

PROJECT DOCUMENT
[Islamic Republic of Iran]



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Project Title: Conservation of the Asiatic Cheetah and its Natural Habitats Project, Phase III
Award Number: 00119264, **Project Number:** 00116987
Implementing Partner: Department of Environment
Start Date: 22 July 2019 **End Date:** 21 July 2024 **PAC Meeting date:** 10 October 2018

Brief Description

Phase III of the Conservation of the Asiatic Cheetah Project (CACP) aims to enable the Government of the I.R. of Iran to reduce the risk of extinction of the Asiatic cheetah (*Acinonyx jubatus venaticus*), whose global population is restricted to dwindling numbers in Iran through improved management of Cheetah habitat and reduce development effect on cheetah biota. Project efforts to restore the quality, safety and connectivity of the cheetah's habitat and to leverage commitment by multiple stakeholders and actors to support species and habitat conservation are intended to lead to the growth of the Asiatic cheetah population and improve its chances for long-term survival.

CACP III will facilitate and strengthen collaboration on all levels through integrative management plans and through area-based and integrated bottom up approaches. It will build upon and continue the efforts of phases I and II of CACP. These include the continuous improvement of protected area management and law enforcement capacity as well as the advance of sustainable, conservation-related business models in the margins of cheetah habitats to improve the livelihoods and the responsibility of local communities to preserve their natural environment in line with cheetah conservation. Investing in the empowerment and financial stability of these communities, demonstrating mechanisms for financial cooperation and engaging the non-governmental and private sectors will also help to resolve people-parks conflicts and the lack of financial resources for conservation. Further strategies include improved rangeland management based on ecological evidence, a captive breeding program and public education and awareness raising. The effectiveness of the project will be measured based on regular population monitoring of the cheetah and its prey in cheetah habitats and on a national level. Here, existing protocols will be improved, and a standard framework established to achieve satisfactory scientific robustness and accuracy.

Finally, the project will institutionalize cheetah conservation through the development and support implementation of an integrated management plan for cheetah habitat, effective engagement of all key stakeholders and a national cheetah conservation action plan comprising sustainable financing mechanisms to secure the maintenance of monitoring and vital conservation management for the cheetah in the long term. Experience from this project will be of help to indigenous communities and environmental protection agencies in other countries in establishing effective management partnerships to protect and sustain their biodiversity. UNDP and the Government of the I.R. of Iran, as well as other government and non-governmental organizations, will also learn valuable management lessons for protection and sustainable use of fragile arid and semi-arid land biomes – an important thematic area of the Convention on Biological Diversity.

Contributing Outcome (UNDAF/CPD):

UNDAF 2017-2021 Outcome 1.1.: "Responsible Gov agencies formulate, implement and monitor integrated natural resource management policies and programmes more effectively."

UNDP CPD 2017-2021 Outcome 1: "Responsible government agencies formulate, implement and monitor integrated natural resources management, low carbon economy, and climate change policies and programmes more effectively."

Indicative Output(s):

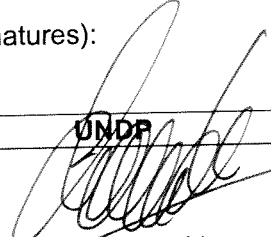

UNDP CPD 2017-2021 Output 1.1.: "Strategies and measures that promote sustainable and integrated management of natural resources, biodiversity and ecosystem services are developed and considered for adoption/implementation by the Islamic Republic of Iran."

UNDP Strategic Plan (2018-2021):

Output 1.4.1: Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains

Total resources required:	USD 3,976,000	
Total resources allocated:	UNDP TRAC	USD 200,000 ¹
	Department of Environment	USD 350,000 ²
Unfunded:	USD 3,426,000 Note: UNDP and DOE shall jointly work to find international and national resources	

Agreed by (signatures):

UNDP	Implementing Partner
 Mr. Claudio Providas UNDP Resident Representative	 Mr. Hamid Zohrabi Deputy Head of Natural Environment and biodiversity Department of Environment of Iran
Date: 22/7/2019	Date:

¹ The allocation of UNDP's resources is subject to provision of GCS and the amount beyond the current CPD period (2017-2021) shall be dependent on the next CPD signed for the period beyond 2021 and the priority areas defined within that document

² This is the minimum amount committed by DoE at the time of project Doc signature and shall increase based on availability of more resources in DoE to fulfill the project objectives and a new government financing agreement shall be signed accordingly.

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I. DEVELOPMENT CHALLENGE

The Asiatic cheetah (*Acinonyx jubatus venaticus*) is under immediate threat of extinction with dwindling numbers only in central to eastern Iran. The loss of this species would not only affect the integrity of the entire ecosystem, but, from a human perspective, also constitute a major loss to the natural and cultural heritage of the people. The Asiatic cheetah's remaining, fragmented habitat is threatened by climate change and unsustainable human practices such as resource overuse and infrastructure development. In addition, the populations of cheetahs and their prey are decimated by poaching. Rural communities sharing the iconic species' habitat are vulnerable to environmental degradation, lack capacities for sustainable development and are poorly represented in decision-making processes and conservation activities.

Direct threats and their underlying causes

To date, there has been no comprehensive development plan that takes into account the conservation requirements in cheetah habitats. Consequently, human development activities, during recent decades, have resulted in the destruction, degradation and fragmentation of cheetah habitat through more widespread agriculture, industries, human settlements, mining and infrastructures. Over the past fifty years the human population of Iran has tripled from about 25 million in 1965 to 76.78 million in 2013. The urbanization associated with this population growth has meant an increase in the number of cities in Iran from 373 in 1976 to more than 1,000 in 2008, including increasingly large cities³ and Cheetah habitat is not an exemption within this development pattern.

The main habitat of the cheetah in Iran is in Dasht Kavir and Central Iranian Plateau with an area of almost 5,840,423 hectares⁴, which is roughly one third of all the regions under the management of DOE and includes parts of the provinces of Kerman, Yazd, North Khorasan, South Khorasan and Razavi Khorasan, Esfahan and Semnan. Currently this vast area of plains and steppe has become the cheetahs' last stronghold. The main cheetah habitats in Iran can be divided into two northern and southern parts, the northern one being Touran, Miandasht and Kavir and the southern one being Naibandan, Darre Anjir, Kalmand-Bahadoran, Ariz, Darband, Siahkooch and Abbas Abad. A general overview of inhabitants within high-priority Cheetah habitats (including habitats in which cheetahs have been sighted over the past few years and have also been breeding source areas), shows that there are around 3,000 villages in these habitats and more than 550,000 people live in these areas.

Due to the fact that the above figures are related to an arid and semi-arid area with limited national

comprehensive socio-economic study to consider the effect of human development on the remaining of Cheetah habitats and the urgency of local community participation in any conservation project in line with government roles and responsibilities.

The lack of multi-stakeholder coordination/management frameworks extends to all administrative levels. This includes the lack of an integrated management plan to identify the role of each responsible authority and collaboration and coordination between the functional departments within DoE, between

³ Jowkar, H. et al., 2016. The Conservation of Biodiversity in Iran: Threats, Challenges and Hopes. *Iranian Studies*, 49: 1065-1077.

⁴ This area does not include corridors between protected areas.

national and provincial DoE departments (lack of efficient and national coordination mechanism,) between the DoE and other governmental branches that divide environmental responsibilities between them, and between the DoE and other government, private or public sector agencies who lack awareness and responsibility for nature conservation. In fact, the level of capacity and awareness of government authorities and decision makers is low. The latter has resulted in limited consideration of biodiversity benefits and ecosystem services in implementing infrastructural and development projects within Cheetah habitats. As a result and given the pace of development and increasing traffic between cities, it is no surprise that wildlife-vehicle collisions are a main contributor to wildlife mortality and pose a severe threat to the wide-roaming Asiatic cheetah. Individuals of this subspecies have been recorded to travel hundreds of kilometres between population hotspots and are forced to cross several roads along these corridors. Between 2005 and 2016, 14 cheetahs were killed on the roads of Iran.⁶ Furthermore, several areas in the cheetah habitat are rich in commercially and industrially important minerals, which are being exploited by private and public-sector mining companies. Mining is not only a threat due to the immediate, complete habitat destruction and chemical pollution at and around the sites but also for the associated construction of additional road networks. These roads make cheetah areas more accessible to people, including those unsustainably and illegally harvesting wildlife.

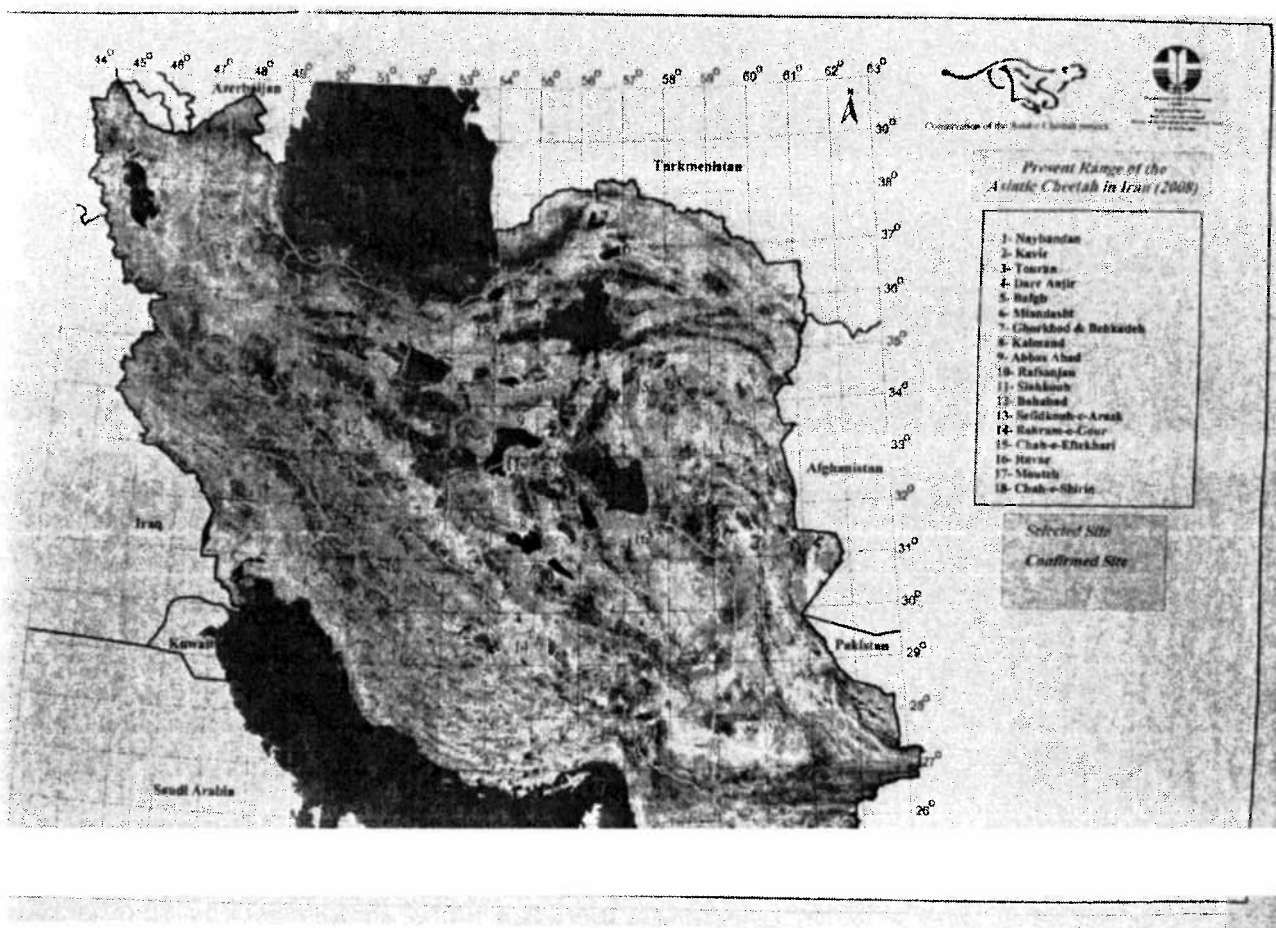


Fig 1: Range of Asiatic Cheetah in Iran

⁶ Moqanaki, E. & Cushman, S., 2017. All roads lead to Iran: Predicting landscape connectivity of the last stronghold for the critically endangered Asiatic cheetah. *Animal Conservation* 20: 29-41

⁶ Mohammadi, A. et al., 2018. Road expansion: A challenge to conservation of mammals, with particular emphasis on the endangered Asiatic cheetah in Iran. *Journal for Nature Conservation* (2018), accepted manuscript.

Fortunately, progress is foreseen through obligatory environmental impact assessments for all major projects and the allocation of increased funds for Cheetah habitat management through the DoE and other related organizations in the Sixth Five-Year National Development Plan.

In addition to the shortcomings in collaboration within the country, low levels of international cooperation, guidance and support have impeded market and capacity development in Iran over the last decades. A drastic increase in international cooperation is urgently needed to meet the here described challenges.

Finally, the potential of DoE to adequately respond to the development challenges outlined above has been restricted by a drastic shortage of financial resources. Partly, this is the result of insufficient knowledge among decision makers about a) integrity in cheetah habitat and the need to consider connectivity of these habitats in all development project b) the role of PAs in supporting sustainable development and poverty reduction; c) the potential benefits of mobilizing the private sector or NGOs to share the costs and responsibilities of PA management and of providing PA services and about d) what is required to sustain such arrangements over the long term e) urgent need to consider cheetah conservation in all development project in cheetah habitat. As a share of total government budget, the DoE budget has increased over the past few years. In 2018, the DoE budget constituted 0.2% of the total national budget as compared to 0.14% in 2012. However, as these numbers show, this is still a relatively small portion of the overall budget and has constantly been very low. The actual disbursement to PA level is even lower given that sparse headquarter and/or provincial budgets are partially disbursed at a late stage in the government financial year. The lack of resources directly affects the protection of PAs. Low funds led to constrictions of petrol allocations to PAs and henceforth a recorded 2-5-fold reduction in patrolling activities in 2016 compared to 2010.⁷

However, it is important to note that the portion of the DoE budget that has been allocated to cheetah conservation activities has significantly increased over the past few years, evidence of the increasing recognition within the DoE of the importance and necessity of conservation efforts for this species. Whilst the amount allocated through the DoE budget to Asiatic Cheetah conservation efforts (also reflecting expenditure) was IRR 3,808 million in 2016, this jumped to IRR 26,500 million in 2017 and IRR 28,500 million in 2018. This upward trend is expected to continue over the next few years.

Lack of community participation in Cheetah conservation causes difficulties. This is while the needs of the human population is growing in the subject area. The protection of cheetahs, their prey and habitat including corridors depends on the collaboration of local people who in turn depend on the land for sustainable lives and development. Community-wildlife conflicts at the local level and low levels of awareness on the importance of the cheetah among the public obstruct the participation of local habitants in conservation activities. For them to refrain from unsustainably or illegally extracting natural resources, legal, sustainable and sufficiently income-generating economic models need to be available. Most village communities around cheetah habitat are small and the state of their economic and welfare

depends on agriculture. Low productivity, low level of capacity for engagement of people in conservations activities, lack of mechanization, lack of commercialization and limited access to markets all limit the profitability of the sector.⁸ Overgrazing by livestock as well as the use of unsuitable crops and unsuitable technology and the over-exploitation of underground water resources accelerate the degradation of the environmental base of the sector. The need to diversify and establish additional and alternative sources of income for rural communities is apparent to reduce their vulnerability to natural

⁷ Ostrowski, S., 2017. An evaluation of the achievements of the Conservation of Asiatic Cheetah Project in Iran. *CATnews* 66:5-9.

⁸ Kalantari, Kh. et al. 2008. Major Challenges of Iranian Rural Communities for Achieving Sustainable Development. *American Journal of Agricultural and Biological Sciences* 3: 724-728.

disasters such as droughts.⁹ A study among Iranian development experts further identified rural poverty, low income level, lack of capacity and best practices to adopt local livelihoods in-line with conservation of Cheetah and its habitats and prey, lack of basic infrastructure, lack of investment in tourism and insufficient allocation of budget for rural development as major challenges to economic sustainable development of rural areas in Iran.⁸

As a result of the growing needs of the human population and a major threat to wildlife are high numbers of livestock. Parallel to economic development and urbanization, some livestock owners have capitalized by building up large commercial herds and employing poor, often immigrant shepherds. Besides this development, many rural families still own 20-25 sheep or goats, no matter what their primary source of income is. These animals are often tended collectively in herds of several hundred. Domestic camels are especially problematic to control because they are usually left untended, and ownership can be hard to establish. In the semi-arid and arid ecosystems of Iran, high levels of livestock grazing lead to the degradation of sparse and largely seasonal pastures. At the national level, stocking rates are believed to be more than double the sustainable carrying capacity of the country's rangeland, and in some provinces livestock populations reach as much as five times the carrying capacity.¹⁰ In consequence to the prevalence of livestock, wild herbivores that depend on the same water and food resources may decline in numbers or be pushed to migrate, exposing their predators, including the cheetahs, to starvation. This in turn may lead to increased human–carnivore conflict, and the retaliatory killing of carnivores over livestock losses.

Apart from overgrazing and the overexploitation of water, livestock herding poses a threat to wildlife in two further ways. For one, dogs typically kept with sheep and goat herds have repeatedly been reported to have attacked and even killed cheetahs and other large wildlife.¹¹ In spring 2017, there were 446 herding dogs in Touran¹² and an unknown number of straying dogs without affiliation to a herd. The other threat emanating from livestock is their potential to carry and transmit diseases. Livestock may carry diseases that both threaten the financial stability of the pastoralists and can be transmitted to wildlife. Asiatic cheetahs, like their African cousins, are likely to be particularly susceptible to diseases, a trait aggravated by widespread genetic monomorphism and a low reproduction rate. An increased understanding and prevention of this threat is therefore a priority.

Underlying causes for the problems brought about by livestock include the complicated, traditional system of land and grazing rights and the fact that grazing licenses issued several decades ago are still valid and not being updated according to changing ownership and environmental conditions. It is nearly impossible to track how many animals are tended by whom under the licenses issued by the Forest, Rangeland and Watershed Organization (FRWO), especially if the original owners have passed away or have given up herding. Although legislation regarding issuance of licenses is clear, traditional holders of entitlement fall outside the scope of the legislation, in part because the establishment of rights to graze preceded the designation of national park boundaries. Due to these difficulties, licensing is not strictly enforced, although spot checks take place when new shepherds enter a park. This situation

factors and exceed the ecological carrying capacity. For illustration: In spring 2017, 42,262 sheep and goats grazed in Touran Biosphere Reserve, one of the most important protected areas for cheetah. According to licences, this number would have been permitted to be further increased by 33,304 animals, despite the ecosystem already suffering greatly from resource overuse.⁵ The ecological carrying-capacity sets the ultimate limit to co-existence of resource use, such as livestock herding,

⁹ Kolahi, M., Sakai, T., Moriya, K., & Makhdoum, M. F. (2012). Challenges to the future development of Iran's protected areas system. *Environmental management*, 50(4), 750-765.

¹⁰ Jowkar, H. et al., 2016. The Conservation of Biodiversity in Iran: Threats, Challenges and Hopes. *Iranian Studies*, 49: 1065-1077.

¹¹ Iran Environment and Wildlife Watch (ieww). <http://www.ieww.ir/categories/حیات-وحش-ایران>, accessed 10 April 2018.

¹² Abangah Consulting, DoE, UNDP, CACP, 2017. Planning and Participatory Management with Local Communities with the Focus on Controlling Livestock in Touran Biosphere Reserve and Miandasht Wildlife Refuge (Yuz 3 Report), Farsi.

hunting and harvesting other natural resources, on the one hand and maintaining healthy habitats and wildlife populations on the other hand. It is the years of drought when both wild and domestic ungulates are in urgent need of fodder that should define the long-term average threshold of livestock husbandry. Recent efforts by the DoE and the independent “Yuz ta Abad” initiative succeeded in purchasing all grazing rights falling inside the boundaries of Touran National Park (100,000 hectares), and to negotiate with the livestock owners the transfer of the herds to areas outside the park. Nevertheless, overgrazing continues in other protection zones of Touran Biosphere Reserve as well as other important areas in cheetah habitat.

Besides habitat destruction or degradation, one of the main causes for the dramatic population declines of cheetahs, their prey and other wild species is intentional, unsustainable and illegal hunting (poaching).^{13,14} The development of this threat has been associated with the increasing ease of access to protected areas (PAs) with motorized vehicles after this mode of transport had become more affordable and with an increasing abundance of firearms and the generous availability of subsidized bullets. The actors involved in the illegal hunting (poaching) are manifold and their reasons and targets diverse. There are urban and local recreational hunters, local hunters who poach due to income poverty and herders who undertake recreational or opportunistic hunting. Between 2001 and 2012, sixteen cheetahs were killed by herders.⁶ This number accounted for 76 percent of the cheetahs killed intentionally by humans and for fifty percent of all recorded cheetah mortalities during that period. The impact of commercial hunting for national and international black markets appears to have been low but is not well known for all relevant species. Cheetah cubs have repeatedly been confiscated from potential smugglers and the illegal market for pet cheetah cubs could induce an increase in this threat.¹⁵ Furthermore, cheetahs and their prey may fall victim to opportunistic poachers who target other commercially valuable species such as gazelles, leopards, falcons or bustards. Most poachers are not aware of the importance of the fauna, flora and ecological networks in PAs and they perceive illegal hunting to be only a minor offence. A low likelihood of capture and punishment is likely to support this attitude. However, poaching is one of the most severe threats for the conservation of cheetahs, biodiversity and ecosystem services in PAs.

Inefficient management of habitats and conservation of Cheetah

A main pillar of habitat and species protection is made up of the game guards who control the compliance with conservation laws in the main, largely intact cheetah habitats delineated as protected areas. However, the low densities and suboptimal distribution of game guards in cheetah habitats leaves many areas therein with very little attendance and protection. This could be solved through an increase in game guard numbers as well as the introduction of new management tools to monitor and plan patrols in the most efficient way. One of the most important factors for effective law enforcement is the game guards' morale which has been a sensible issue. The game guards who risk their lives for the protection of wildlife have to cope with insecure contracts, low and at times delayed payment and inadequate training. In addition to these management and financial deficiencies, game guards do not

and other violators are often accorded more rights with sentences passed on poachers either being too lenient or game guards punished disproportionately when poacher/game guard conflicts result in casualties on the part of the poachers.

Biodiversity management is also limited by poor mechanisms and tools for monitoring conservation targets. Regular censuses for ungulates do not match scientific standards and there is no systematic

¹³ Ghoddousi, A. et al., 2017. The decline of ungulate populations in Iranian protected areas calls for urgent action against poaching. *Oryx* 1-8.

¹⁴ Farhadinia, M.S. et al. 2017. The critically endangered Asiatic cheetah *Acinonyx jubatus venaticus* in Iran: a review of recent distribution, and conservation status. *Biodiversity and Conservation* 26: 1027-1046.

¹⁵ CITES 2014. Illegal trade in cheetahs (*Acinonyx jubatus*) (Decision 16.72). Twenty-seventh meeting of the Animals Committee Veracruz (Mexico), 28 April – 3 May 2014, pg. 34.

monitoring framework for cheetahs and other carnivores in most of the habitats or on a national scale. Therefore, estimations about the population sizes and trends of the Asiatic cheetah and its prey species contain very high levels of uncertainty and are not directly comparable between sites or years. Data on the status of habitats and factors affecting their conservation such as violations of conservation regulations or development projects in cheetah habitat is scattered. Without robust and regular information that is centrally available and comparative studies, the DoE is unable to properly assess its effectiveness in species conservation.

The relationship between game guards and local people is generally somewhat ambivalent. Many senior staff or chief guards in particular seem unable to balance the requirements of “protection” (keeping local people away from the PAs to avoid overexploitation) and of “co-management” (integrating local people into conservation management). Consequently, they have interpreted the mission of the DoE as exclusion and confrontation and lack training in people skills and community outreach. On the other side, the historically exclusive designation and the restrictive management of PAs have resulted in local people often being unsure of the PA’s geographical borders, unaware of the value of PAs or simply disliking them. Many perceive environmental protection to be the government’s duty rather than everyone’s responsibility. This problematic mix of low awareness, lack of agency regarding decision-making among local people and poverty has enforced conflicts between people and conservation authorities.⁹ Grass-root level structures amongst local communities in cheetah habitats and other local stakeholders are weak, hence, there is no clear entry point to establish co-management mechanisms. Furthermore, there is scant experience and capacity in sustainable and biodiversity-friendly enterprise generation, business skills and market understanding. For example, financial transfers from the DoE to the private sector or to communities to take part in biodiversity management may require new policy regulations. The issues are insufficient and unsustainable financial resources. There are also no legal provisions for charging ecotourism fees upon entry of the public to a protected area (PA).

II. STRATEGY

The status of the Asiatic cheetah population and its habitat requires both fast emergency action and strong commitment to conservation management for a period extending beyond the duration of the project. The biggest factor limiting the reduction of or adaptation to threats and the solution of conflicts has been a lack of support and collaboration between different groups of stakeholders and actors. Therefore, CACP Phase III will focus on facilitating and strengthening collaboration on all levels, mainly through the development of long-term integrative management plans. Furthermore, it will help to resolve people-parks conflicts and the lack of financial resources for conservation by investing in the empowerment and financial stability of communities adjacent to protected areas in cheetah habitat, demonstrating mechanisms for financial cooperation and engaging the non-governmental and private sectors.

UNDP in close cooperation with related government authorities works through area-based and integrated bottom up approaches and through that we aim to mainstream and institutionalize best practices to adapt to current statuses of Cheetah habitats including climate change in policy, decision making and implementation including by:

- Providing a practical platform for more inclusive governance structures among all stakeholders
- Engaging local community within decision making and decision taking mechanism through participatory approaches
- Introducing good practices of NGOs and private sector partnership in conservation activities
- Reducing vulnerability of rural and agricultural communities to climate change through sustainable alternative livelihoods;

Phase III of the CACP builds upon the outcomes of the periods 2001-2008 (phase I) and 2009-2017 (phase II) and will be implemented over five years (2018-2023). The immediate aim of this phase is to protect and increase the population of Asiatic cheetahs throughout the species' range and to increase multi-institutional cooperation relevant for the conservation of cheetah habitat. The fulfilment of this purpose will contribute to the CACP's overall goal of "a sustainable and viable population of the Asiatic cheetah in the I.R. of Iran and the conservation of the related complex of rare and endangered wild species and their natural habitats with the support and collaboration of local communities".¹⁶

The statuses of the Asiatic cheetah population and its habitat requires both fast emergency action and strong commitment to conservation management for a period extending beyond the duration of the project. The biggest factor limiting the reduction of or adaptation to threats and the solution of conflicts has been a lack of support and collaboration between different groups of stakeholders and actors. Therefore, CACP III will focus on facilitating and strengthening collaboration on all levels, through integrative management plans and through area-based and integrated bottom up approaches. Furthermore, it will help to resolve people-parks conflicts and the lack of financial resources for conservation by investing in the empowerment and financial stability of communities adjacent to protected areas in cheetah habitat, demonstrating mechanisms for financial cooperation and engaging

Strategy selection

As internal and external reviews have indicated, and experience has confirmed, the ambitions for phases I and II of the project had been too high to achieve within the financial and temporal scope of the project.^{10,17} Given the urgent plight of the Asiatic cheetah and the remaining capacity challenges, this phase, apart from conducting emergency actions to immediately reduce some of the most prevalent threats, focuses on increasing support and commitment from various sectors. The aim is to significantly increase conservation impact and to secure the continuation of improved cheetah conservation for the

¹⁷ Breitenmoser, U. et al., 2009. Conservation of the Asiatic Cheetah, its Natural Habitat and Associated Biota in the I.R. of Iran – Terminal Evaluation Report.

future. CACP will provide a practical platform for relevant authorities to take part in project activities as a national priority which will lessen the pressure on the project itself.

The most promising strategies for the conservation of the Asiatic cheetah that the project will follow have been identified through a participatory process with members of all stakeholder groups. First, potential strategies were identified by conservation professionals with profound experience in Asiatic cheetah conservation.¹⁸ Second, a technical committee under direct supervision of the Biodiversity and Natural Habitat Deputy of DoE, including DoE senior experts, project staff, conservation professionals and UNDP to lead the process of project phase III proposal development. Third, all management authorities from DoE in PAs and provinces with cheetah occurrence filled questionnaires, stating their capacities and suggestions for cheetah conservation in the areas under their administration. Fourth, achievements and shortcomings from the past project phases were reviewed to identify remaining requirements. Fifth, all above-mentioned activities and efforts culminated in a final participatory stakeholder workshop, held in DoE in late June 2018. The workshop aimed to ensure representation from all key stakeholders including the Forests, Rangeland and Watershed Organization (FRWO), the Ministry of Foreign Affairs, the Ministry of Interior, the Nomads Affairs Organization of Iran, the Iran Veterinary Organization, the Iran Road Maintenance & Transportation Organization, the Ministry of Industry, Mine and Trade, representatives from provincial and county authorities and from communities local to cheetah habitats such as Ghale Bala village, as well as UNDP Iran. A number of local NGOs were also present.

The workshop presented an opportunity for all key stakeholders to vocalize their views on what they believed, through experience, to be the underlying causes behind the drastic reduction in Asiatic Cheetah numbers in the country and in turn to highlight the solutions they proposed for addressing these causes at multiple layers. Finally, the project technical committee and project steering committee reviewed and approved the project's main components and outputs with their related budgets and activities.

Theory of change

The following section describes the project strategies that were identified through the above-described process as the best solutions to address the overarching challenges.

1. Improving the management and monitoring of the cheetah population and its prey in natural habitats and corridors and employing rescued cheetahs for ex-situ conservation

Enhancing conservation measures for the Asiatic cheetah will comprise four fields of activities. First, as a measure to both lessen the interference of industrial development and unsustainable human activities in cheetah habitat and to increase financial resources available for cheetah conservation, an integrated management plan (IMP) for cheetah habitats will be developed. This management plan will be developed in a participatory manner with all institutions and stakeholder groups that have a major

are listed in this document as well as financing mechanisms. While the project will guide the development and provide support to ensure the implementation of priority actions, the entirety of the IMP exceeds the responsibility of the project. The success of those actions not directly under the control of the project depends on the instalment of the IMP within national government budgetary mechanisms to ensure the long-term implementation of the plan and to commit each stakeholder to their assigned responsibilities. As wildlife, their habitats and all associated biota that are maintained in healthy ecosystems are regarded as natural resources, this plan will most directly contribute to the achievement of Outcome 1 in the UNDP Iran Country Programme Document (CPD), reflecting

¹⁸ CACP Summary report of the workshop on the cheetah population crisis and future solutions for the species' conservation in Iran, held in Tehran on 8 June 2017.

Outcome 1.1 in the UNDAF, which reads *“Responsible government agencies formulate, implement and monitor integrated natural resources management, low carbon economy, and climate change policies and programmes more effectively”*. However, all other project strategies are also directed towards this outcome.

Second, the poor monitoring mechanisms and tools in place for cheetahs and their prey will be improved. A systematic monitoring framework for the cheetah and its main prey populations which CACP will develop and install is indispensable for keeping track of the development of the conservation target of this project, to adapt management accordingly and to evaluate project success. For the monitoring system to be effective, it will have to be fully adopted and hosted by all related government agencies, such as provincial and local DoE authorities. The data which is generated will be recorded in a central database which will be established and kept in DoE and updated regularly according to a protocol developed by the project at the very early stages of implementation.

Third, poor capacities of the DoE to efficiently conduct conservation measures will be addressed, as has been the practice in previous phases of the project, through financial support and capacity development. This will include the training of protected area staff including in the use of new tools and improved protocols, and the provision of insurances through the partner company Dana Insurance. Furthermore, CACP will provide ad-hoc support to the DoE in case of resource limitations to ensure the adequate provision of equipment and manpower for the protection of cheetah habitats. However, cheetah habitats can only be protected effectively if DoE will uphold the main responsibility to staff and equip the areas under their administration and do so in line with the plans provided by the project.

Fourth, cheetah individuals that have been rescued in emergency situations and are presumed unable to survive on their own are kept under the custody of the DoE. This situation offers the opportunity to complement the in-situ conservation efforts for the preservation of the species with controlled captive breeding. With the guidance of international expert partners, a comprehensive plan for ex-situ conservation will be developed and implemented for these individuals. This plan must not infringe upon the natural living conditions of the cheetah population and its associated biota.

2. Engaging local communities in cheetah conservation through empowerment and capacity building initiatives, raising awareness and introduction of sustainable livelihoods

The conservation of a species such as the Asiatic cheetah and moreover of intact, resilient ecosystems requires the human population to respect and comply with conservation regulations. There are many reasons for which people might break such regulations, including a lack of awareness, conflicts between local habitants and conservation authorities which partly result from low levels of interaction, conflicts with wildlife as well as difficulties to meet growing financial requirements through sustainable livelihoods.

The first two challenges in this list will be addressed through a comprehensive plan for awareness raising, communications and community mobilization that will be implemented locally. It is envisaged

conservation among the local community and that this will lead to higher levels of participation in conservation activities. This correlation requires sufficient incentives (economic gain, reputation, and other) for the local population which the project is assumed to facilitate. In turn, participation in conservation activities is assumed to further increase the participants' awareness and understanding of wildlife and of other stakeholders' interests which will reduce conflicts. Public awareness and participation alongside more participatory and transparent decision-making, which will be pursued under component 3, are also aspired to encourage increased involvement of NGOs and the private sector.

The types and levels of conflicts between wildlife and communities in cheetah habitat will be reviewed and plans for their resolution developed and implemented in a participatory manner. These plans will

mainly address livestock-related conflicts and will be implemented through the multi-stakeholder technical working groups described under component 3.

The third strategy the project will follow to reduce people's involvement in behaviour that threatens wildlife and habitats is to develop and implement a comprehensive plan for capacity building and start-up assistance for sustainable alternative livelihoods with a focus on strengthening mechanisms for accessing to market as a way of ensuring sustainability of livelihoods. This approach will play a major role in strengthening local habitants' financial stability by providing additional means of income that is independent from climatic conditions and in line with conservation management. For any new alternative livelihood to ensure sustainable income for local communities and effective engagement in cheetah conservation for the long term, it will need continued endorsement by relevant authorities and cooperation with the private sector beyond the duration of the project. The evolving business models which includes ease of access to market will serve as best practice examples for local livelihoods in line with cheetah and habitat conservation which currently do not exist. Thereby, the project intends to ease the path for other communities to adopt similar models.

3. Enhancing multi-stakeholder coordination and management mechanisms to mainstream cheetah conservation in development activities

The national capacity for cheetah conservation has been hampered by a lack of support and cooperation between governmental institutions and a lack of efficient coordination mechanisms. CACP will strengthen multi-stakeholder coordination and technical cooperation at the national, provincial and local level, among other by leading the creation of coordination committees and technical work groups for the implementation of activities related to cheetah conservation. For the multi-stakeholder coordination and management mechanisms to have the required authority to be functional and effective, it is assumed and will be directly linked and progressively merged with related legal decision-making mechanisms. A related challenge has been a low level of capacity and awareness about the importance of biodiversity conservation and collaboration with local stakeholders, of government authorities and decision makers. The project will raise this awareness and capacity for conservation through communications towards and increased exchange between government authorities, parliament members, judiciary officials, and other decision-makers. For government authorities to effectively and sustainably develop their capacities, their continuous and consistent participation will be required.

Finally, in line with target 56 of the NBSAP 2, a national plan for cheetah conservation will be developed to sustain the required management framework, conservation activities and resources for the long term. This plan will be developed throughout phase III to be applicable in time after its end. It will be based on the results and best practices learnt through the entire duration of the CACP.

Apart from the assumptions tied to the success of each of these strategies, certain conditions beyond the control of the project are necessary to enable the overall success of the project. These are (1)

(1) The capacity of treatment of re-introductions, (2) Severe drought years or climate-change induced desertification do not destroy currently suitable habitat of the Asiatic cheetah and its prey; and (3) The entire project or essential activities are not stopped or dramatically hampered by higher authorities due to changing political priorities. This includes but also exceeds the continued support from the DoE governance for jointly agreed project strategies. If the above-described strategies will have been implemented and these assumptions hold true, then the capacities and cooperation for effective cheetah conservation will have significantly increased, cheetah habitats and corridors will be a safer place for cheetah and their prey and this will result in less mortalities and a rise in their populations.

The project's Theory of change is depicted in Annex 6.

Conformance with national and international targets

The strategies outlined hereafter are in line with the national macro-policies for environment endorsed by the I.R. Iran's Supreme Leader and addressed in national development plans. These include increasing legal capacities and capabilities and following the people's partnership approach in the management of natural resources (1); the protection of wildlife and genetic resources, legal limitations to their exploitation and the management of sensitive and valuable ecosystems (6); the optimization of scientific research and the use of both, domestic experiences and innovative technologies to maintain the balance of living habitats and prevent their destruction (13); and finally, targeted international cooperation in the environmental field (15).

Also, the 6th national development plan entails several sections which are directly and indirectly related to project outputs and it provides a good basis for further linkages of planned and ongoing project activities with resources at the national level. Section S, Article 38 of The Law of the 6th Five-Year Development Plan of the Islamic Republic of Iran which reads “ *Develop and implement through the Department of Environment, the Action Plan for Conservation and Management of the four environmentally protected areas and the Endangered Species of the Wildlife of the country, with an approach of utilizing volunteering capacities and participation of natural and legal entities, with priority assigned to local communities and NGOs.*”, is the most relevant item. Sections C,D, I, J, N and O of Article 38 and section A of Article 27, Section H of Article 31 and Section J of Article 33 are indirectly linked to project activities. These sections cover the topics of rural development in Cheetah habitat, addressing drought and climate change impact on the ecosystems, livestock and Cheetah related conflicts, public awareness and education; and finally, allocating budget for environmental and conservation activities.

The CACP phase III will constitute a major part of the I.R. of Iran's efforts to fulfil its national and international commitments to biodiversity conservation and sustainable development. The focus areas of the current United Nations Development Action Framework (UNDAF) for the I.R. of Iran for the period extending until 2021 are sustainable land management and biodiversity, both of which are integral to the CACP. The main UNDAF outcome to which the project will contribute is Outcome 1.1. “Responsible Government of Iran agencies formulate, implement and monitor integrated natural resource management policies and programs more effectively.” Moreover, the project falls under the UNDP Iran Country Programme Document (CPD) set for the period 2017-2021, with direct contribution to Outcome 1 under which “responsible government agencies formulate, implement and monitor integrated natural resources management, low carbon economy, and climate change policies and programmes more effectively”. More specifically, the project shall contribute to the Government and UNDP's joint efforts to achieve the 2020 target of 17% for land area that is managed sustainably under an in-situ conservation regime, a sustainable use regime and / or an access and benefits sharing regime, a considerable increase from the 2015 baseline of 10.4%. Furthermore, the I.R. of Iran is a party of the Man and the Biosphere Programme (MAB) of the UNESCO World Heritage Convention. There are nine MAB sites in Iran, the largest of which is Touran Biosphere Reserve, one of the focus areas of this project phase and

and wildlife in the area, CACP phase III will improve the alignment of practices in Touran with the international goals of this model and strengthen its exemplary function for other biosphere reserves and protected areas in the country. Finally, and foremost, the I.R. of Iran is a party to the Convention on Biological Diversity. In line with the Aichi Biodiversity Targets of the CBD, the I.R. of Iran has set and formulated national targets for the period until 2030 in the NBSAP 2. The NBSAP 2 not only contributes to the fulfilment of the I.R. of Iran's commitments to the CBD, but it also contributes to that of the Sixth National Development Plan (2016-2020).

The different approaches towards the achievement of the project purpose align closely with further targets and actions defined in the NBSAP 2.

III. RESULTS AND PARTNERSHIPS

Project purpose and overall goal

Phase III of the CACP builds upon the outcomes of the periods 2001-2008 (phase I) and 2009-2017 (phase II) and will be implemented over five years (2018-2023). The immediate aim of this phase is to increase the population of Asiatic cheetahs throughout the species' habitat, thereby reducing its risk of extinction and to increase multi-institutional cooperation relevant for the conservation of cheetah habitat. The fulfilment of this purpose will contribute to the CACP's overall goal of "a sustainable and viable population of the Asiatic cheetah in the I.R. of Iran and the conservation of the related complex of rare and endangered wild species and their natural habitats with the support and collaboration of relevant authorities and local communities".¹⁹

Expected Results

The interventions CACP will conduct during the third project phase to implement its theory of change and achieve the intended results are explained below.

Component 1: Enhanced management and monitoring of cheetah population and its prey in natural habitats and corridors as well as through ex-situ conservation

One of the first activities of the project will be the development of an emergency action plan which will include fast and effective actions to reduce the most prevalent threats for cheetahs during the first twelve months. Parallel to the implementation of this emergency action plan, the integrated management plan for cheetah conservation will be developed in consultation and cooperation with all major stakeholders whose roles and responsibilities for its implementation will be clearly and transparently highlighted in the plan. The concrete requirements for management actions and baselines values will be determined through the completion and revision of respective studies. These will also include a review of possible financing mechanisms for the management of cheetah habitats. Based on the outcomes of these primary studies and revisions, the IMP will be developed to include the actions required to lift the threats facing cheetahs and their prey as well as to rehabilitate connectivity of cheetah habitats. These actions may include revisions in PA boundaries, the upgrade of the protection status of areas in cheetah habitat, the establishment of buffer zones and no-hunting areas, actions to increase the safety of roads and corridors, supporting the establishment of private reserves, the provision of water and fodder for wildlife during periods of drought, disease prevention for livestock and wildlife in cheetah habitats and more. The IMP will also include support for research relevant to cheetah conservation to be provided as much as resources will be available. CACP will support priority activities within the IMP to ensure the right track of implementation. Besides all the results that will be achieved through the actions outlined in the IMP, the existence, adoption by multiple stakeholders, taking
be the main achievement of this approach.

Despite immense efforts of the CACP for the Asiatic cheetah over the last two decades, it has not been possible to understand the development of its population due to a shortage of systematic monitoring. Phase III will develop and implement a systematic monitoring scheme for cheetahs covering representative portions of each habitat throughout their range, mostly using camera traps. The cheetah's prey ungulates will be regularly counted according to the protocol of DoE, an improvement of which towards scientific standards will be encouraged. On regular basis, all monitoring data will be added to a central database, analysed, transferred to monitoring reports and published. In addition, a

¹⁹ UNDP-GEF, DOE (2001): Conservation of the Asiatic Cheetah, its Natural Habitat and Associated Biota in the I.R. of Iran (first project document).

separate central data-bank will be established and maintained that will keep records of all relevant events and human activities in cheetah habitats as well as of cheetah competitors. Based on the latter, the project will advise the DoE on management strategies of these species in line with cheetah and biodiversity conservation. The functioning monitoring system will provide regular estimates of population sizes and trends with known standard errors and levels of certainty that will be directly comparable between habitats and years and will serve the optimization of management activities.

The capacities of the DoE in cheetah habitats will be increased through the provision of lacking equipment needed to effectively protect the areas under their administration, through training initiatives and potentially also through support with the employment of additional game guards. Plans will be developed and implemented jointly with the DoE. Following these provisions and trainings, law enforcement in the protected areas in the cheetah range will be more effective and efficient and illegal activities that threaten cheetahs and their prey will decline.

The rapid loss of the Asiatic cheetah gene pool will be addressed through ex-situ conservation activities. This will comprise the completion, equipment and maintenance of a research and captive breeding centre; the care for cheetah individuals that have been or will be rescued in emergencies and are unlikely to survive in the wild; captive breeding efforts with these individuals in cooperation with international experts; the storage of sperm and egg cells and any genetic material from these captive individuals and from wild Asiatic cheetahs where it is found by chance or collected as part of other studies or during emergency interactions; and the development of a release-plan for captive-bred cheetahs. After an initial review of literature and experiences and consultation with international experts, a comprehensive ex-situ conservation action plan for the Asiatic cheetah will be developed, which will be followed throughout the project. The aspired results of this approach are the ex-situ preservation of genetic material for the Asiatic cheetah and an increased number of individuals to add to the natural population.

Component 2: Strengthened engagement of local communities in cheetah conservation through community empowerment, awareness raising and promotion and adoption of sustainable livelihood models

A communications and awareness plan targeted at communities in cheetah habitats and the wider public will be developed and implemented to achieve increased awareness about the Asiatic cheetah. The capacity for the engagement of local communities and the private sector in conservation activities will be increased by following a plan for the mobilization of local community members. This mobilization plan which will be developed as part of the project and may include informal trainings, cultural studies and more will be implemented in the 6 pilot villages Ghale Bala, Torood, Zaman Abad, Sorkh Cheshmeh, Ali Abad-e Naybandan and Abbas Abad-e Mayamei. Consequently, best practices from these pilot villages will be available to guide community engagement and participation in short- and long-term conservation initiatives in other areas in cheetah habitat. The increased interaction between

understanding and respect of conservation regulations. Furthermore, a plan to involve the private sector will be developed and implemented. Companies have more autonomy in finances and decision-making compared to government bureaucracies. Their engagement would have the potential to relieve governmental budgets and support sustainable business development in communities.

Increased capacity and best practice examples shall also be produced for local livelihoods in line with conservation of cheetah, its habitats and prey. After comprehensive, participatory studies to determine the baselines for socio-economic factors and local potentials and capacities in the villages, a comprehensive plan for sustainable alternative livelihoods, which considers sustainability of such livelihoods including facilitating access to the market, will be developed. The focus will be on new initiatives which can directly link people's daily livelihood to conservation activities. The plan will include support for marketing and labelling and the monitoring of the results to ensure its effectiveness for

cheetah conservation. Besides benefitting conservation, sustainable alternative livelihoods will also result in reduced vulnerability of rural and agricultural communities to climate change

Next to awareness and engagement of communities in conservation and sustainable income opportunities, the third pillar to nourish compliance and support for conservation from local communities is the reduction of human-wildlife conflicts. Wildlife and local community conflicts will be identified and targeted plans for conflict resolution will be developed and implemented in a participatory manner. Livestock and farmland will be insured against any wildlife damage through the project's partner organization Dana Insurance, improving the livestock owners' and farmers' financial stability.

Component 3: Enhanced multi-stakeholder coordination and management to mainstream cheetah conservation in development activities and up-scale the results of the project

The need to improve multi-stakeholder coordination and management mechanisms for sustainable management of cheetah habitat is an urgent issue to prevent further impact of development project on cheetah habitat in Iran. CACP will support such mechanisms to mainstream cheetah conservation in decision-making at national and local level regarding development activities. This shall let best practices in conservation activities, including of NGOs and private sector partnerships, be institutionalized in the official management mechanisms in current cheetah habitats. The result will be a practical platform for more inclusive governance structures among all stakeholders in cheetah conservation which offers the opportunity for the engagement of local communities in decision making and decision taking processes. The project will

- sign MoUs with relevant line agencies at the national and provincial levels to facilitate cooperation with different agencies
- facilitate the establishment of the multi-stakeholder national committee for management of endangered species in DoE with a primary focus on cheetah;
- establish “Cheetah Technical Working Groups” and link them to the existing administrative settings at the district level to oversee the implementation of the integrated management plan in cheetah habitats;
- establish “Cheetah Coordination Committees” and link them to the existing administrative settings at the provincial level to take decisions, coordinate and allocate required financial resources and to oversee the compliance of development/infrastructure activities in cheetah habitats with the integrated management plans; and
- develop and advocate sectoral guidelines for development activities in cheetah habitats and corridors jointly with relevant sectors (such as natural resource management, tourism and the ministries of education and of roads and transportation).

Implementation of the above described mechanisms through capacity building, awareness raising, and communications aimed at government officials, parliament members, judiciary officials, and other decision-makers. This will include vocal training through the relevant office in DoE, regular contact through newsletters, managers' reports, briefings and best practice documents, and the arrangement and implementation of exchange programmes for the above-mentioned groups.

Finally, the project will develop an exit plan and up-scaling roadmap from early stages of project implementation and facilitate and support the development of the national plan for cheetah conservation based on project results and best practices in collaboration with relevant DoE offices. The resulting national plan for cheetah conservation will ensure the continuation of cheetah conservation at the hands of the government after the end of the project.

Resources Required to Achieve the Expected Results

The main budget for this project shall be provided by the Department of Environment (DoE) through the national budget under the UNDP government cost-sharing modality, at a total value of USD 3,776,000. UNDP shall also provide USD 200,000 under the project, to be used for project management purposes as indicated in the Multi-year Workplan below. Throughout the project duration, joint efforts shall be made towards mobilization of additional financial resources through private sector engagement, as well as partnerships with local and international NGOs and donors.

As per the previous phases of the project, DoE shall also continue to provide in-kind contributions at the national level including personnel, particularly NPD, office space, utilities, and maintenance etc. In addition, DoE and UNDP will jointly take steps to recruit a full project team composed of one National Project Manager (NPM), and the following experts: project Technical Experts; one administrative; one Finance and Procurement; one Monitoring and Evaluation; as well as a Communications Expert who will be based at the Project Office in Tehran. Other procurement-related activities including necessary consultancies shall be determined during implementation based on workplan activities, all of which shall be funded through the project budget.

Main personnel and infrastructure required at the provincial and local level will be provided through in-kind contributions by provincial and local DoE authorities.

Moreover, UNDP staff time from the Iran Country Office has been adequately estimated, costed and included in the project budget under the Direct Project Costing item. UNDP management support at the country, regional and headquarter level has also been captured in the General Management Services item of the project budget.

Additional tools, consultancy and staffing requirements in both the Project Office in DoE and UNDP will be assessed and considered on an ongoing basis during project implementation and if needed, necessary funds will be sourced from the project budget.

Partnerships

The CACP itself has few resources and little manpower and influence relative to its goal to save the wide-roaming, elusive Asiatic cheetah from global extinction while at the same time empowering rural communities. The success of phase III and of future conservation efforts depends on drastically increased international and national financial and legal support and on stronger inter-institutional cooperation. This cooperation shall partly be achieved through the joint development of an integrated management plan which will specify the responsibilities of each partner institution. This project document shall function as a common platform for investment by partner organizations, ensuring that all actions contribute to the achievement of project outcomes in synergy and transparently. All partners will receive regular project updates.

The main partner of the project is the Department of Environment. This partnership shall play their role in the framework of integrated management plan of Cheetah habitats

The DoE as key partner of project is also responsible for the management of the protected area network and it is represented in its central offices in Tehran, in provincial general directorate and as local management authorities on protected area level. The equipment and manpower required to protect cheetah habitats more effectively needs to be primarily provided by the DoE. Support and plans for their improvement will be provided by the project. Plans developed on national level will require adoption by the DoE authorities on provincial and park levels, an example being the standard wildlife monitoring frameworks.

Governmental partner organizations and their areas of contribution will be discussed with them in a participatory approach to be reflected in the IMP and include but are not limited to:

- Ministry of interior and governor offices at provincial and local levels have a key role to establish intersectoral mechanisms for sustainable management of Cheetah habitats
- The Iran Road Maintenance & Transportation Organization under the Ministry of Roads and Urban Development that will assist in the protection of cheetahs outside protected areas by (a) overseeing the safeguarding of roads that cross major cheetah habitats and corridors and by (b) conferring with DoE and intersectoral management mechanisms in regard to any infrastructural development projects in cheetah corridors;
- the Forest, Rangeland and Watershed Organization (FRWO) under the Ministry of Agriculture that will oversee the assessment of the ecological carrying capacity for livestock in Touran and Miandasht and adapt the number of livestock permitted;
- The Organization for Nomadic Affairs that will assist in the regulation of nomadic herding in cheetah habitats while guaranteeing nomadic rights;
- The Cultural Heritage, Handicraft and Tourism Organisation (ICHHTO) that will support the development and promotion of communal structures for sustainable livelihoods such as ecotourism to ensure income sustainability;
- Ministry of Industry, Mine and Trade will introduce and embed sustainable mining practices in the Cheetah habitat.
- The Ministry of Education that, thanks to the partnership with the CACP, has realized an increased presence of wildlife conservation topics in public school books in the past and will continue to be a valuable partner in awareness raising; and
- Elected representatives of target village communities.

Besides these governmental partnerships, the CACP intensively works with NGOs at national and local levels as well as with accredited wildlife veterinarians.

To develop just solutions for conservation conflicts and efficiently implement project or IMP activities at provincial and local levels, representatives from the main stakeholder groups will collaborate in local technical working groups. These technical working groups will be based in cities or towns close to cheetah habitats and headed by the respective cities' governors. Activities will be coordinated by similarly composed provincial coordination committees headed by the provinces' governors or deputy governors.

The project may enter into partnerships with private or public enterprises that will help achieve the project goal. An example is the established partnership with the Dana Insurance Company. Dana Insurance covers insurance for game guard stations in state protected areas and health insurance for game guards and their families. It has provided insurance to CACP against cheetah casualties due to traffic accidents and to livestock owners against predation of farm animals by cheetahs. In phase III, the

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Finally, but importantly, the CACP was built upon and needs international partnerships for the purposes of scientific and technical guidance as well as financial support. Since its beginning in 2001, the project has benefitted from the consultation of international experts in large feline conservation, including the Wildlife Conservation Society (WCS) and the International Union for the Conservation of Nature (IUCN). It is desired to strengthen these partnerships and to enlarge the network. International expertise will be particularly valuable in regard to captive breeding, biological and social research and PA management practices as well as in the project monitoring and evaluation. In addition to their technical support, international partnerships are also important to keep the attention towards the Asiatic cheetah and the potential for additional international funding at a high level.

Risks

Despite the clear benefits of forming the partnerships described above, the associated transfer of responsibility for certain actions lessens the control of the CACP over their fulfilment. The centralized and top-down decision making and leadership structures in some of these organizations may impede multi-institutional collaboration.

To avert the risk of decreased priority given to those actions by the partner institutions, the project needs to strongly enliven active cooperation and the allocation of sufficient resources for the above activities. Three main examples for the above risk are:

- The assessment of the ecological carrying capacity of livestock rangeland in Touran and Miandasht will be the responsibility of the FRWO. The results of these assessments will be translated into an updated number of livestock permitted in these areas and are therefore pivotal. If, for example due to adverse interests or methodological error, the determined carrying capacities would be overestimated, and the number of permitted livestock would therefore not be adapted in accordance with the real ecological situation, following actions may not suffice to improve the rangeland condition. On the other hand, an underestimation would possibly cause difficulties for and mistrust among livestock owners. To prevent this case, the scientific requirements and hypotheses for these assessments will be clearly outlined between the CACP and the FRWO in advance and candidates for the study may be discussed together. Furthermore, a report on the assessments with detailed description of the methods will be required and reviewed by the CACP.
- A second case of the CACP depending on the commitment of another institution towards the project is in the collaboration with the MRUD in the safeguarding of roads and corridors. Notably, the start of construction along the Semnan-Mashhad-road in Touran has already been delayed repeatedly during phase II. To ensure the timely fulfilment of this construction as well as upcoming activities on other roads, the distribution of responsibilities between DoE (with CACP support) and MRUD in this matter will be re-negotiated at the earliest possible stage of phase III. Consequently, the conditions of collaboration will be clearly defined and confirmed. These terms will also incorporate the collaboration in the environmental impact monitoring of other development projects in cheetah corridors.
- Apart from inter-institutional partnerships, the project also relies on profound cooperation within the DoE, including the national, provincial and PA-level authorities as well as the game guards. Although the CACP has already significantly advanced law enforcement management in the focal PAs, the optimization of PA efficiency will be taken to new levels in phase III. The attempt to introduce changes to the management systems may be met with suspicion and reluctance from the side of provincial DoE offices and PA staff. One such change might be the introduction of smart monitoring and reporting systems. These systems would only be piloted in a protected area if the consent and support of the park management is given and in a mutually agreed extent and

Another set of risks are related to the lack of skills and acquaintance with participatory approaches and co-management of natural resources and with their correct application in project activities. This capacity gap may have a significant impact on community mobilization and on their effective engagement in conservation activities. The following are examples of actions where these risks apply.

- In phase III, CACP will catalyse an increased collaboration between governmental organization (mainly DoE) and local communities on PA level, most prominently where new business models such as ecotourism require some degree of co-management. This strategy may bring what was

referred to in a previous project proposal²⁰ as “The perceived risk of a new paradigm”: When the approach to managing PAs was developed in Iran the 1970s, the emphasis was on building fences and empowering guards. Subsequently, the DoE has attempted to improve PA management approaches, primarily through the CACP. However, it might perceive a risk to lose biodiversity objectives when asked to share some responsibility and possibly some financial resources with other stakeholders. Therefore, there may be DoE-internal resistance at the provincial level towards new approaches and new land uses in protected areas. The CACP pays due consideration to concerns regarding new systems and recognizes the first years of their implementation as pilot projects. Hence, it will actively seek critical feedback from the front-line users and stakeholders to improve and adapt the systems to meet their requirements.

- On a different aspect, it is possible that traditional land owners refuse to sell their corrals in the core zones of PAs or that former land owners do not comply with the agreed consequences after a sale. With the help of locally known environmentalists, agreements have been achieved with all land owners in the core area of Touran, resulting in the evacuation of livestock. With support of the project, similarly high efforts will be given to the negotiations with land owners in Miandasht to achieve mutually acceptable contracts. It is understood to be fully acceptable if a holder of traditional land and grazing rights refuses the sale. For the case that pastoralists will not respect the rule of livestock exclusion from a corral after its purchase, the workshops conducted with judges in the provinces with cheetah occurrence will help to prevent complications in the legal follow-up.

Another major risk that may affect project activities and achieving predicted results is the timely allocation of national budget for the project. As the project's main financial source at this phase will be governmental resources through government cost sharing modality which is a new practice both for the government, the project team needs to follow up closely to ensure the timely allocation of resources as agreed in the project document.

The full risk log is attached to this document as Annex 3.

Assumptions

The following assumptions need to hold true for the duration of the project for it to achieve its purpose and continue to be valid beyond this period to ensure its contribution to the overall goal in the long term. However, as opposed to the risks which may at least partially be mitigated through project efforts, these assumptions lie outside the control of the CACP.

- 1) The integrated management plan will be embedded within national government budgetary mechanisms to ensure the long-term implementation of the plan and each stakeholder will commit to their assigned responsibilities.
- 2) The monitoring system that is being developed will be fully adopted all related government
- 3) While the project may offer ad-hoc support in case of capacity limitations, the Department of Environment will uphold the main responsibility to staff and equip state protected cheetah habitat and do so in line with the plans provided by the project.
- 4) The plans for ex-situ conservation must not infringe upon the natural living conditions of the cheetah population and its biota.
- 5) An increase in the awareness of the local population will lead to an increase in the level of interest in the local community. In turn, this will lead to an increase in participation levels in conservation activities.

²⁰ UNDP & DoE (2012): Project Document Addendum - Conservation of the Asiatic Cheetah, its Natural Habitat and Associated Biota in the Islamic Republic of Iran (CACP) - Phase II”.

- 6) The local empowerment/capacity development activities need to offer sufficient incentives (increased income, power, ...) to the local population to increase their participation.
- 7) Any new alternative livelihood will continue to be supported through appropriate mechanisms to ensure sustainability of income for local community and effective engagement in cheetah conservation.
- 8) The local and national multi-stakeholder coordination/management mechanisms will be directly linked and/or progressively merged with related legal decision-making mechanisms.
- 9) Government authorities will continuously and consistently participate in conservation efforts, thereby developing their capacities.
- 10) Cheetah or prey populations are not severely affected by an unknown disease or a disease enforced by unusual climatic conditions that exceeds the CACP's capacity of treatment or re-introductions;
- 11) Severe drought years or climate-change induced desertification do not destroy currently suitable habitat of the Asiatic cheetah and its prey; and
- 12) The entire project or essential activities are not stopped or dramatically hampered by higher authorities due to changing political priorities. This includes but also exceeds the continued support from the DoE governance for jointly agreed project strategies.

Abnormal climatic conditions or unexpected socio-economic change might influence in positive or negative ways the habitat conditions and the stakeholders' activities during the time of the project implementation. This may complicate the interpretation of results of monitoring and evaluation. Finally, in order to ensure that the project will contribute to an eventual achievement of the overall goal to secure "a sustainable and viable population of the Asiatic cheetah in Iran and the conservation of the related complex of rare and endangered wild species and their natural habitats with the support and collaboration of local communities", we assume that long-term funding and managing mechanisms established through the project will be maintained after its termination and that cheetah habitat will not become irreparably unsuitable due to climate change.

Stakeholder Engagement

Stakeholders are all those who could influence whether or not the project will succeed in sustainably raising the number of Asiatic cheetahs in their natural habitat. The involvement of a variety of stakeholders in management processes in the areas with cheetah occurrence is an important strategic element throughout the project. A comprehensive stakeholder analysis will be conducted at the beginning of the project.

Local inhabitants whose livelihoods depend on the PAs and the DoE authorities and game guards who manage cheetah habitats. They are the CACP's main target groups that will be supported, trained and closely connected to foster cooperation and actively engaged in multiple project activities. In regard to a single set of activities, supporting the development of collaborative management within and between local communities, park authorities and project partners will be most prevalent in the development of community-based sustainable income models.

In addition, the adoption and local implementation of the integrated cheetah management plan and of several project activities will be realized through multi-stakeholder provincial "Cheetah Coordination Committees" and local "Cheetah Working Groups" around the cheetah habitats. These groups will enable active participation in decision-making processes and be comprised of representatives of all local or provincial stakeholder groups that are interested in participation. The working groups and committees shall guarantee the rights and equal consideration of interests of all major stakeholders

while maintaining an effective dynamic. Ideally, the participants will include provincial/local DoE officials and representatives from relevant partner institutions to advocate for their target groups (FRWO, the Organization for Nomadic Affairs, ICHHTO and others), representatives of local communities, including livestock owners, and of local NGOs, environmental advocates and veterinarians. The first committees have already been formed and the participants have started negotiating among themselves the preferred share of management functions, rights and responsibilities. With the start of the new phase, this will equally happen around all other current cheetah habitats.

It is essential to respect the concerns and suggestions of all those affected by project activities to ensure their support and maintenance of sustainable practices in the long term. Through their previous participation and feedback, local stakeholders have contributed to the development of project strategies and they will be cardinal in their implementation and evaluation. Therefore, project staff, assistants and partners working in the respective areas will maintain close contact with local stakeholders to enable two-way communication between them and the project management.

Judges in the provinces with cheetah occurrence and government officials on provincial and national levels will be targeted in awareness raising activities. Finally, knowledge on and affection for the Asiatic cheetah and associated wildlife will be fostered among a general audience that might bring forward future decision makers and stimulate politicians with their voiced concerns. Direct channels to contact the CACP office will be publicly available on the website.

Knowledge

The project will increase knowledge with relevance to the conservation of the Asiatic cheetah among the communities of scientists, veterinarians working with DoE, veterinary students, and game guards as well as other stakeholder groups and the public. Most prominently, the project will aim to profoundly enhance the knowledge on the status of the Asiatic cheetah population, through improved estimates of the number of individuals, population and distribution trends and movement ranges. Along the path to this knowledge, proficiency in proven and newly emanating techniques and analysis tools will improve, for example in regard to the use of genetic samples for extensive monitoring of wide-roaming, elusive species. Knowledge will also be enhanced on other relevant biological and social topics and their according methods, such as

- Participatory monitoring of ungulate populations in cheetah habitat
- rangeland carrying capacity,
- livestock and wildlife diseases,
- strategies for ex situ breeding of Asiatic cheetahs,
- strategies for collaboration between communities and conservation officials and
- sustainable business models that contribute to conservation.

All acquired knowledge will serve the increase of conservation success for the Asiatic cheetah and will be captured in the form of

- website in both Farsi and English);
- b) audience-sensitive educational materials, for example
 - i. materials used in educational institutions such as public schools and universities,
 - ii. guidelines for PA staff and
 - iii. brochures, films, etc. for broad audiences; and
- c) peer-reviewed publications in scientific journals.

The latter will ensure that the experiences gained, and methods used in this project can contribute to biodiversity conservation in other, similar contexts worldwide.

Sustainability and Scaling Up

- The conservation of Iran's endangered species is constituted in the I.R. of Iran and its international agreements and will therefore continue to be under the country's and the DoE's responsibility after the end of the project. The DoE will then be able to build upon the knowledge, skills and experience gained over more than 20 years of CACP. Acquired equipment for game guards and for wildlife monitoring according to scientific standards will also remain in the DoE's possession. To enable the local adoption and long-term continuation of good cheetah and prey monitoring practices, the project will integrate and train local community members and game guards in monitoring activities throughout the project.
- A major intention of this project phase is to institutionalize responsibility for cheetah conservation in different organizations to increase their cooperation. Public and private authorities need to understand that the survival of the Asiatic cheetah and the maintenance of resilient ecosystems does not lie in the hands of a specific project alone but depends on the efforts and collaboration of all. This is why the management plan shall be integrated into different government bodies' work schemes and will exceed the project's scope and duration.
- All CACP activities have a core of sustainability and will be further developed with the focus on their long-term positive impact. Examples for the results that will remain after project termination are the upgraded protection statuses of protected cheetah habitats, the revised numbers of livestock allowed per licenses in Miandasht and Touran and the road safety constructions that will be part of the management plan. New sustainable income models for rural habitants and community-run or co-managed reserves will be guided and strengthened through the project to become self-sustaining. In the future, the lessons learned from these pilot models can be utilized in the design of financially sustainable PAs across Iran and within PAs that possess the necessary attributes for replication. More immediately though, the lessons will be of replication value throughout the cheetah range, thus substantially contributing to cheetah conservation within arid and semi-arid ecosystems.
- The connections created through collaboration between different stakeholder groups, the scientific knowledge and the consciousness about wildlife that people including the wider public will have gained through the activities of the CACP will last. Already after the end of the first project phase in 2009, the CACP was evaluated to have "created more national and international awareness than any other wildlife conservation project in the region" and that in Iran, it would have "generated wide interest among young researchers for cat, carnivore and wildlife conservation and research in general".¹² This consciousness, affection and interest, but also the knowledge produced by the project, are and will be among the best guarantors for the continuance of conservation efforts in the long term. It is envisaged that the increase in awareness will affect an increase in participation in conservation activities, particularly on local level in cheetah habitat.

is absolutely needed in the future, an exit-plan and an up-scaling roadmap will be developed jointly with relevant DoE offices from early stages of project implementation. This roadmap shall lead to a long-term national plan for cheetah conservation which is linked to national development plan and in the framework of national plans with allocated budget. The national plan shall build on the lessons learnt through the project and on the increased engagement of other stakeholders. It is envisaged to strengthen cheetah and prey populations, their habitats and the affiliated human population against the threats they are facing now. At the least, this plan shall warrant that the levels of law enforcement (e.g. number of game guards) and the frequency and quality of wildlife monitoring in the focal protected areas that will have been established through the project can be maintained, that the gene and sperm bank will be preserved, that any other commitments that may

surpass the lifespan of the project (e.g. captive breeding programme) will be fulfilled and that provisions will be made for interventions in emergency cases.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The choice and design of strategies for phase III of this project is built on over twenty years of experience in cheetah conservation in Iran, mostly under the CACP. The efficiency of activities planned or started in previous phases has been critically re-evaluated to ensure that the new action plan conforms with the urgency to optimize project effectiveness. This will also be applied in the development of the integrated management plan and action plans for specific strategies. For example, the quarterly newsletter for project personnel and partners will be replaced with social media updates and the unsuccessful attempts to form co-management bodies with pastoralists for the mitigation of livestock-related conflicts have evolved into the establishment of “Cheetah Technical Working Groups” at district level, coordinated via multi-stakeholder committees at provincial level.

The dispersion of tasks and costs through partnerships and increased multi-stakeholder collaboration will help to increase the amount of achievements in the given time. CACP phase III focuses on emergency measures with lasting outputs, thus sustaining and increasing the impact of project expenditures over a longer term. It also aims to extend the efficacy of its conservation efforts to benefit community and human development. In particular, the project will target women and vulnerable groups for empowerment, thus ensuring that these groups participate as equal partners in information sharing and generation, education and training, organizational development, financial assistance, and local policy development.

The ratification and regular monitoring of each activity and the project as a whole will ensure that they remain in line towards the project goal and that the allocated resources are used efficiently.

Project Management

This third phase of the project will continue to be implemented under the National Implementation Modality (NIM) with partial UNDP Direct Country Office Support Services as in the phase II project document and its subsequent addendum, subject to the results of the HACT Micro Assessment of the Implementing Partner (IP) which has already been initiated by UNDP. This has been negotiated with the IP and should the result of the Micro Assessment show that the IP is not fully compliant, then the implementation modality will be subject to change to NIM with full country office support or Direct Implementation Modality in accordance with risk mitigation measures driven as a result of the assessment.

procedures governing the UNDP Cost-Sharing modality, which requires the transfer of funds by the Department of Environment into UNDP's account. Under this third phase, the Cost Sharing arrangements shall require for UNDP to receive the Government contributions to the project in advance and in lump sum instalments as per the agreed schedule outlined in the signed Government Cost Sharing Agreement. Continuation of project implementation will be conditional upon the timely observation of the aforementioned cost-sharing arrangements.

Project funds, including cost-sharing contributions will be disbursed on planned activities as indicated in Annual Workplans of the project. Such disbursement will be made by UNDP upon receipt of a Request for Direct Payment (RDP) signed by the project NPD along with copies of supporting documentation confirming that the concerned goods and services have been delivered to the NPD's satisfaction. Original supporting documents (contracts, invoices, etc.) will be appropriately kept at the Central Project

Office and ready for disclosure to auditors at the time of annual project audits. No advance payments shall be made under this project.

In line with the rules and procedures governing NIM, the Department of Environment - which is represented by the National Project Director – will be entrusted with full responsibility for effective and efficient use of project resources, production of planned outputs, and materialization of the intended outcomes. The NPD also assumes full responsibility for the planning and implementation of project activities as indicated in the Results and Resources Framework and Budget in the following sections of this document.

The Project Board (Project Steering Committee) will oversee project implementation and ensure that quality Outputs are produced towards intended Component and Outcomes (please refer to Section VIII for project governance structure).

A National Project Manager (NPM) will be recruited through a transparent, competitive recruitment process, overseen by the NPD and UNDP, and will assume the responsibilities delegated under the ToR in Annex 5. The NPM, along with a project team to be established and composed of the following experts: at least two Technical; one Administrative; one Finance & Procurement; one Monitoring & Evaluation and one Communications (all of which will be paid from the project budget), will assist the NPD to oversee project implementation. The NPM and project team will be positioned at the central Project Office established under the previous phases within the DoE in Tehran, as part of the in-kind contribution of DoE to the project in the form of provision of office space and utilities.

The project team's operations, however, will reach the national level, the level of the provinces that cover the current range of the Asiatic cheetah, and the level of protected areas (Kavir National Park, Abbas Abad Wildlife Refuge, Touran Biosphere Reserve, Miandasht Wildlife Refuge, Naybandan Wildlife Refuge, Ravar Wildlife Refuge, Bafq Protected Area, Dare Anjir Wildlife Refuge, Kalmand Protected Area and Siah Kouh National Park). To meet the coordination and logistical challenges that a project with such a scope but only a small number of staff has to overcome, the CACP shall forge robust partnerships with the DoE provincial offices and ensure that project and DoE game guards working in these habitats fulfil their duties in harmony (e.g. through spot checks by the CACP).

UNDP shall also continue to provide technical and support services to the project.

UNDP Direct Country Office Support Services

As per the established practices of the previous phases, UNDP will continue to provide Project Assurance services in consultation with the project management.

As the implementing partner, DoE will, from time to time, request UNDP to provide direct support services in the implementation of project activities in various areas such as:

• Procurement of goods and services including customs clearance and consultants;

- Procurement of goods and services including customs clearance;
- Travel management services;
- Financial record management;
- ICT and external ATLAS services; and
- Logistical support to project events.

Terms, conditions and prerequisites as stipulated in the Letter of Agreement for the Provision of Support Services apply (see Annex 7).

UNDP Cost Recovery Policy

General Management Service (GMS) fees and Direct Project Costs (DPC) will be charged to DoE cost-sharing contributions as per the concerned rules and procedures of UNDP's cost recovery policy. Based on this policy, the project will be charged 5% GMS for the Government cost-sharing contributions. If the project receives other unforeseen government contributions in future, the applicable GMS rate will be applied accordingly. As per UNDP's cost recovery policy, DPC will also be charged based on the estimated and costed UNDP CO staff time required for this third phase of the project, as included in the Direct Project Costing item in the project budget of the Multi-year Workplan. This estimation is based on the project management/assurance services and operational support services required to be provided by UNDP (constituting UNDP Direct Country Office Support Services) and is calculated on the entire project budget including both Government cost-sharing contributions and UNDP allocated funds.

Audit

As a NIM project, the project as defined under this Project Document shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

V. RESULTS FRAMEWORK ²¹

Intended Outcome as stated in t
 OUTCOME 1: Responsible governin
 change policies and programmes m
Outcome indicators as stated in t
 Outcome indicator 1.2. Percentage (benefits sharing regime
 Baseline (2015): 10,4%
 Target (2020): at least 17%

Applicable Output(s) from the U
 Output 1.4.1: Solutions scaled up fo

Project title and Atlas Project Ni

EXPECTED OUTPUTS **OUTPUT INDICATORS**²²

Component I: Enhanced mana corridors) as well as through e

Output 1.1
 Integrated management plan for cheetah habitats including sustainable financing mechanisms developed jointly with stakeholder

1.1.1 Progress of the emergency action p
1.1.2 An endorsed integrated manager plan which includes sustainable financir mechanisms which developed through participatory appro

1.1.3. Completion c baseline studies

²¹ UNDP publishes its project information and avoid acronyms so that external audi

²² It is recommended that projects use o sex or for other targeted groups where re

VDAF/Country Programme Results and Resource Framework:
 gencies formulate, implement and monitor integrated natural resource management, low carbon economy, and climate
 ectively.
Country Programme Results and Resources Framework, including baseline and targets:
 t area that is managed sustainably under an in-situ conservation regime, a sustainable use regime and / or an access and

Strategic Plan*:
 ainable management of natural resources, including sustainable commodities and green and inclusive value chains
 r: Conservation of the Asiatic Cheetah Project

BASELINE (2018)	TARGETS (by frequency of data collection)				MEANS OF VERIFICATION & RISKS
	Year 1	Year 2	Year 3	Year 4	
ment and monitoring of cheetah population and its prey in natural habitat (including u conservation					
0	75%	100%	-	-	Project progress/monitoring reports
Management plan for protected area is available but no IMP has been developed	Prefinal draft of IMP is developed and agreed among stakeholders	The IMP is finalized and endorsed at national level	-	-	Versions of the IMP in development process and endorsement letter of the EHC.
Some baseline studies are available but need to be	Completed in 6 months				An analytical report which elaborates the status of Cheetah habitats and threats

ators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards.
 ic, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data,
 early understand the results of the project.

indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by

s and implementation of priority activities started in priority pilot areas ²³	1.1.4 % of progress implementation of priority activities of IMP	0% But there are ongoing activities from previous phases which will be linked to IMP activities	-	At least 10% of priority activities have been implemented in each priority area.	At least 30% of priority activities have been implemented in each priority area.	At least 50 % of priority activities have been implemented in each priority area.	At least 70% of priority activities of the IMP implemented	Project progress/monitoring reports
	1.1.5 Area of land under protection (hectares)	6,000,000 ha	6,500,000	7,500,000	9,000,000	10,000,000	11,000,000	Government related document
Output 1.2 Up-to-date and systematic monitoring framework of cheetah population, its prey and all potential natural habitats and corridors	1.1.6 Area of existing protected area under improved management (hectares)	None	3,000,000 ha (including Naybandan and Turan)	4,500,000 ha (including Darband, Miandasht and avar)	5,000,000 ha (including Dare Anjir and Kavir)	5,500,000 ha (including Syahkooh and Abbasabad)	6,000,000 ha	A selected standard tool for measurement of PA management effectiveness, /
	1.1.7 Number of newborn cheetah cubs reported	4		4	4	6	6	Monitoring report driven from established monitoring system
1.2.1 % of coverage the functioning monitoring framework of cheetah habitats	There are monitoring mechanisms but not under the frame work		25% (including Touran, Miandasht and related corridors)	50% (including Naybandan and Tabas)	75% (including Darband ravar)	All cheetah habitats and corridors		Monitoring reports Field visit / Spot-check report
	1.2.2 Central, regular updated database in place with a) all data from cheetah and ungulate monitoring and b) records of all ever	No central, comprehensive databases	Database established and up-to-date	Database up-to-date	Database up-to-date	Database up-to-date	Database up-to-date	Up-to-date reports generated from the database

Ravar

ected areas which will be under type of protection during project implementation.

²³ Touran, Miandasht, Naybandan and Darband

²⁴ These areas are mainly corridors between

established and functioning	relevant to conserve in cheetah habitats corridors	None	annual report published	annual report published	annual report published	annual report published	Reports
	1.2.3 Annual reports the current status of cheetah, its habitats competitors and prepared from the monitoring data and published to inform decision making processes	96	146	196	246	296	296
Output 1.3 Conservation of cheetah and its prey improved through increased and trained workforce as well as provision of needed equipment with a focus on priority pilot areas	1.3.1 number of guards to meet national standards	30%	50%	70%	90%	All PA managers and game guards are trained	Project progress reports
	1.3.2 % of protected area managers and game guards in cheetah habitat trained as per the plan	50 incidents of illegal activities reported in 2017 for PAs but TBD at early stages of project for all cheetah habitats	20%	30%	50%	60%	70%
Output 1.4 Comprehensive plan for ex-situ conservation of cheetahs developed and	1.3.3 % of decrease in annual number of incidences of any illegal activity in Cheetah habitats covered by project	24167 existing ungulates	Adequate facilities for the preservation of sperm, egg cells and body tissue or other material	10%	15%	20%	DoE official reports Monitoring reports
	1.3.4 % of increase in the populations of ungulates in PAs	Sperm bank in place	5% with emphasis on gazelles	Genetic material preserved in the egg, sperm and gene bank	Genetic material in the egg, sperm and gene bank preserved	Genetic material in the egg, sperm and gene bank preserved	Genetic material in the egg, sperm and gene bank preserved
	1.4.1 Status of the Asiatic cheetah egg sperm and gene bank						

implementation started	1.4.2. % of progress implementation of comprehensive ex-situ conservation and reintroduction plan	0% There are ongoing ex-situ conservation activities	containing cheetah DNA in place and linked to an up-to-date database	25%	40%	50%	60%	Progress reports
	1.4.3 Captive Breed success ²⁵	No Asiatic cheetahs born in captivity	Female captive cheetah stays healthy	Female captive cheetah is pregnant	At least one litter is realized	At least 50% of the litter has survived	adult female is healthy, the breeding centre allow, a second pregnancy to start	Cheetahs on site, project progress reports, veterinary reports)
	1.4.4 a feasibility study on Semi-Captive breeding ²⁶	No Semi-Captive breeding study has been done	Draft of the Feasibility study is developed and agreed among stakeholders	The Semi-Captive breeding study is finalized				
Component II: Strengthened engagement, awareness raising and promotion								
Comprehensive plan for awareness raising, communications and	2.1.1 Number of village level active initiatives with cheetah conservation	4	6	8	10	12	Project progress reports Field visit / Spot-check report	
	2.1.2 level of awareness on cheetah related issues among men a	TBD at early stages of project implementation		35% increase compared to the baseline		60% increase compared to the baseline	Result of pre and post tests	

²⁵ a feasibility study, done by DOE
Liver to DOE for further action.

²⁶ Subject to the results of
Results of the study will

community and private sector mobilization developed, and public/local community level activities implemented	women at national & local levels 2.1.3 Number of private sector enterprises effectively engaged cheetah conservators since the start of the project	1	2	3	4	5	6	Project progress report
Output 2.2 Comprehensive plan for sustainable alternative livelihoods (including ecotourism) developed through participatory approaches and implementation started in 6 pilot villages	2.2.1 Number of sustainable alternative livelihood initiatives adopted and started village households in each pilot village which are in line with cheetah conservation 2.2.2 % of households engaged in sustainable alternative livelihood enterprises in pilot villages	1 In Ghale Bala village		3	5	6	6	Project Monitoring reports Field visit / Spot-check report
2.2.3 % of women headed households engaged in sustainable alternative livelihood enterprises in pilot villages	2.3.1 % of progress addressing conflicts between wildlife and local communities as per the plan	Baseline for each of the 6 pilot villages will be gained through preliminary study	-	10%	15%	20%	20%	Project Monitoring reports Field visit / Spot-check report Result of socio-economic study
Output 2.3 Conflicts between wildlife and local		Baseline for each of the 6 pilot villages will be gained through preliminary study	10%	20%	30%	40%	50%	Project Monitoring reports Field visit / Spot-check report Result of a field study

communities identified, plans for resolution of conflicts developed and implemented in a participatory manner in priority pilot areas	2.3.2 % of livestock farmlands subject to conflict under insurance coverage							Project Monitoring reports Field visit / Spot-check report Result of a field study
	0%	10% farmland 10% for other carnivores	15% farmland 20% for other carnivores	20% farmland 30% for other carnivores	25% farmland 40% for other carnivores	30% farmland 50% for other carnivores		
	2.3.3. % of land area which grazing permissions are reviewed according to carrying capacity studies							Official reports from DoE and FRWO
	0	1	2	3	4	5		
	46892 ²⁷	10%	20%	30%	40%	50%		
	522 ²⁸	10%	22%	35%	50%	60%		
Component III: Enhanced multi-scale activities and up-scale the results								
Output 3.1 Effective national and provincial level multi-	3.1.1 Number of Cheetah Technical Working Groups established and operational							Project Progress reports
	2	4	6	10	10	10		
	3.1.2 Number of							Project Progress reports
2	2	5	7	7	7	7	Project Progress reports	

²⁷ 42,062 in Touran and 4,61

²⁸ 446 in Touran (5/herd) 76

1 Miandasht (Sheep and goat)

Miandasht (3.3/herd)

stakeholder coordination and technical cooperation strengthened	Cheetah Coordination Committees established and operational	0	2	Ecotourism Agriculture (including grazing)	3	Ecotourism, Agriculture (including grazing) and road	4	ecotourism, Agriculture (including grazing) road and mining	4	ecotourism, Agriculture (including grazing) road and mining	4	ecotourism, Agriculture (including grazing) road and mining	Guideline documents
	3.1.3 Number of sectoral guidelines and standards for development/infrastructure activities endorsed and operational	0	3		5		7		14		14		Official reports by related authorities
Output 3.2 Capacity building, awareness raising, and communications aimed at government authorities, parliament members, judiciary officials, etc. (developed under output 2.1) implemented	3.1.4 Number of development projects with significant environmental impacts which have been reviewed in Cheetah Coordination Committees	0	1		2		3		4		5		Official document from related office in DoE Project progress report
	3.2.1 Number of training modules integrated into DoE's training program for government members, parliament members, judiciary officials, etc.	Will be defined following preassessment study											Pre and post tests results
Output 3.3 The exit plan and up-scaling roadmap	3.2.2 % increase in awareness raised for government officials and parliamentarians at national and local level	-											Baseline increased by 80%
	3.3.1 An exit plan and up-scaling roadmap exists	-											Existence of the road maps Project progress reports
3.3.2 A national planning		-	Common	The	The	The	The	The	The	The	The	The	Report from DoE

which leads to the national plan for cheetah conservation based on the project results and best practices developed and implemented on started	cheetah conservation developed and approved								
	3.3.3 Number of initial steps in the national plan implementing the project considering the project best practices and approaches	0	0				4	on progressed by 5 %	Project progress report
Management									
		15%	30%	60%	80%	100%			Project progress report

VI. MONITORING AND EVALUATION

In accordance with UNDP's program

and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Progress data against collected and analysed achieving the agreed objectives. Identify specific risks to intended results. Identify using a risk log. This information that may have been reviewed
Track results progress	
Monitor and Manage Risk	

Purpose	Frequency	Expected Action	Partners (if joint) and Cost (if any)
Assess the progress of the project in the RRF will be monitor risk management actions as per UNDP's Social and	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	
Identify specific risks to intended results. Identify using a risk log. This information that may have been reviewed	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of	

	Environmental Standards: accordance with UNEP Knowledge, good practice regularly, as well as external partners and integrated The quality of the project standards to inform management and to inform management project.	Audits will be conducted in accordance with audit policy to manage financial risk. Lessons learned from other projects and weaknesses will be assessed against UNDP's project strengths and weaknesses to improve the project.	identified risks and actions taken.	
Learn		Internal review of data to inform decision making	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance		A progress report will be prepared for key stakeholders, communication results achieved against output level, the annual updated risk log with or review reports prepared	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections		The project's government reviews to assess the Multi-Year Work life of the project. In the review shall take place opportunities for scaling lessons learned with	According with the pace of activities / continuously (but at least annually)	Performance data, risks, lessons and quality will be discussed internally and used to make course corrections.
Project Report			Annually and at the end of the project (final report)	
Project Review			At least annually	Any quality concerns or slower than expected progress should be discussed among the project governance and management mechanism and management actions agreed to address the issues identified.

Evaluation Plan

Evaluation Title	Period	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation		Strategic Plan (2018-2021): SP Output 1.4.1	UNDAF (2017-2021): Outcome 1.1. CPD (2017-2021): Outcome 1, Output 1.1.	Mid-project	Local community representatives; local/provincial DoE/national DoE; other government entities at various levels; UNDP	Cost: TBD, Source of Funding: DoE
Final Evaluation		Strategic Plan (2018-2021):	UNDAF (2017-2021): Outcome	Final year of project	Local community representatives;	Cost: TBD, Source of Funding: DoE

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In accordance with UNDP Iran's progress report submitted to UNDP at the beginning of 2021, the PAPRR includes a) an Annual Work Plan, b) an Annual Procurement Plan, c) a Monitoring Calendar and d) a Risk Log.

Where UNDP transfers responsibility for the project to the Government, the Government is being properly used. This assurance component. The UN Board of Auditors will review the appropriateness and completeness of the project's progress reports.

Following the NIM guidelines, the impact assessment Progress Report (APRR) will follow the format of the Statement of Assets and Equipment and will be cumulative amount as of 31 December 2021.

The project will develop a comprehensive progress report of the project and conduct field visits will be conducted by UNDP.

An independent mid-term evaluation will be carried out half way through the project implementation period, while a final evaluation will be carried out in the final year of the project directed towards d)

	SP Output 1.4.1	1.1. CPD (2017-2021): Outcome 1, Output 1.1.	local/provincial DoE/national DoE; other government entities at various levels; UNDP
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ing policies and procedures, a Project Annual Planning and Reporting Package (PARP) shall be prepared and submitted to UNDP at the beginning of each year. The packages will be internally reviewed and potentially adapted halfway through the year to inform UNDP. A PAPRR includes a) an Annual Procurement Plan, b) an Annual Procurement Calendar and c) a Monitoring Calendar and d) a Risk Log.

Where UNDP transfers responsibility for the project to the Government, the Government is being properly used. This assurance component. The UN Board of Auditors will review the appropriateness and completeness of the project's progress reports.

Following the NIM guidelines, the impact assessment Progress Report (APRR) will follow the format of the Statement of Assets and Equipment and will be cumulative amount as of 31 December 2021.

The project will develop a comprehensive progress report of the project and conduct field visits will be conducted by UNDP.

An independent mid-term evaluation will be carried out half way through the project implementation period, while a final evaluation will be carried out in the final year of the project directed towards d)

VII. MULTI-YEAR WORK PLAN

Expected Outputs	Planned Budget by Year	Responsible Party	Planned Budget							
			Y1	Y2	Y3	Y4	Y5	Funding Source	UNDP TRAC (USD)	Government Cost Sharin (USD)
Component I Enhanced management and monitoring of cheetah population and its prey in natural habitats and corridors as well as through ex-situ conservation										
Output 1.1 Integrated plan for management of cheetah habitats including sustainable financing mechanisms	5,000	-	-	-	-	-	-	-	DoE	5,000
1.1.1. Develop emergency period and implement conservation (Emergency activities management with special focus on wolves) 1.1.2. Review and coordinate potential cheetah habitats • Review and coordinate cheetah and	20,000	-	-	-	-	-	-	-	DoE	20,000

²⁹ Cost definitions and classifications for project
³⁰ Changes to a project budget affecting in other cases, the UNDP programme may purpose of the revision is only to re-phase

time and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32. (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the activities among years.

developed jointly with stakeholders and implementation of priority activities started in priority pilot areas ³¹	<ul style="list-style-type: none"> participatory review and connectivity of corridors 	1.1.3. Review possible mechanisms for management of cheetah habitats	10,000	-	-	-	-	-	-	-	DoE	10,000		
		1.1.4. Develop and finalize management plan for potential cheetah habitats and propose actions to lift threats faced as well as to rehabilitate corridors (The integrated management plan may address protection of corridors, provision of water and fodder for wildlife (including establishment of buffer zones, etc.)	30,000	3,000	-	-	-	-	-	-	-	DoE	33,000	
		1.1.5. Support implementation of the integrated management plan in priority pilot areas	-	50,000	100,000	150,000	80,000	-	-	-	-	DoE	380,000	
		Sub-Total for Output 1.2	65,000	53,000	100,000	150,000	80,000	80,000	15,000	25,000	50,000	DoE	448,000	
		Output 1.2 Up-to-date and systematic monitoring framework of cheetah population, its prey and all potential natural habitats and corridors established and functioning	1.2.1. Develop monitoring protocol for cheetah and its prey	-	-	-	-	-	-	-	-	-	DoE	15,000
			1.2.2. Develop the network of camera traps to be installed in cheetah and ungulate habitats	-	25,000	-	-	-	-	-	-	-	DoE	25,000
			1.2.3. Purchase and installation of camera traps	-	50,000	50,000	-	-	-	-	-	-	DoE	100,000
			1.2.4. Conduct regular monitoring as per the protocol	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	DoE	25,000
			1.2.5. Establish a database to collect data and do data analysis	-	25,000	10,000	10,000	5,000	5,000	5,000	5,000	5,000	DoE	50,000
			1.2.6. Analyse data, prepare reports and publish	-	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	DoE	35,000
1.2.7. Establish and maintain a central database to keep records of cheetah habitats and corridors	20,000		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	DoE	40,000		
1.2.8. Keep records of cheetah and ungulate species to provide suggestions to management of these species in line with cheetah conservation goals	3,000		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	DoE	15,000		

³¹ Touran, Miandasht, Naybandan and Da

		43,000	118,000	83,000	33,000	28,000	DoE	305,000
Output 1.3 Conservation of cheetah and its prey improved through increased and trained workforce as well as provision of needed equipment with a focus on priority pilot areas	Sub-Total for Output							
	1.3.1. Review gaps in PAs in the cheetah range office(s) of DoE	20,000	15,000	-	-	-	DoE	35,000
	1.3.2. Develop a plan related office(s) in DoE	-	15,000	-	-	-	DoE	15,000
	1.3.3. Follow up provision by related office(s) of I ad-hoc support	-	10,000	25,000	20,000	10,000	DoE	65,000
	1.3.4. Review training of game-guards in core DoE	10,000	-	-	-	-	DoE	10,000
	1.3.5. Develop a plan cheetah habitats jointly	-	10,000	-	-	-	DoE	10,000
	1.3.6. Implement train activities jointly with related	-	15,000	30,000	30,000	20,000	DoE	95,000
Sub-Total for Output	30,000	65,000	55,000	50,000	30,000	DoE	230,000	
Output 1.4 Comprehensive plan for ex-situ conservation of cheetahs based on rescued injured or orphaned individuals developed and implementation started	1.4.1. Conduct a desk cheetah ex-situ conservation	25,000	5,000	-	-	-	DoE	30,000
	1.4.2. Exchange expertise other relevant research	-	15,000	5,000	5,000	2,000	DoE	27,000
	1.4.3. Develop a road cheetah in Iran	-	12,000	-	-	-	DoE	12,000
	1.4.4. Develop a comprehensive conservation of cheetah	-	10,000	10,000	-	-	DoE	20,000
	1.4.5. Establish a rescue the captive breeding centers therein	-	20,000	50,000	30,000	15,000	DoE	115,000
	1.4.6. Establish an egg cheetah in captivity at	-	15,000	25,000	30,000	20,000	DoE	90,000
	1.4.7. Conduct captive document the process	-	20,000	30,000	35,000	25,000	DoE	110,000
	1.4.8. Conduct a study release of captive-bre	-	-	-	15,000	5,000	DoE	20,000
Sub-Total for Output	25,000	97,000	120,000	115,000	67,000	DoE	424,000	
Component II	163,000	333,000	358,000	348,000	205,000	DoE	1,407,000	
Sub-Total Com								

unities in cheetah conservation through community empowerment, awareness raising and promotion and adoption of											
Strengthened engagement of local c sustainable livelihood models	Output 2.1 Comprehensive plan for awareness raising, communication s and community and private sector mobilization developed, and public/local community level activities implemented	2.1.1. Conduct a comp	8,000	-	-	-	-	-	DoE	8,000	
		2.1.2. Develop an awa communications plan	15,000	-	-	-	-	-	DoE	15,000	
		2.1.3. Develop commu villages ³²	10,000	-	-	-	-	-	DoE	10,000	
		2.1.4. Implement awar communications plan z public and monitor test as part of 2.1.2)	15,000	35,000	40,000	45,000	35,000		DoE	170,000	
		2.1.5. Implement comn at effective engagemer cheetah conservation z	5,000	30,000	50,000	40,000	35,000		DoE	160,000	
		2.1.6. Develop and imp of private sector in che	5,000	5,000	5,000	5,000	3,000		DoE	23,000	
		Sub-Total for Outpu	58,000	70,000	95,000	90,000	73,000		DoE	386,000	
		Output 2.2 Comprehensive e plan for sustainable alternative livelihoods (including ecotourism) developed through participatory approaches and implementation started in 6 pilot villages	2.2.1. Conduct a comp across cheetah habitat	25,000	-	-	-	-	-	DoE	25,000
			2.2.2. Conduct a study capacities for developn alternative livelihoods in villages	5,000	15,000					DoE	20,000
			2.2.3. Develop a comp and adoption of sustain options in pilot villages	-	35,000					DoE	35,000
2.2.4. Implement sustai including marketing anc ensure its effectiveness and its prey	10,000		35,000	100,000	60,000	25,000		DoE	230,000		
Sub-Total for Outpu	40,000	85,000	100,000	60,000	25,000		DoE	310,000			
Output 2.3 Conflicts between wildlife and	2.3.1. Identify and elabor and local communities I activities studied under manner	5,000	25,000	-	-	-	-	DoE	30,000		

³² Qaleh Bala, Torood, Zaman Abad, Sor

local communities identified, plans for resolution of conflicts developed and implemented in a participatory manner in priority pilot areas	2.3.2. Develop a plan of the habitats through	-	20,000	3,000	2,000	-	DoE	25,000
	2.3.3. Implement priority but not limited to insurance against damages by wolf shepherd dogs, etc.) a	10,000	30,000	70,000	70,000	40,000	DoE	220,000
	2.3.4. Follow up measures in selected rangelands in Touran and Miandanao with permissions by FRWC	10,000	20,000	25,000	25,000	15,000	DoE	95,000
	Sub-Total for Output	25,000	95,000	98,000	97,000	55,000	DoE	370,000
Sub-Total Component III		123,000	250,000	293,000	247,000	153,000	DoE	1,066,000

Component III Enhanced multi-stakeholder coordination and technical cooperation strengthened	Output 3.1 Effective national and provincial level multi-stakeholder coordination and technical cooperation strengthened	3.1 and management to mainstream cheetah conservation in development activities and up-scale the results of the project								
		3.1.1. Facilitate establishment of national committee for species in DoE with a focus on cheetah	5,000	10,000	7,000	3,000	3,000	3,000	DoE	28,000
		3.1.2. Establishment of "Cheetah Working Groups" and link their settings at the district level to the district level of the integrated management	10,000	15,000	15,000	15,000	10,000	10,000	DoE	65,000
		3.1.3. Establishment of "Cheetah Committees" and link administrative settings; decisions, coordinate resources for cheetah conservation	7,000	10,000	10,000	10,000	5,000	5,000	DoE	42,000
		3.1.4. Facilitate smooth implementation of development activities in line with the integrated management of cheetah habitats by the "Cheetah Coordination Committees"	15,000	25,000	35,000	40,000	40,000	25,000	DoE	140,000
		3.1.5. Sign MoUs with national and provincial government and provincial government with different agencies to facilitate cooperation	5,000	10,000	7,000	7,000	7,000	5,000	DoE	34,000
Sub-Total for Output 3.1		62,000	120,000	134,000	145,000	88,000	DoE	549,000		

Output 3.2 Capacity building, awareness raising and communication aimed at government authorities, parliament members, judiciary officials, etc. (developed under output 2.1) implemented	3.2.1. Plan and implement government officials, F (including pre and post office in DoE	10,000	40,000	35,000	25,000	15,000	15,000	DoE	125,000
	3.2.2. Keep regular communication with government officials, PMs, judiciary officials through newsletters, managers' reports, brief documents and best practice	10,000	15,000	15,000	15,000	10,000	10,000	DoE	65,000
	3.2.3. Arrange and implement for government officials exchange programmes , judiciary officials, etc.	-	10,000	15,000	15,000	7,000	7,000	DoE	47,000
	Sub-Total for Output 3.2	20,000	65,000	65,000	55,000	32,000	32,000	DoE	237,000
Output 3.3 the exit plan and up-scaling roadmap which leads to the national plan for cheetah conservation based on the project results and best practices developed and implementation started	3.3.1. Develop the exit from early stages of project	-	5,000	10,000	15,000	20,000	20,000	DoE	50,000
	3.3.2. Facilitate and support national plan for cheetah relevant DoE offices	-	3,000	3,000	3,000	3,000	3,000	DoE	12,000
	3.3.3. Support alignment approaches in the initial national plan	-	-	10,000	20,000	25,000	25,000	DoE	55,000
	Sub-Total for Output 3.3	-	8,000	23,000	38,000	48,000	48,000	DoE	117,000
Sub-Total for Component III		82,000	193,000	222,000	238,000	168,000	168,000	DoE	903,000
Component IV									
Project Management									
Output 4.1 Project	Staff costs: NPM	12,000	13,000	14,000	15,000	16,000	16,000	UNDP	70,000
	Staff costs: Administrative	6,000	6,500	7,000	7,500	8,000	8,000	UNDP	35,000

effectively managed	Staff costs: Finance at	7,200	7,800	8,400	9,000	9,600		UNDP	42,696	
	Staff costs: Monitoring	9,500	10,100	10,400	11,000	12,000		UNDP	43,500	
	Office Equipment	9,000	7,000	6,000	3,000	1,195		DoE		26,195
	EVALUATION Regular consultation & international consultant	-	-	14,500	-	14,500		DoE		29,000
Sub-total for Com	43,700	44,400	60,300	45,500	61,295			191,196	55,195	
Direct Project Cost (DPC)								8,804	165,000	
General Management Support (GMS)								NA	179,805	
Total Budget per Source of Funding								200,000	3,776,000	
TOTAL PROJECT BUDGET									3,976,000	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

In order to strengthen oversight and support for the project, a formal approach is proposed by constituting a **Project Board**. The Board is the group responsible for making by consensus, management decisions for the project if guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. To ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Resident Representative/Deputy Resident Representative. In addition, the Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning.

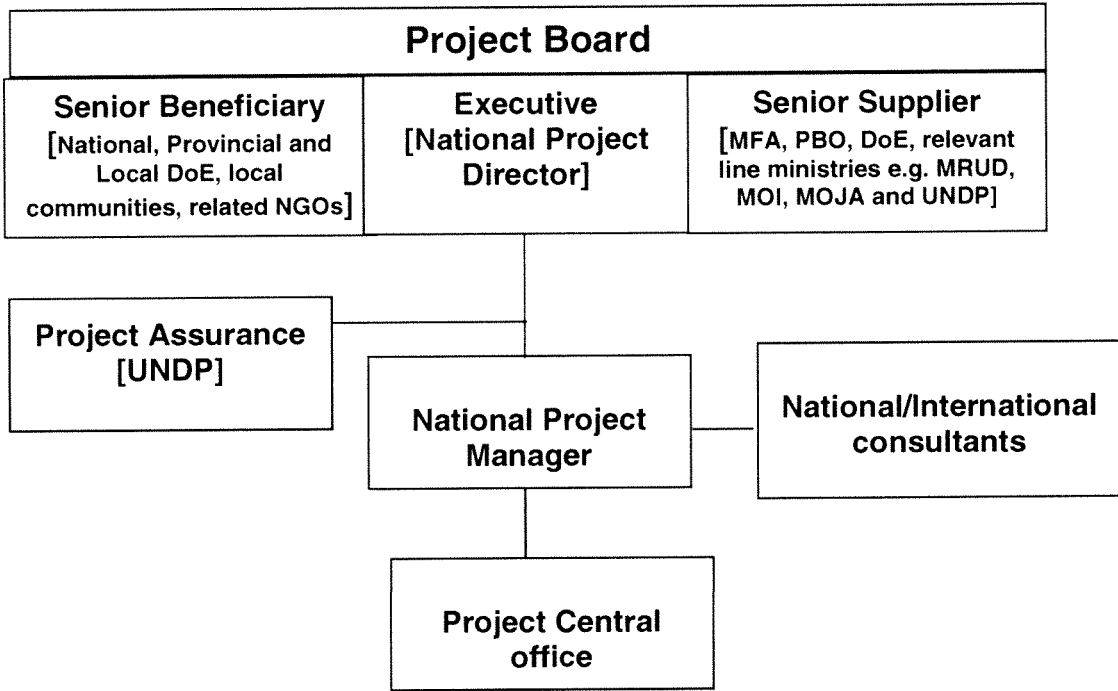
Project reviews by this group shall be made at designated dates (normally twice a year) during the running of the project, or as necessary when raised by the National Project Manager. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies.

This group contains three roles:

- **Executive:** the individual representing the project ownership to chair the group, in this case DoE's Deputy for Natural Environment who is also the NPD;
- **Senior Supplier:** individual or group representing the interests of the parties that provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. This function would be assumed by UNDP, Ministry of Foreign Affairs, Planning and Budgeting Organization, DoE and other related line ministries including but not limited to MOJA (including FRWO and Nomadic Affairs org.), MRUD, MOI (including provincial governor offices), Ministry of Industry, Mine and Trade
- **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. This role can be performed by representatives of local communities, related NGOs as well as local/provincial/national DoE

Potential members of the Project Board are reviewed and recommended for approval during the PAC meeting. Representatives of other stakeholders can be included in the Board as appropriate.

Project Assurance is the responsibility of each Project Board member; however, the role can be delegated. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance



IX. LEGAL CONTEXT

The project document shall be the instrument envisaged and defined in the **Supplemental Provisions to the Project Document**, attached hereto and forming an integral part hereof, as “the Project Document”.

This project will be implemented by the Department of Environment (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Standard Annex to project document for use in countries which are not parties to the Standard Basic Assistant 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’³³ and ‘Implementing Partner’³⁴ 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.
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
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.

³³ 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.

³⁴ 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.

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

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 Manager³⁵ who, under the direction of the Implementing Partner, will be responsible in the country for the Implementing Partner's participation in the project.
3. 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.
4. 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.
5. Fellowships shall be administered in accordance with the fellowships regulations of the Implementing Partner.
6. The Implementing Partner may, in agreement with the Co-operating Agency and UNDP, implement part or the entire 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.
7. 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.
8. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.
9. Prior to completion of UNDP assistance to the project, the 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.
10. 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.
11. 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 1970 of the Iranian Ministry of Foreign Affairs, and the Agreement signed by the Minister of Foreign Affairs of 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. (a) For purposes of the instruments on privileges and immunities referred to in the preceding parts of this Article:
 - i. 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
 - ii. 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 interfere 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: UNDP may suspend a project if it is not being implemented in accordance with the Project Document or if it is not being implemented in accordance with the agreed schedule. UNDP may suspend a project 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.

X. RISK MANAGEMENT

1. Consistent with the *Supplemental Provisions to the Project Document*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full

cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document. Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Analysis: Standard Risk Log Template**
- 4. Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)**
- 5. Project Board Terms of Reference and TORs of key management positions**
- 6. Theory of Change Diagram**
- 7. Letter of Agreement between UNDP and Government of Iran for the Provision of Support Services**
- 8. Financing Agreement between the United Nations Development Programme and the Government of the Islamic Republic of Iran**

ANNEX 1. Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

For all questions, select the option that best reflects the project

STRATEGIC

<p>1. Does the project specify how it will contribute to higher level change through linkage to the programme’s Theory of Change?</p> <ul style="list-style-type: none"> • 3: The project is clearly linked to the programme’s theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project’s strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. • 2: The project is clearly linked to the programme’s theory of change. It has a change pathway that explains how the project will contribute to outcome level change and why the project’s strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. • 1: The project document may describe in generic terms how the project will contribute to higher level change without an explicit link to the programme’s theory of change. 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> </table>	3	2	1		<p>The project has a ToC which clearly</p>
3	2					
1						
<p><i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i></p>		<p>project is going to achieve intended results. Credible evidence is lacking to support the ToC. The ToC is well linked to the CPD’s</p>				

	ToC. The ToC has been developed based on previous phases of the project and in consultation with stakeholders who have been engaged in the implementation of the project in the past.						
<p>2. Is the project aligned with the UNDP Strategic Plan?</p> <ul style="list-style-type: none"> • 3: The project responds to at least one of the development settings as specified in the Strategic Plan³⁶ and adapts at least one Signature Solution³⁷. The project's RRF includes all the relevant SP output indicators. <i>(all must be true)</i> • 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i> • 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. 	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">The project responds to development setting 1 and adapts the signature solution "sustainable planet". The project RRF include all relevant IRRF indicators.</td> </tr> </table>	3	2	1		The project responds to development setting 1 and adapts the signature solution "sustainable planet". The project RRF include all relevant IRRF indicators.	
3	2						
1							
The project responds to development setting 1 and adapts the signature solution "sustainable planet". The project RRF include all relevant IRRF indicators.							
<p>3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)</p>	Yes						
RELEVANT							
<p>4. Does the project contribute to the Sustainable Development Goals?</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> </table>	3	2				
3	2						

³⁶ The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

³⁷ The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

<ul style="list-style-type: none"> • 3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • 2: The target groups are clearly specified, prioritizing groups left furthest behind. • 1: The target groups are not clearly specified. <p>*Note: Management Action must be taken for a score of 1. <i>Projects that build institutional capacity should still identify targeted groups to justify support</i></p>	<p>The project will work with local communities residing in cheetah habitats but they are not necessarily the furthest behind.</p>				
<p>5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> </table> <p>The project is built based on lessons learned during the past two phases which are well documented and kept in project office.</p>	3	2	1	
3	2				
1					
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true)</i> • 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> </table> <p>UNDP has been the partner of choice for the Government in this project for a long time and given the strong partnership shaped, no partner</p>	3	2	1	
3	2				
1					
<p>PRINCIPLED</p>	<p>with UNDP in this area however no systematic analysis has been done.</p>				
<p>7. Does the project apply a human rights-based approach?</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> </table>	3	2	1	
3	2				
1					

<ul style="list-style-type: none"> • 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true)</i> • 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i> • 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p>The project has no adverse impact on enjoyment of human rights.</p>	
<p>8. Does the project use gender analysis in the project design?</p> <ul style="list-style-type: none"> • 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i> • 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. <p>*Note: Management Action or strong management justification must be given for a score of 1</p> <p>A gender analysis will be carried out at the outset of the project implementation.</p>	3	2
	<p>1</p> <p>No gender analysis has been done and the project design doesn't provide any information on impacts of the project's development situation on gender relations.</p>	
<p>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true)</i>. • 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i> • 1: Sustainability and resilience dimensions and impacts were not adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	3	2
	<p>1</p> <p>Socio-economic aspects of life in cheetah habitats are assessed and measures foreseen to address interlinked</p>	
<p>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes	No
	<p>SESP Not Required</p>	
<p>MANAGEMENT & MONITORING</p>		
<p>11. Does the project have a strong results framework?</p>	3	2
	<p>1</p>	

<ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i> • 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i> • 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <i>(if any is true)</i> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>The project has outputs at an appropriate level with SMART indicators accompanied by baseline and targets however, indicators are not gender sensitive and sex-disaggregated.</p>	
<p>12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?</p> <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>. • 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i> • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>3</p>	<p>2</p>
1		
<p>The project board is well defined in the ProDoc and key roles are described. Individuals have not been specified yet.</p>		
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. <i>(both must be true)</i> • 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. <p>log is included with the project document and/or no security risk management process has taken place for the project.</p> <p>*Note: Management Action must be taken for a score of 1</p>	<p>3</p>	<p>2</p>
1		
<p>The project risk log is complete based on the analysis done in the ToC of</p>		
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</p>	<p>Yes (3)</p>	<p>No (1)</p>

(Note: Evidence of at least one measure must be provided to answer yes for this question)			
Monitoring and procurement of project will be conducted jointly with the Government partner and it will increase the cost-effectiveness of the project activities.			
15. Is the budget justified and supported with valid estimates? <ul style="list-style-type: none"> 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	3	2	
		1	
		Project budget is defined at the activity level which is reflected in the multi-year WP/ budget of the project. No fundign plan is in place.	
16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation? <ul style="list-style-type: none"> 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	3	2	
		1	
		The project will follow UNDP's cost recpvery strategy as elaborate in the project document	
EFFECTIVE			
17. Have targeted groups been engaged in the design of the project? <ul style="list-style-type: none"> 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project 	3	2	
		1	
		Key targeted groups	
<ul style="list-style-type: none"> 1: NO evidence of engagement with targeted groups during project design. 		in the design of the project	
18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?	Yes (3)	No (1)	
19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.	Yes (3)	No (1)	
*Note: Management Action or strong management justification must be given for a score of "no"	Evidence		
SUSTAINABILITY & NATIONAL OWNERSHIP			
20. Have national/regional/global partners led, or proactively engaged in, the design of the project?	3	2	

<ul style="list-style-type: none"> • 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national/regional/global partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	<p style="text-align: center;">1</p> <p style="text-align: center;">The national counterpart has led project design process.</p>							
<p>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted?</p> <ul style="list-style-type: none"> • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • 1: Capacity assessments have not been carried out. 	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 50%;">3</td> <td style="width: 50%;">2.5</td> </tr> <tr> <td>2</td> <td>1.5</td> </tr> <tr> <td colspan="2">1</td> </tr> </table> <p style="text-align: center;">HACT Micro assessment has been done.</p>		3	2.5	2	1.5	1	
3	2.5							
2	1.5							
1								
<p>22. Is there a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?</p>	<p style="text-align: center;">Yes (3)</p>	<p style="text-align: center;">No (1)</p>						
<p>23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?</p>	<p style="text-align: center;">Yes (3)</p>	<p style="text-align: center;">No (1)</p>						

ANNEX 2. Social and Envi

Conservation

Project Information	
1. Project Title	C
2. Project Number	
3. Location (Global/Region/Country)	IR

How is Integrating Overarching

QUESTION 1: How Does the Project Integri

Briefly describe in the space below how the Pr

Although the project is not directly targeting hu communities including CBOs and NGOs, overall well as implementation of conservation activitie

Briefly describe in the space below how the Pr

The project's main goal is environmental sustain conservation of Asiatic cheetah, is what the pr project is to strengthen management structures (community-based CBOs), toward achieving en

ental Screening Template

ation of the Asiatic Cheetah Project, Phase III

Principles to Strengthen Social and Environmental Sustainability

Overarching Principles in order to Strengthen Social and Environmental Sustainability?

ainstreams the human-rights based approach

ights objectives but as the project is aiming to mobilize communities for cheetah conservation and engages with local s of the project will build local capacities, establish platforms for people's participation in the decision-making processes as h are all in line with human-rights based approach.

likely to improve gender equality and women's empowerment

local communities in decision-making processes, implementation of the project's activities and delivering respective results. women's capacities enabling them to take part in the project and long-term community-led initiatives. The previous years issues for women groups to benefit from the project activities. Women's economic empowerment is incorporated in the project orientation.

ainstreams environmental sustainability

with special focus on protecting and better management of cheetah habitats. As reflected in the project title, trying to achieve while the project will also advocate for environmental sustainability and biodiversity conservation. The main stream in environmental sustainability and building the capacity of stakeholders, including local environmental conservation and sustainable development.

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p> <p>Risk Description</p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
	<p>Significance (Low, Moderate, High)</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
<p>Risk 1: Centralized and top-down decision making and leadership is institutionalized in some of partner organizations</p>	<p>Low</p>	<p>Participatory decision making and planning at national, provincial and local level will enhance bottom-up and inter-sectoral collaboration during project</p>
<p>Risk 2: Lack of skilled human resources, especially in the area of participatory approaches and targeted community mobilization and conflict resolution, both in private and government sector are identified as project risks</p>	<p>Low</p>	<p>necessary capacity building provided by the project during last 2 phases has significantly improved local capacities and will be continued and even enhanced during project phase (III).</p>
<p>Risk 3: Lack of timely allocation of the national budget</p>	<p>Moderate</p>	<p>The project team will address it by mobilizing new resources for project pilot sites from national budget</p>

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QUESTION 4: What is the overall Project risk categorization?

Select one (see <u>SESP</u> for guidance)	Comments
Low Risk <input type="checkbox"/>	
Moderate Risk <input type="checkbox"/>	
High Risk <input type="checkbox"/>	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?

Check all that apply	Comments
Element 1: Human Rights <input type="checkbox"/>	
Element 2: Gender Equality and Women's Empowerment <input type="checkbox"/>	
Biodiversity Conservation and Natural Resource Management <input type="checkbox"/>	
Climate Change Mitigation and Adaptation <input type="checkbox"/>	
Community Health, Safety and Working Conditions <input type="checkbox"/>	
Cultural Heritage <input type="checkbox"/>	
Displacement and Resettlement <input type="checkbox"/>	
Indigenous Peoples <input type="checkbox"/>	
Pollution Prevention and Resource Efficiency <input type="checkbox"/>	

Signature	Date
QA Assessor	
QA Approver	
PAC Chair	

Description
UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

Checklist Potential Social and Environmental Risks

Principles 1: Human Rights

1. Could the Project lead to adverse impacts (social or cultural) of the affected populations?
2. Is there a likelihood that the Project will affect marginalized or vulnerable populations, particularly people living in informal settlements?
3. Could the Project potentially restrict access to services for marginalized individuals or groups?
4. Is there a likelihood that the Project will affect marginalized groups, from fully participating to non-participating?
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?
6. Is there a risk that rights-holders do not have the capacity to claim their rights?
7. Have local communities or individuals, organizations or groups been consulted during the stakeholder engagement process?
8. Is there a risk that the Project would affect marginalized communities and individuals?

Principle 2: Gender Equality and Women's Empowerment

1. Is there a likelihood that the proposed Project will have adverse impacts on the situation of women and girls?
2. Would the Project potentially restrict or limit the participation of women and girls in design and implementation of the Project?
3. Have women's groups/leaders raised concerns during the stakeholder engagement process and been included in the overall Project proposal and in the risk management plan?

³⁸ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political opinion, national or geographical origin, property, birth or other status including as indigenous person or as a member of a minority. References to 'women and men' or 'gender' is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, gender expression and gender roles.

Risk	Answer (Yes/No)
Would the Project have adverse impacts on the enjoyment of the human rights (civil, political, economic, social, cultural) of marginalized groups?	No
Would the Project have inequitable or discriminatory adverse impacts on affected individuals or groups? ³⁸	No
Would the Project have adverse impacts on the availability, quality of and access to resources or basic services, in particular for marginalized individuals or groups?	No
Would the Project have adverse impacts on the ability of marginalized individuals or groups to participate in decisions that may affect them?	No
Would the Project have adverse impacts on the capacity to meet their obligations in the Project?	No
Would the Project have adverse impacts on the capacity to claim their rights?	No
Would the Project have adverse impacts on the opportunity, raised human rights concerns regarding the Project?	No
Would the Project have adverse impacts on the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
Would the Project have adverse impacts on gender equality and/or the situation of women and girls?	No
Would the Project potentially restrict or limit the participation of women and girls in design and implementation of the Project?	No
Have women's groups/leaders raised concerns during the Project during the stakeholder engagement process and been included in the overall Project proposal and in the risk management plan?	No

assessment?		
4. Would the Project potentially limit women and men in accessing environmental goods and services? <i>For example, activities that could lead to depletion in communities who rely on natural resources for their livelihoods and well-being</i>	ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services <i>For example, activities that could lead to depletion in communities who rely on natural resources for their livelihoods and well-being</i>	No
Principle 3: Environmental Sustainability: Screen the specific Standard-related questions below	questions regarding environmental risks are encompassed by the following questions:	
Standard 1: Biodiversity Conservation and Sustainable Resource Management		
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion, fragmentation, hydrological changes</i>	impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion, fragmentation, hydrological changes</i>	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas or recognized as such by authoritative agencies? <i>For example, national parks, nature reserves, and/or indigenous peoples or local communities'</i>	adjacent to critical habitats and/or environmentally sensitive areas (e.g. national parks, nature reserves, and/or indigenous peoples or local communities)	No
1.3 Does the Project involve changes to the land use, habitats, ecosystems, and/or livelihoods that could have adverse impacts on the community? <i>For example, restrictions on access to lands would affect livelihoods and/or access to resources</i>	lands and resources that may have adverse impacts on the community: if restrictions and/or limitations of access to lands would affect livelihoods and/or access to resources	No
1.4 Would Project activities pose risks to threatened species?	threatened species?	No
1.5 Would the Project pose a risk of introducing invasive alien species?	introducing invasive alien species?	No
1.6 Does the Project involve harvesting of natural resources, such as timber, fish, or other aquatic species?	forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production of greenhouse gases, such as from land use change or deforestation?	harvesting of fish populations or other aquatic species?	No
1.8 Does the Project involve significant extraction of natural resources, such as minerals, oil, or gas? <i>For example, construction of dams, reservoirs, or other infrastructure</i>	diversion or containment of surface or ground water? <i>For example, river-basin developments, groundwater extraction</i>	No
1.9 Does the Project involve utilization of groundwater resources? <i>For example, collection and/or harvesting, commercial development</i>	resources? (e.g. collection and/or harvesting, commercial development)	No
1.10 Would the Project generate potential adverse impacts on the environment, such as air quality, noise, or visual impacts?	transboundary or global environmental concerns?	No
1.11 Would the Project result in secondary or tertiary social and environmental effects, or would the Project generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forest</i>	potential development activities which could lead to adverse impacts: generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forest</i>	No

<p>falling of trees, earthworks, potential encroachment on lands by illegal settlements, or induced impacts that need to be considered. Also, if similar developments in the same area are planned, then cumulative impacts of multiple activities (even if not part of the same project) need to be considered.</p>	
<p>Standard 2: Climate Change Mitigation and Adaptation</p>	
<p>2.1 Will the proposed Project result in significant climate change?</p>	No
<p>2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?</p>	No
<p>2.3 Is the proposed Project likely to directly increase social and environmental vulnerability to climate change now or in the future (a maladaptive practice)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i></p>	No
<p>Standard 3: Community Health, Safety and Vulnerability</p>	
<p>3.1 Would elements of Project construction or operation pose potential safety risks to local communities?</p>	No
<p>3.2 Would the Project pose potential risks to community health and safety due to the use and/or disposal of hazardous or other materials (e.g. explosives, fuel and other chemicals during construction and operation)?</p>	No
<p>3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?</p>	No
<p>3.4 Would failure of structural elements (e.g. collapse of buildings or infrastructure) pose risks to communities?</p>	No
<p>3.5 Would the proposed Project be susceptible to increased vulnerability to earthquakes, landslides, erosion, flood, or extreme climatic conditions?</p>	No
<p>3.6 Would the Project result in potential health risks (e.g. from water-borne or other vector-borne diseases or communicable infections, HIV/AIDS)?</p>	No
<p>3.7 Does the Project pose potential risks to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or maintenance?</p>	No

39 In regards to CO₂, significant emission reductions are expected from the Project. Mitigation and Adaptation provides additional information on GHG emissions.]

The Guidance Note on Climate Change

decommissioning?		
3.8 Does the Project involve support for international labor standards (i.e. principles that may pose a potential risk to health and safety of lack of adequate training or accountability)?	ent or livelihoods that may fail to comply with national and standards of ILO fundamental conventions)?	No
3.9 Does the Project engage security personnel in communities and/or individuals (e.g. displacement or safety of individuals)?	at may pose a potential risk to health and safety of lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1 Will the proposed Project result in interference with or objects with historical, cultural, artistic knowledge, innovations, practices)? (Note: This may also have inadvertent adverse impacts.)	as that would potentially adversely impact sites, structures, traditional or religious values or intangible forms of culture (e.g. objects intended to protect and conserve Cultural Heritage	No
4.2 Does the Project propose utilizing tangible or intangible forms of cultural heritage for commercial or other purposes?	/or intangible forms of cultural heritage for commercial or	No
Standard 5: Displacement and Resettlement		
5.1 Would the Project potentially involve involuntary or permanent and full or partial physical displacement?	ry or permanent and full or partial physical displacement?	No
5.2 Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to the absence of physical relocation)?	displacement (e.g. loss of assets or access to resources due to the absence of physical relocation)?	No
5.3 Is there a risk that the Project would lead to forced evictions? ⁴⁰	ced evictions? ⁴⁰	No
5.4 Would the proposed Project possibly affect the rights/customary rights to land, territory, or resources?	d tenure arrangements and/or community based property /or resources?	No
Standard 6: Indigenous Peoples		
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	area (including Project area of influence)?	No
6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	ject will be located on lands and territories claimed by	No
6.3 Would the proposed Project potentially affect the traditional livelihoods of indigenous peoples?	the human rights, lands, natural resources, territories, and regardless of whether indigenous peoples possess the legal	No

⁴⁰ Forced evictions include groups, or communities from thus eliminating the ability residence, or location with

s and/or omissions involving the coerced or involuntary displacement of individuals, and/or lands and common property resources that were occupied or depended upon, of an individual, group, or community to reside or work in a particular dwelling, the provision of, and access to, appropriate forms of legal or other protections.

<p>activities to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the Project is located in a country in question)?</p> <p><i>If the answer to the screening question is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project will be categorized as either Moderate or High Risk.</i></p>	<p>ated within or outside of the lands and territories inhabited by indigenous peoples are recognized as indigenous peoples by the country in question)?</p> <p><i>If the answer to the screening question is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project will be categorized as either Moderate or High Risk.</i></p>	
6.4 Has there been an absence of cultural practices or traditional livelihoods of the indigenous peoples that may affect the proposed Project?	appropriate consultations carried out with the objective of identifying rights and interests, lands, resources, territories and livelihoods concerned?	No
6.5 Does the proposed Project involve the displacement or relocation of indigenous peoples?	the proposed Project involves the displacement or relocation of indigenous peoples?	No
6.6 Is there a potential for forced eviction of indigenous peoples, including through the proposed Project?	whole or partial physical or economic displacement of indigenous peoples, including through the proposed Project?	No
6.7 Would the Project adversely affect the cultural and traditional practices of indigenous peoples?	the proposed Project adversely affects the cultural and traditional practices of indigenous peoples?	No
6.8 Would the Project potentially affect the traditional knowledge and practices of indigenous peoples?	the proposed Project potentially affects the traditional knowledge and practices of indigenous peoples?	No
6.9 Would the Project potentially affect the traditional knowledge and practices of indigenous peoples?	the proposed Project potentially affects the traditional knowledge and practices of indigenous peoples?	No
Standard 7: Pollution Prevention and Resource Management		
7.1 Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	the proposed Project results in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2 Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	the proposed Project results in the generation of waste (both hazardous and non-hazardous)?	No
7.3 Will the proposed Project potentially involve the use of hazardous chemicals and/or materials? Does the proposed Project involve the use of hazardous chemicals and/or materials subject to international bans or phase-outs? For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Convention on Persistent Organic Pollutants or the Montreal Protocol?	the proposed Project involves the use of hazardous chemicals and/or materials subject to international bans or phase-outs? For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Convention on Persistent Organic Pollutants or the Montreal Protocol?	No
7.4 Will the proposed Project involve the use of pesticides that may have a negative effect on the environment or human health?	the proposed Project involves the use of pesticides that may have a negative effect on the environment or human health?	No
7.5 Does the Project include activities that involve the significant consumption of raw materials, energy, and/or water?	the proposed Project involves the significant consumption of raw materials, energy, and/or water?	No

ANNEX 3. Risk Analysis

OFFLINE RISK LOG

Project Title: Conservation of the Phase III	Award ID: 13102	Date: 25092018
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#	Description	Date Identified	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Partner institutions might not take up or not fulfil their responsibilities towards collaborative conservation and development plans, resulting in those actions not being sufficiently implemented. (This might be due to the centralized and top-down decision making and leadership structure that is institutionalized in some of partner organizations, impeding collaboration.)	Sep 2018	Establishment of participatory and bottom-up approaches in project implementation and management sometimes challenging to achieve P = 2 I = 2	Participatory decision making and planning at national, provincial and local level will enhance bottom-up and inter-sectoral collaboration during project.	Project Team	Project Team		
2	Lack of skilled human resources, especially in the	Sep 2018	Process of engaging local community and authorities within the process may take	Necessary capacity building provided by the project during last 2	Project Team	Project Team		

3	area of participatory approaches and targeted community mobilization and conflict resolution, both in private and government sector		longer than predicted in workplan P = 1 I = 2	phases has significantly improved local capacities and will be continued and even enhanced during project phase (III).				
	Lack of timely allocation of the national budget	Sep 2018	This may effect smooth running of the project P = 3 I = 3	The project team will address it by mobilizing new resources for project pilot sites from national budget	Project Team	Project Team		

ANNEX 4. Capacity Assessment

UNDP has commissioned an independent third party to conduct the HACT Micro-assessment of the Department of Environment as the Implementing Partner. It is anticipated that the results of the assessment will be available in early 2019.

While it has been agreed that this third phase of the project will continue to be implemented under the National Implementation Modality (NIM) with partial UNDP Direct Country Office Support Services, this agreement is subject to the results of the HACT Micro Assessment of the Implementing Partner (IP). This has been negotiated with the IP and should the result of the Micro Assessment show that the IP is not fully compliant, then the implementation modality will be subject to change to NIM with full country office support or Direct Implementation Modality in accordance with risk mitigation measures driven as a result of the assessment.

ANNEX 5. Project Board Terms of Reference and TORs of key management positions

Detailed information on the composition of the Project Board, including the three roles of Executive, Beneficiary and Supplier, has been presented in Section VIII of the Project Document.

The board members will provide the below through a participatory approach:

- High level decision making and planning and development of implementation framework
- Development and monitoring strategic objectives to deal with challenges and threats
- Support and monitor smooth and timely implementation of activities
- Project Assurance role as well as other duties as described in detail in Section VIII of the Project Document

5.A. Terms of Reference - National Project Director

The NPD, in the capacity of the Executive of the Project Board, is ultimately responsible for the project. His/her role is to ensure that the project remains focused throughout its life cycle on achieving its objectives and delivering its results.

Some of more specific responsibilities of the NPD are as follows:

- To ensure that there is a coherent project organization structure and plans;
- To authorize expenditure and set tolerances;
- To monitor the progress of project at a strategic level;
- To appraise all proposed changes to the project;
- To ensure that risks are being tracked and mitigated as effectively as possible;
- To brief the Programme Management about the project progress;
- Organize and chair Project Board meetings;
- Approve the Final Project Report and Lessons Learnt Report and ensure that any outstanding project issues are documented and reported to the appropriate body;
- To approve and send the project closure notification to the Programme Management;
- To ensure that the project has delivered its results by organizing a final project evaluation.

5.B. Terms of Reference - National Project Manager

The National Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints/tolerances laid down by the Board.

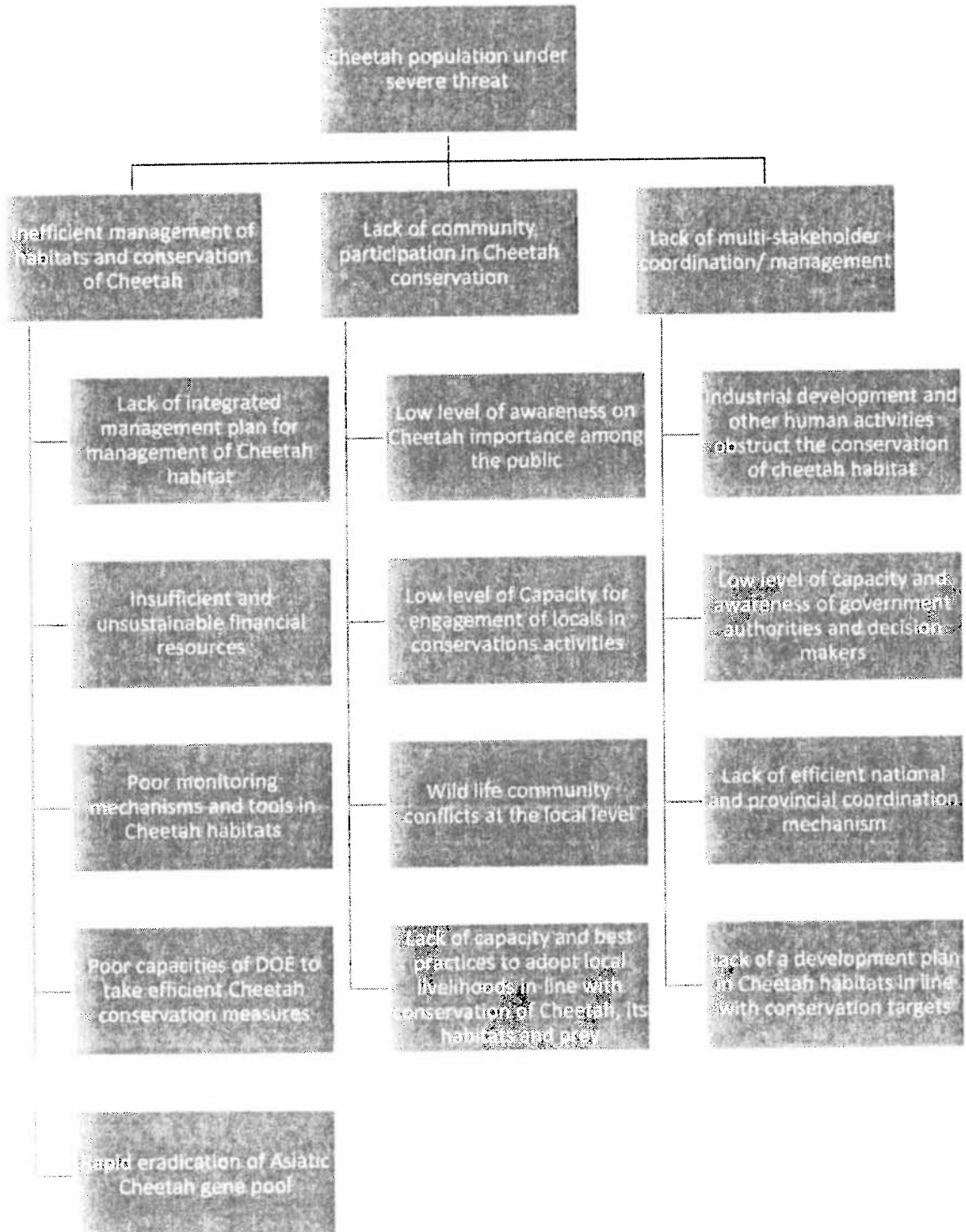
The National Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document and the Annual Workplans, to the required standard of quality and within the specified constraints of time and cost. The National Project Manager shall be selected based on a transparent, competitive recruitment process.

More specifically, the Project Manager is responsible to:

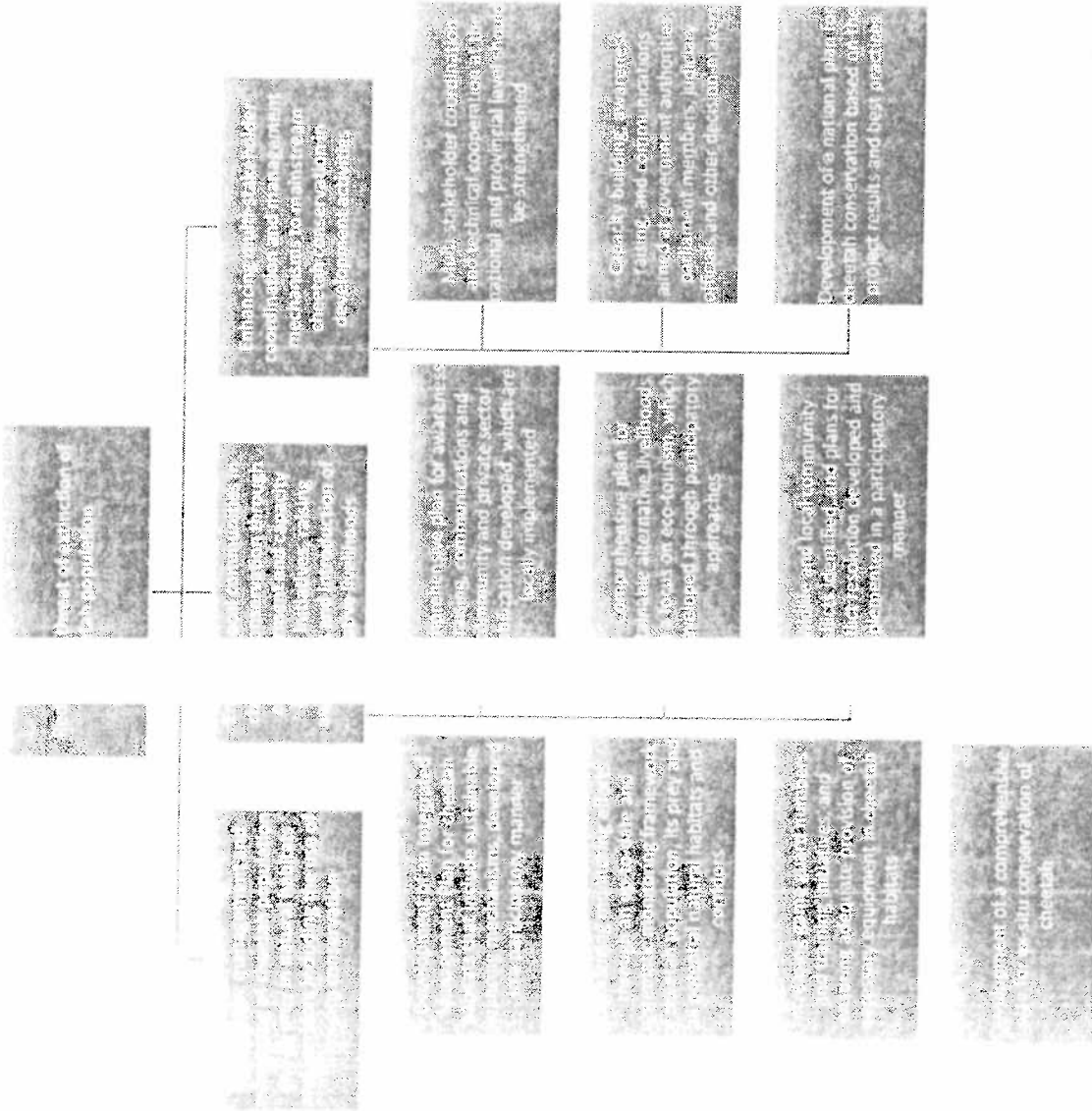
- Plan the activities of the project and monitor progress against the initial quality criteria;
- Mobilize goods and services to initiate activities, including drafting TORs and work specifications;
- Monitor events as determined in the Project Monitoring and Evaluation Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using direct payment modality;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Responsible for preparing and submitting financial reports to UNDP on biannual basis;
- Manage and monitor the project risks initially identified, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log;
- Prepare the Annual Project Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual Work Plan for the following year, as well as Mid-Year Plan.

ANNEX 6. Theory of Change Diagram

Problem Tree



Solution Pathway



Assumptions

- 1) The integrated management plan needs to be embedded within national government budgetary mechanisms to ensure the long-term implementation of the plan and commit each stakeholder to their assigned responsibilities.
- 2) The monitoring system that is being developed has to be fully adopted and hosted by all related government agencies.
- 3) The provision of required equipment and manpower for better protection of cheetah habitats needs to be primarily addressed by the Department of Environment and related government with support and plans provided by the project.
- 4) The plans for ex-situ conservation must not infringe upon the natural living conditions of the cheetah population and its biota.
- 5) It is envisaged that an increase in the awareness of the local population will lead to an increase in the level of interest in the local community. In turn, this will lead to an increase in participation levels.
- 6) The link between the local empowerment/capacity development and an increase in participation would be applicable if there are enough incentives (economic, power...) for the local population.
- 7) Any new alternative livelihood needs to be supported through appropriate mechanisms to ensure sustainability of income for local community and effective engagement in cheetah conservation.
- 8) The local and national multi-stakeholder coordination/management mechanisms need to be directly linked and progressively merged with related legal decision-making mechanisms.
- 9) Government authorities will continuously and consistently participate in conservation efforts, thereby developing their capacities.

Risks

