior obligations and prerequisites*

The main national partner (NDMO) and other responsible parties committed to provide their institutional capacities and resources and also to ensure adequate inter-agency coordination for the implementation of the projects.

➤ *a brief description/summary of the inputs to be provided by all partners*

- a. Human resources
- b. Office space and equipment
- c. Transportation
- d. Administrative and legislative facilities
- e. Communication and publication
- f. Coordination with relevant authorities

➤ *audit arrangements*

The projects in addition to the normal internal auditing procedures in each implementing agency, the project will be audited according to UNDP Financial Regulations and Rules and applicable Audit policies.

➤ *agreement on intellectual property rights and use of logo on the project's deliverables*

UNDP rules and procedures will be applied.

➤ **Learning and knowledge sharing:**

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

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 though lessons learned. The project will identify, analyse, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

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

➤ **Communications and visibility requirements:**

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.

➤ **Financial Monitoring and Quality Assurance:**

The Combined Delivery Report (CDR) is the report that reflects the total expenditures and actual obligations (recorded in ATLAS) of a Project during a period. This report is prepared by UNDP using ATLAS and shared with the implementing partner on a needs basis and at the end of each year. The Implementing Partner is required to verify each transaction made and sign the yearly issued CDR report. Statements of cash position as well as assets and equipments should also be submitted together with the CDR on a yearly basis.

Where UNDP transfers responsibility for managing resources to third parties, governments or NGOs, UNDP must receive assurance as to whether the resources are being properly used. This assurance is achieved through various monitoring means, of which the NGO/NIM audit exercise is one key component, The UN Board of Auditors carefully reviews the results of the annual NGO/NIM audit exercise in order to establish and report to the Executive Board the appropriateness and completeness of the expenditure recorded in UNDP books.

Audit is an integral part of sound financial and administrative management, and of the UNDP accountability framework. The project will be audited at least once in its lifetime and in accordance with the threshold established for the annual expenditures by the Office of Audit and Investigations (OAI). The audit provides UNDP with assurance that resources are used to achieve the results described and that UNDP resources are adequately safeguarded.

The selection of an audit firm shall be through a competitive Request for Proposals (RFP), in consultation with the Implementing Partner or if possible shall be performed by the National Audit Authority. UNDP procedures must be followed as per the specific Terms of Reference for Audits of NEX/NIM Projects. The audit is expected to provide assurance related to the following broad areas:

- Project progress and rate of delivery (PP)
- Financial management (FM)
- Procurement of goods and /or services (PR)
- Human resource selection and administration (HR)

- Management and use of equipment and inventory (EQ)
 - Record-keeping systems and controls (R)
 - Management structure (MS)
- In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:Project start:

A Project **Inception Workshop** will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP as appropriate.

A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project's goals and objectives, as well as finalize preparation of the project's first annual work plan on the basis of the project's log frame matrix. This will include reviewing the log frame (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise finalize the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes of the project.

Additionally, the purpose and objective of the Inception Workshop (IW) will be to: (i) introduce project staff with the UNDP team which will support the project during its implementation, namely the CO (ii) detail the roles, support services and complementary responsibilities of UNDP vis-a-vis the project team; (iii) provide a detailed overview of reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Project Report (APR), Tripartite Review Meetings, as well as mid-term and final evaluations. Equally, the IW will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews.

The IW will also provide an opportunity for all parties to understand their 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 and decision-making structures will be discussed again, as needed, in order to clarify for all each party's responsibilities during the project's implementation phase.

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.

7- MONITORING FRAMEWORK AND EVALUATION

Monitoring responsibilities and events

A detailed schedule of project review meetings will be developed by the project management, in consultation with project implementation partners and stakeholder representatives, and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Tripartite Reviews, Project Board Meetings, (or relevant advisory and/or coordination mechanisms) and (ii) project related Monitoring and Evaluation activities.

Day to Day:

- Day to day monitoring of implementation progress will be the responsibility of the Project Coordinator, based on the project's Annual Work plan and its indicators. The Project Team will inform the UNDP of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic:

- Periodic monitoring of implementation progress will be undertaken by the UNDP through quarterly meetings with the project proponent, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.
- UNDP Country Offices, will conduct yearly visits to projects that have field sites, or more often based on an agreed upon schedule to be detailed in the project's Inception Report / Annual Work plan to assess project progress. Any other member of the Steering Committee can also accompany, as decided by the PSC. A Field Visit Report will be prepared by the CO and circulated no less than one month after the visit to the project team, all PSC members.
- 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.

Annually:

- Annual Monitoring will occur through the Tripartite Review (TPR). This is the highest policy-level meeting of the parties directly involved in the implementation of the project. The project will be subject to Tripartite Review (TPR) at least once every year. The first such meeting will be held within the first twelve months from the start of full implementation. The project proponent will prepare an Annual Project Report/Project Implementation Review (APR/PIR) and submit it to UNDP and at least two weeks prior to the TPR for review and comments.
- .

Periodic Monitoring through site visits:

UNDP Country Office 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 UNDP CO 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:

The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation (2 years after the start of the project). 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. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Center (ERC).

End of Project:

An independent Final Evaluation described in further details in a related section below.

The Terminal Tripartite Review (TPR) is held in the last month of project operations. The project proponent is responsible for preparing the Terminal Report and submitting it to UNDP-CO. It shall be prepared in draft at least two months in advance of the TPR in order to allow review, and will serve as the basis for discussions in the TPR. The terminal tripartite review considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation or formulation.

The TPR has the authority to suspend disbursement if project performance benchmarks are not met. Benchmarks will be developed at the Inception Workshop, based on the performance and impact indicators defined in the projects logical framework matrix.

Project Monitoring Reporting

The Project Coordinator will be responsible for the preparation and submission of the following reports that form part of the monitoring process. Items (a) through (f) are mandatory and strictly related to monitoring, while (g) through (h) have a broader function and the frequency and nature is project specific to be defined throughout implementation.

Inception Report (IR)

A Project Inception Report will be prepared immediately following the Inception Workshop. It will include a detailed First Year/ Annual Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Work Plan would include the dates of specific field visits, support missions from the UNDP CO, as well as time-frames for meetings of the project's decision making structures. The Report will also include a detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 month time-frame.

The Inception Report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation.

After finalization, the report will be circulated to the project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Country Office will review the document.

Annual Project Report (APR)

The APR is a UNDP requirement and part of UNDP's CO central oversight, monitoring and project management. It is a self-assessment report by project management to the CO and provides input to the CO reporting process and the ROAR, as well as forming a key input to the Tripartite Project Review. An APR will be prepared on an annual basis prior to the Tripartite Project Review, to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work.

The format of the APR is flexible but should include the following:

- An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome;
- The constraints experienced in the progress towards results and the reasons for these;
- The three (at most) major constraints to achievement of results;
- AWP, CAE and other expenditure reports (ERP generated);
- Lessons learned;
- Clear recommendations for future orientation in addressing key problems in lack of progress

Quarterly Progress Reports

Short reports outlining main updates in project progress will be provided quarterly to the local UNDP CO by the project team.

- 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.

Project Terminal Report

During the last three months of the project the project team will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met, or not achieved structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. 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 activities.

Technical Reports (project specific- optional)

Technical Reports are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the Inception Report, the project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external

consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.

Project Publications (project specific- optional)

Project Publications will form a key method of crystallizing and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

Independent Evaluation

The project will be subjected to at least two independent external evaluations as follows:

Mid-term Evaluation

An independent Mid-Term Evaluation will be undertaken at the end of the second year of implementation. The Mid-Term Evaluation will determine progress being made towards 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.

Final Evaluation

An independent Final Evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP CO.

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

8- LEGAL CONTEXT

All legal issues related to this project will be referred to and addressed in Legal Annex (Annex C) of this agreement.

9- ANNEXES

Risk Analysis.

ANNEX A: OFFLINE RISK LOG

Project Title: Strengthening of Disaster Risk Reduction and Management in the I.R. Iran							Award ID: 00065087			Date: November 2012		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status			
1	Potential lack of institutional awareness on risk reduction concepts and standards	From project outset	Technical	The risk will result in slowing down the integration of DRR concepts in the thematic areas The probability is relatively high	Project inception workshops for the stakeholders will be put in place to encourage awareness and uptake	Implementing Agency						
2	Potential lack of coordination between the NDMO and other implementing agencies	From project outset	Political Regulatory Strategic	The risk may affect the multi-stakeholder quality of the project and create gaps in its overall results. There is relatively low probability for this risk to occur	The Outcome Board, Support Service Unit and Project Boards are mechanisms which can mitigate the risk.	Implementing Agency All stakeholders						
3	Potential delay in allocation of national budgets to the implementing agencies for the execution of projects	From 2013 onward	Regulatory Institutional	The risk may cause delay in the implementation of projects from 2013 onward. The probability of risk varies from one implementing agency to other	NDMO will lead and facilitate inclusion of project budgets in the proposals of implementing agencies for national DRR/DM budget allocations from 2013 onward	Implementing Agencies NDMO SPAS						
4	Potential lack of adequate international financial support for the implementation of the project	From 2014 onward	Political Programmatic	Lack of sufficient funding may affect the implementation of projects from 2014 onward. The probability of the risk is relatively high.	UNDP will encourage international partners to provide and commission short and mid-term experts mission to Iran if financial contributions are not to take place adequately	UNDP International partners						

ANNEX B: TERMS OF REFERENCE FOR KEY PERSONNEL

<i>Position Titles</i>	<i>Person Week</i>	<i>Estimated Person Weeks</i>	<i>Tasks To Be Performed</i>
For Project Management			
Local			
Project coordinator (full-time Project Coordinators will be assigned and funded by each implementing agency)	5x208/week	5 X 60 weeks	<ul style="list-style-type: none"> • Assume operational management of the project according to the project document and policies and procedures for nationally executed projects; • Prepare TOR for all project personnel and consultants to be recruited to assist in implementation of the project; • Prepare and update project work plans, and submit these for clearance to the NPD and UNDP • Assume direct responsibility for managing the project budget, ensuring that: <ul style="list-style-type: none"> • Project funds are made when needed, and are disbursed properly; • Accounting records and supporting documents are kept; • Required financial reports are prepared; • Financial operations of the project are transparent and stand up to audit at any time; • Ensuring that financial procedures and regulations for UNDP projects are applied; • International and National consultants are hired and deliver their outputs on schedule; • Supervise the project staff and local or international experts/consultants working for the project; • Coordinate project implementation with projects and activities carried out by project partners and stakeholders, build partnerships and leverage resources, and • Report to the Implementing Agency and UNDP Country Office on a regular basis.
For Technical Assistance			
Local			
Officer, Support Service Unit 1- Head of unit funded and contracted by UNDP 2- Officer, funded and assigned by NDMO	2X200/week	2X 60 weeks	<ul style="list-style-type: none"> • Manage the Secretariat of DRM Outcome Board under the supervision of NDMO and NPD • Provide daily technical services to NPD and Project Coordinators on various aspects of the project implementation • Support preparation and organization of Outcome Board meeting and follow up its decisions and plans • Maintain a close and effective working relations with the NDMO, UNDP, implementing agencies and other stakeholders in the implementation of the project • Provide quarterly activity report to NPD (NDMO) and to UNDP • Facilitate and coordinate preparation and submission of project reports by all implementing agencies • Facilitate and coordinate monitoring and evaluation of the projects based on the current agreement.
National consultants	5 X 500/week	5 X 30 weeks	Provide technical support in the following areas: <ul style="list-style-type: none"> • Integration of DRR concepts in development planning • Enhancement of urban risk assessment and reduction • Development of Tehran DRR comprehensive plan • Enhancement of institutional capacities on DRR/DM

			<ul style="list-style-type: none"> Enhancement of community-based DRR/DM
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International			
Short term international consultants	As determined by implementing agency and UNDP	As determined by implementing agency and UNDP	To be determined by implementing agencies

Justification for international travel:

1. NPD, Project Coordinators and consultants may accompany UNDP staff be required to travel to international meetings and conferences to obtain information from and exchange experiences with DRR/DM projects in other countries in similar conditions.
2. As part of activities under Output 2 (Institutional capacity development) managers of NDMO and implementing agencies will attend on international training workshop in the period 2013-2014.

ANNEX C: SUPPLEMENTAL PROVISION TO THE PROJECT DOCUMENT (LEGAL ANNEX)

Standard Annex to Project Document for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA)

Standard Text: Supplemental Provisions to the Project Document: The Legal Context

General Responsibilities of the Government, UNDP and the Implementing Partner

1. The Government, assuming its overall responsibility, shall designate the Government 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.
2. The Project Document, and the term as used in this Annex, includes the Country Programme Action Plan (CPAP), signed by the Government of Iran (the Government) on (signing date of the current CPAP), and the Annual Work Plan (AWPs), together with this Annex attached to the AWPs.
3. UNDP project activities shall be carried out in accordance with the relevant and applicable resolutions and decisions to the competent UNDP organs, and subject to the availability of the necessary funds to UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and, along with them, the new definitions of 'Executing Entity'¹ and 'Implementing Partner'² enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDP simplification and harmonization initiative.
4. All phases and aspects of the 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 the principles embedded in UNDP's Financial Regulations and Rules, 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.

¹ Executing Entity shall mean, for UNDP programme activities carried out under the harmonized operational modalities established in response to General Assembly resolution 56/201, the entity that assumes the overall ownership over and responsibility for UNDP programme activities and the acceptance of accountability for results, and shall normally be the programme country Government.

² Implementing Partner shall mean, for UNDP programme activities carried out under the harmonized operational modalities established in response to General Assembly resolution 56/201, the entity to which the Administrator has entrusted the implementation of UNDP assistance specified in a signed document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in such document.

5. The Co-operating agency shall remain responsible for its part in UNDP-assisted development projects and the realization of their objectives as described in the Project Document.
6. Assistance under the Project Document is provided for the benefit of the Government and the people of the Islamic Republic of Iran. The Co-operating Agency shall bear all imputable risks of operations in respect of this project.
7. The Co-operating Agency, in accordance with the Project Document, shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities.
8. The UNDP undertakes to complement and supplement the Co-operating Agency participation and will provide through the Implementing Partner the required expert services, training, equipment and other services within the funds available to the project.
9. Upon commencement of the project the implementing Partner shall assume primary responsibility for project implementation 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 Co-operating Agency or to an entity designated by the Co-operating Agency during the implementation of the project.
10. Part of the Co-operating Agency's participation may take the form of cash contribution to UNDP. In such cases, the Implementing Partner will provide the related services and facilities and will account annually to the UNDP and to the Co-operating Agency for the expenditure incurred.

(a) Participation of the Government

1. The Co-operating Agency 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 Co-operating Agency's participation so specified shall be set forth in the Project Budgets.
2. The Co-operating Agency shall, as appropriate and in consultation with the Implementing Partner, 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.

3. The estimated cost of items included in the Co-operating Agency contribution, as detailed in the project 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 implementation of the project.
4. Within the given number of work-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the co-operating Agency may be made by the co-operating Agency in consultation with the Implementing Partner, 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.
5. The Co-operating Agency 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.
6. 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 deliver to the project site.
7. The Co-operating Agency shall make available to the project – subject to existing security provisions and national laws and regulations – any published and unpublished reports, maps, records and other data, which are considered necessary to the implementation of the project. Such reports, maps, records and other data shall be exclusively used for the implementation of the project. In cases when the Co-operating Agency, due to security provisions or national laws and regulations, does not make available reports, maps, records and other data considered necessary to the implementation of the project, UNDP and the Government may decide to modify or redesign the project or components thereof.
8. Unless otherwise agreed by the Parties in each case, patent rights, copyright and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries to work within the country free of royalty and any charge of similar nature.
9. The Co-operating Agency undertakes to 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 Co-operating Agency by means of a contribution in cash shall be set forth in the

Project Budget. Payment shall be made in accordance with the Schedule of Payments in the Project Document.

11. Payment of the above-mentioned contribution on or before the dates specified in the Schedule of Payments is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the Implementing Partners

1. The UNDP shall provide to the project through the Implementing Partner 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 Budgets.
2. The Implementing Partner shall consult with the Co-operating Agency and UNDP on the candidature of the Project Manager³ who, under the direction of the Implementing Partner, will be responsible in the country for the Implementing Partner's participation in the project. The Project

Manager shall supervise the experts and other entity personnel assigned to the project, and the on-the-job training of national counterpart personnel. The Project Manager shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.

3. The Implementing Partner, in consultation with the Co-operating Agency 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.
4. Fellowships shall be administered in accordance with the fellowships regulations of the Implementing Partner.
5. The Implementing Partner may, in agreement with the Co-operating Agency and UNDP, implement part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Co-operating Agency and UNDP, taking into account the Implementing Partner's procedures.
6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the implementation of the project, and will remain the property of the UNDP in whose name it will be held by the Implementing Partner. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Implementing Partner.

7. 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.
8. Prior to completion of UNDP assistance to the project, the Co-operating Agency, the UNDP and the Implementing Partner shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Co-operating Agency, or to an entity nominated by the Co-operating Agency, when it is required for continued operation of the project or for activities following directly there from. UNDP may, however, retain title to part or all of such equipment in accordance with UNDP regulations and rules.
9. At an agreed time after the completion of UNDP assistance to the project, the Co-operating Agency and the UNDP, and if necessary the Implementing Partner, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Co-operating Agency has requested the UNDP in writing to restrict the release of information relating to such project.

(c) Rights, Facilities, Privileges and Immunities

1. In accordance with the Convention on the Privileges and Immunities of the United Nations of 1946, given effect to by the Act of 4 March 1973 of the Iranian National Assembly, and the Agreement between the United Nations Special Fund and the Government of Iran Concerning Assistance from the Special Fund, signed by the Minister of Foreign Affairs 6 October 1959, the officials of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Convention and Agreement.
2.
 - a. Should the Parties agree to involve "Persons Performing Services" in this project in accordance with Article 8(3) of the Agreement between the United Nations Special Fund and the Government of Iran Concerning Assistance from the Special Fund, signed on 6 October 1959, the expression "persons performing services" as used in this Article of this Annex includes UN Volunteers, operational experts, Implementing Partners, their employees and contractors, implementing or assisting in the implementation of UNDP assistance to a project, other than Government nationals employed locally. Any agreement between the parties to involve persons performing services has to be approved in accordance with the Iranian national procedures.
 - b. The expression "persons performing services" does not extend to cover nationals and the residents in the territory of Iran.

- c. The privileges and immunities are accorded to the officials of UNDP and other relevant UN organizations associated with the projects in the interest of the United Nations and not for the personal benefit of the individuals themselves. The Secretary-General shall have the right and duty to waive the immunity of any official in any case where, in his opinion, the immunity would impede the course of justice and can be waived without prejudice to the interest of the United Nations. The United Nations shall cooperate at all times with the appropriate authorities of the Islamic Republic of Iran to facilitate the proper administration of justice, secure the observance of police regulations and prevent the occurrence of any abuse in connection with the privileges, facilities and immunities referred to above.
3. For purposes of the instruments on privileges and immunities referred to in the preceding parts of this Article:
 - a. All papers and documents relating to a project in the possession or under the control of the persons referred to in sub-paragraph 2(a), above, shall be deemed to be documents belonging to UNDP, the United Nations or the Specialized Agency concerned, as the case may be; and
 - b. Equipment, materials and supplies brought into or purchased or leased by those persons within the country for purposes of a project shall be deemed to be property of UNDP, the United Nations or the Specialized Agency concerned, as the case may be.
4. The Cooperating Agency shall ensure:
 - a. Prompt clearance of experts and other persons performing services in respect of this project; and
 - b. 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 Implementing Partners, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.
5. Nothing in the Project Document 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.
6. The Co-operating Agency shall facilitate the project implementation under the provisions of the Project Document.

(d) Suspension or termination of activities

1. Following mutual consultation with the Co-operating Agency, UNDP may by written notice to the Co-operating Agency and to the Implementing Partner concerned suspend any project activities, if in the judgment of UNDP, any circumstances arise which interferes or threatens to interfere with the successful completion of the project or the accomplishment of its purposes.
2. The procedure for suspension and termination of a project are as follows:
 - a. Suspension: During the period of suspension, the Parties may consult and try to resolve the problems by corrective measures. If the problems are resolved, the project activities may be resumed. The UNDP Resident Representative confirms to the Parties the date for resuming such activities. However, UNDP may directly terminate a project, in cases it deems as force majeure.
 - b. Termination: A project may be terminated only after a period of suspension. If neither party has been able to reach a resolution of the problem within a reasonable period of time, either party may recommend the project's termination. Unspent TRAC1 or TRAC2 funds from a terminated project may be reprogrammed, taking into account the outstanding obligations of the terminated project. The Implementing Partner proceeds with the steps required for financial completion.
3. The UNDP Resident Representative takes the necessary steps regarding suspension or termination of a project and confirms it in writing to the parties concerned, in consultation with the national coordinating authority and the Implementing Partner.

ANNEX D: LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT OF IR OF IRAN FOR THE PROVISION OF SUPPORT SERVICES

Dear ... (the NPD),

1. Reference is made to consultations between officials of the Government of Iran and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly.
3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:
 - Identification and/or recruitment of project and programme personnel;
 - Identification and facilitation of training activities;
 - Procurement of goods and services including customs clearance;
 - Travel Management Services;
 - Financial Record Management;
 - ICT Services
 - Logistical support to Event Organizations
4. The provision of support services as per paragraph 3 above by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.
5. The relevant provisions of the Legal Annex to Project Documents including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the Legal Annex to Project Documents.
7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.
8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.
10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

Signed on behalf of UNDP

Resident Representative

National Project Director for
(Title of the Project)

Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. In accordance with the provisions of the letter of agreement signed on [insert date of agreement] and the project document, the UNDP country office shall provide support services for the Project as described below.
2. Support Services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1.As described in point 2 of Annex L	As per workplan of official request of Implementing Partner	As per Annual Price List of Annex N	As per ISS arrangements described in Annex N
2.			
3.			

ANNEX E: UNDP COST RECOVERY POLICY

The following outlines the UNDP Cost Recovery Policy for Regular Resources⁴ and Other Resources⁵ as approved by the Executive Board in its 98/2 and 2007/18 Decisions.

Background

In its decision 98/2, UNDP's Executive Board (EB) recognized the importance of Other Resources as a mechanism to enhance the capacity and supplement the regular resource base of UNDP. The Board requested UNDP to develop, implement and manage all Other Resource funded activities in an integrated, transparent, flexible and accountable manner. In recognizing the increasing level of UNDP Other Resources, accounting now for around 75 per cent of Total UNDP Resources, the Executive Board in discussions on the 2000-2001 as well as 2002-2003 support budgets, clearly indicated that Other Resources do need to cover the full cost of the services being provided to Other Resources funded programmes as well as to contribute to the overall costs of UNDP's operations.

As a multi-funded organization UNDP continues to make the case that Regular Resources provide the funding for the organization's base structure and the additional costs associated in the delivery of regular resources funded programmes. All costs associated with the delivery of Other Resources funded programmes at the country and headquarters levels are to be fully covered through cost recovery mechanisms.

The new revised cost recovery policy from Regular and Other Resources takes into consideration that:

- The costs associated with the delivery of services to programmes above the base structure shall be borne by the relevant funding sources (Regular & Other Resources) within each programme;
- Generally, there are two categories of services provided to programmes; the first of which includes general oversight, management, and quality control, while the second category includes direct services in the context of implementation; and,
- Other Resources-funded programmes benefit from UNDP's global operations (which include strategic initiatives, policy development and corporate systems) and hence should contribute to them.

The policy

⁴ Regular resources are defined as the resources of UNDP that are co-mingled and untied. These will include voluntary contributions, contributions from other governmental, intergovernmental or non-governmental sources and related interest earnings and miscellaneous income. Example: TRAC

⁵ Other Resources are defined as the resources of UNDP, other than Regular Resources, which are received for specific programme purposes, consistent with the policies, aims and activities of UNDP and for the provision of management and other support services to third parties. Examples: GEF and GFATM funds, Government Cost Sharing, Contributions from Bilateral Donors, Contributions from Private Sector

The policy reflects two types of recovery that will be applied to the two categories of services defined below. This policy supersedes all previous policies and guidelines, whether corporate, regional or unit/country specific:

General Management Support (GMS):

Projects funded from Regular Resources are not subject to GMS fees, as these resources already pay for the basic structure of UNDP, which is designed to provide these services. For programmes funded wholly or partially from Other Resources, the recovery for these services, which are not directly attributable to project inputs or activities, is through a percentage fee. The Executive Board decision 2007/18 on cost recovery which the Board recently adopted at its Annual Session (11-22 June 2007) directs UNDP to adopt a rate of 7 per cent for the recovery of indirect general management support (GMS) costs for new third party contributions and trust funds. The basic 3 per cent recovery rate of indirect support costs for all government cost sharing is maintained for the time being.

GMS encompasses general oversight and management functions of UNDP HQ and CO units, and include the following specific services:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer

Implementation Support Services (ISS):

These are services provided mostly by Country Offices in the implementation of Regular and Other Resource-funded and projects (i.e. costs directly related to the delivery of programmes), and include:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment,⁶ including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation

For all projects, regular and Other Resource-funded projects alike, units are required to recover the cost for providing Implementation Support Services (ISS) on the basis of actual costs or transaction fee. These costs are an integral part of project delivery.

⁶ This would include any fee to IAPSO.

UNDP 2012 Price List

Service	Cost \$
Financial Management/Payment Process	
Issuance of a cheque for collection at UNDP Finance	23.59
Issuance of a cheque for transfer to Tejarat Bank	22.25
Pay cycle only (UNFPA and GFATM & Radio Room)	12.69
Cheque Cancelation	2.44
Reissuance of a cheque	26.03
AR Deposit	21.35
GLJE Creation and approval	21.67
GLJE approval	4.38
AP Journal (APJV)	14.13
Approve requisition	4.27
Approve PO	7.01
Budget Revision	21.67
Financial Record Management/per Voucher	10.98
HR Services	
Selection/recruitment process per SC (including Adv., Short listing and interviewing)	371.37
Advertisement (20%)	74.27
Short Listing (40%)	148.55
Interviewing (40%)	148.55
Staff HR & Benefits Administration & Management 8 (onetime fee, per staff. Service incl. contract issuance, UNJPF/MIP enrollment, payroll setup - Starting 2006 this price applies to the separation process as well)	128.77
Recurrent personnel management services: Staff Payroll & Banking Administration & Management 9 (per staff, per calendar year)	288.75
Payroll validation, disbursement (35%)	101.06
Performance evaluation (30%)	86.63
Extension, promotion, entitlements (30%)	86.63
Leave monitoring (5%)	14.44
Contract management per SC	277.60
Selection/recruitment process per FT	371.37
Contract management per FT	283.50
LP issuance/renewal.	23.86
Consultant recruitment	145.21

Advertising (20%)	29.04
Short-listing & selection (40%)	58.08
Contract issuance (40%)	58.08
Consultant Recruitment Process. + Written Exam	203.29
Computer based exam center rent.	100.00
Computer based exam center rent. + Admin.	150.00
Employment Letter	2.95
Language Proficiency Exam	159.47
Interns Management	43.38
Procurement Services	
Procurement process involving local CAP (and/or ITB, RFP requirements)	333.8
Identification & selection (50%)	166.9
Contracting/issue purchase order (25%)	83.45
Follow-up (25%)	83.45
Procurement not involving local CAP 7,10,11 (low value procurement)	133.07
Identification & selection (50%)	66.54
Contracting/issue purchase order (25%)	33.27
Follow-up (25%)	33.27
Transfer of project assests (vehicle)/per case	131.23
Transfer of project assests (equipment)/per case	73.68
Logistical support to organizing events/event (within UNDP office)/excluding cost of event itself (tea/coffee, refreshments, meals, stationery, equipment etc)*	
Logistical support to organizing events/event (out of UNDP office)/excluding cost of event itself (tea/coffee, refreshments, meals, stationery, equipment etc)*	
Travel Services	
Visa request per Note Verbal	14.62
Outgoing Visa Issuance (Full Proccess including Note Verbal)	41.76
Incoming Visa Issuance (Full Proccess including Note Verbal)	49.07
Ticket booking and purchasing per ticket (Local) (or Reissuance / Cancelation)	7.31
Ticket booking and purchasing per ticket (International) (or Reissuance / Cancelation)	14.62
Travel authorization per person	21.75
Hotel reservation (per reservation)	14.62
DSA Calculation (80% Advance)	7.31
F10 settlement	19.94
Admin. Home Leave Allowance	21.93

Reassignment / Relocation Allowance /Lumpsum	29.24
Reassignment / Relocation /shipment arrangement	29.24
Education Grant	14.62
General Services	
Vendor profile (Creation or Modification)	12.17
Issuing the UN ID (UN ID, UN LP,etc)	23.86
Advertisement (Not received from UNDP HR)	74.27
MFA ID card	14.29
Disposal of equipment	169.90
Custom Clearance	118.57
Issuance of Permission (i.e. Tax Exemption, Plate, License, Satellite License)	34.74
Shipment Arrangement	29.24
Donation (including custom clearance)	59.98
Event Organization (Outside Office)	426.14
MFA coordination (for vehicles)	48.31

* The prices are based on UPL