

UNDP Project Document

**Government of Islamic Republic of Iran
United Nations Development Programme**

**Designated Institution (National Executing Agency)
Department of Environment (DoE)**

Main partners

Ministry of Agricultural Jihad

Ministry of Energy

Netherlands Co-operation

Management and Planning Organization

Project Title:

Conservation of Iranian Wetlands

The project's goal is to catalyse the sustainability of Iran's system of wetland protected areas (WPAs), thereby enhancing its effectiveness as a tool for conserving globally significant biodiversity. The project's objective is to systematically remove or substantially mitigate threats facing globally significant biodiversity and sustainability at two demonstration sites, while ensuring that the lessons learned through these demonstrations are absorbed within wetland protected area (WPA) management systems throughout Iran and most particularly at a set of target replication sites. Given that a range of similar threats, root causes and barriers face protected wetlands across Iran – particularly the tendency for key threats to originate within a wider watershed area outside of WPA boundaries – a demonstration of their removal will be of broad relevance and potential replicability.

The project will place substantial emphasis on demonstrating approaches to conservation, sustainable use and threat removal/mitigation at WPAs within the Lake Uromiyeh Ecological Zone (LUEZ). LUEZ, part of the Lake Uromiyeh Basin (LUB), includes Lake Uromiyeh itself, a c. 5,000 km² hypersaline lake and National Park in the highlands of northwestern Iran, together with various ecologically connected and smaller wetlands of international importance. Further support will go towards ensuring conservation and sustainable use of Lake Parishan, which is located within Arjan Protected Area in Shiraz Province in southern Iran. Finally, GEF support will ensure that lessons learned at project demonstration sites will flow through the wetland management system, thereby positively influencing management at WPAs throughout Iran.

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List of abbreviations

CBD	Convention on Biological Diversity
DoE	Department of Environment
EC-IIP	Environment Component – Irrigation Improvement Project
EIA	Environmental Impact Assessment
EHC	Environmental High Council
GEF	Global Environment Facility
IBA	Important Bird Area
IIP	Irrigation Improvement Project
LUB	Lake Uromiyeh Basin
LUBMA	Lake Uromiyeh Basin Management Authority
LUEZ	Lake Uromiyeh Ecological Zone
MFA	Ministry of Foreign Affairs
MoAJ	Ministry of Agricultural Jihad
MoRT	Ministry of Roads and Transportation
MPO	Management & Planning Organization
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-governmental Organisation
NPD	National Project Director
NPM	National Project Manager
UNDP	United Nations Development Programme
WPA	Wetland Protected Area

Part Ia Situation Analysis

The project will help to ensure that the globally and nationally significant biodiversity of Iran is sustainably used by, and provides benefits to, current generations while being conserved for the benefit of future generations. A detailed description of the problem to be addressed is provided in Part 2.b.i of Section 2 of this document. The relevant Country Programme outcome and corresponding outputs respectively as per the draft UNDP Country Programme for Iran (2005-2009) and the draft UNDAF are:

Country Programme Outcome:

- Sustainable land/water and biodiversity management in critical ecosystems;

Country Programme outputs

- Iran enabled to fulfill its commitments as a signatory party to global conventions and capacity developed to implement these conventions;
- Community-based resource management policies and practices developed and piloted/demonstrated.

The national institutional and legal Framework is described in Part 2.b (paras. 25-28) of Section 2. A description of lessons learned that have influenced project design is provided in Part 2.g.i of Section 2. An independent review of the project design is provided in Annex 4 of Section 2.

Part Ib Strategy

Iran's approach to sustainable development while conserving biodiversity, and its national commitment to these goals, are described in Part 1.b of Section 2. UNDP's programme in support of these goals is described in Part 4.a of Section 2, while the specific activities undertaken through this project in support of policy development and strengthened national capacities are described in Part 2.b.iv of Section 2.

Part II.a Strategic Results Framework

A detailed logframe matrix is provided in Annex A of Section 2.

Goal:	Environmentally sustainable development to reduce human poverty.
Sub-goal (SG 1):	Sustainable environmental management and energy development to improve the livelihoods and security of the poor
Intended Outcome as stated in the Country Results Framework:	Global Environment concerns and commitments integrated in national development planning and policy.
Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target:	The objectives and targets of the National strategy/plan/programme integrated in national development planning and policy framework.
Applicable Strategic Area of Support:	SAS1: National policy, legal and regulatory framework for sustainable wetlands development SAS2: Institutional framework for sustainable wetland management
Partnership Strategy:	UNDP's role: To highlight the linkages between poverty and environmental degradation; advocate for policy changes; provide substantial core funding; facilitate international partnerships for technical cooperation, exchange of information and best practices.
	UNDP's Strategy: To mobilize national partnership on policies and mechanisms that ensure sustainable development and on the implementation of the relevant EIA guidelines and procedures. In addition, UNDP will pursue regional and sub-regional initiatives and utilize resources and expertise of the regional programmes.
	MPO and DOE: To provide leadership, policy support, and formation of strategies; to ensure that necessary guidelines and legislation are enacted and resources allocated; and to ensure mechanisms of enforcement, monitoring and evaluation.
Project title:	Conservation of Iranian Wetlands
Project Number:	IRA/03/G31 (PIMS 980)

Intended Outputs	Output targets for 2003-2009	Indicative Activities / Activity Areas	Inputs
Outcome 1: Local WPA management structures (e.g., National Park offices, DoE Provincial offices) possess and use enhanced	<ul style="list-style-type: none"> Training workshops produce assessment of internally arising threats and threat indicators WPA managers provide regular assessment reports on threat levels 	Activity Area 1.1.1 Training of Uromiyeh National Park and satellite wetland cadres and managers in ecosystem planning and management	BL 71300 - Int'l consultant #1: Training programme design, facilitation and implementation (Uromiyeh), \$10,000 BL 71600 - Travel (Int'l study tours), \$25,000 BL 71600 Travel (Mission costs), \$7,000 BL 74000 - Miscellaneous (related costs), \$2,000 Total direct inputs for AA 1.1.1: \$ 44,000

Intended Outputs	Output targets for 2003-2009	Indicative Activities / Activity Areas	Inputs
capacities to effectively manage WPA sites, including dealing with most 'internally arising' threats to globally significant biodiversity	<ul style="list-style-type: none"> WPA managers (site-based and HQ-based) prepare periodic biodiversity assessments Monitoring equipment received 	<p>Activity Area 1.1.2 Training of Arjan National Park cadres and managers in ecosystem planning and management</p> <p>Activity Area 1.2.1: Biodiversity monitoring at Lake Uromiyeh and selected satellite wetlands</p> <p>Activity Area 1.2.2 Biodiversity monitoring at Lake Parishan</p>	<p>BL 71300 - Int'l consultant #1: Training programme design, facilitation and implementation (Arjan), \$8,000</p> <p>BL 71600 - Travel (Int'l study tours), \$15,000</p> <p>BL 71600 Travel (Mission costs), \$6,000</p> <p>BL 74000 - Miscellaneous (related costs), \$2,000</p> <p>Total direct inputs for AA 1.1.2: \$ 31,000</p> <p>BL 71300 - Int'l consultant #2: Baseline and follow-up indicators surveys (Uromiyeh), \$15,000</p> <p>72200 - Equipment for biodiversity monitoring (Uromiyeh), \$31,250</p> <p>BL 71600 Travel (Mission costs), \$8,000</p> <p>BL 74000 - Miscellaneous (related costs), \$5,000</p> <p>Total direct inputs for AA 1.2.1: \$59,250</p> <p>BL 71300 - Int'l consultant #2: Baseline and follow-up indicators surveys (Arjan), \$7,500</p> <p>72200 - Equipment for biodiversity monitoring (Uromiyeh), \$15,000</p> <p>BL 71600 Travel (Mission costs), \$5,000</p> <p>BL 74000 - Miscellaneous (related costs), \$5,000</p> <p>Total direct inputs for AA 1.2.2: \$32,500</p>
<ul style="list-style-type: none"> Socio-economic conditions have been assessed by the end of Year 1 Alternative livelihoods have been introduced as necessary in years 3-5 Regular NGO Forums are held 	<p>Activity Area 1.3.1: Assessment of local community relationships with demonstration sites and site resources</p> <p>Activity Area 1.3.2: Alternative livelihood opportunities are identified and made available to local communities when required</p>	<p>BL 71300 - Int'l consultant #3: Socio-economic and alternative livelihood assessment, \$10,000</p> <p>BL 71600 Travel (Mission costs), \$5,000</p> <p>Total direct inputs for AA 1.3.1: \$15,000</p> <p>BL 71300 - Int'l consultant #3: Socio-economic and alternative livelihood assessment, \$13,000</p> <p>BL 71600 Travel (Mission costs), \$5,000</p> <p>Total direct inputs for AA 1.3.2: \$18,000</p>	

Intended Outputs	Output targets for 2003-2009	Indicative Activities / Activity Areas	Inputs
		<p>Activity Area 1.3.3: Encourage and facilitate NGO participation in raising grassroots support for conservation at Lake Uromiyeh</p>	<p>BL 71600 Travel (Workshops and meetings – Uromiyeh NGO Forum, etc.), \$15,000 BL 71600 Travel (Workshops and meetings – Parishan NGO Forum, etc.), \$5,000 72100 – Contractual services – companies (SC # : NGO assessment and capacity building), \$15,000 74000 – Miscellaneous (reporting costs), \$1,500 Total direct inputs for AA 1.3.3: \$ 36,500</p>
<ul style="list-style-type: none"> Approval / adoption of site management plans Major task areas highlighted in site management plan are completed as scheduled 		<p>Activity Area 1.4.1: Management planning and conservation at Uromiyeh Lake</p>	<p>BL 71300 – Int'l consultant #4: Support to management plan implementation, \$22,000 BL 71600 – Travel (Mission costs), \$12,000 BL 73520 – Support services (workshops), \$20,000 BL 72200 – Equipment, \$60,000 Total direct inputs for AA 1.4.1: \$114,000</p>
<ul style="list-style-type: none"> No net loss of LUEZ wetlands (WPAs and others during project period 		<p>Activity Area 1.4.2 Management planning and conservation at Parishan Lake</p>	<p>BL 71300 – Int'l consultant #4: Support to management plan implementation, \$8,000 BL 71600 – Travel (Mission costs), \$6,000 BL 72200 – Equipment, \$30,000 BL 73520 – Support services (workshops), \$8,500 Total direct inputs for AA 1.4.2: \$ 52,500</p>
		<p>Activity Area 1.5.1: Improving baseline data and monitoring of wetland conversions</p>	<p>BL 71300 – Int'l consultant #5: GIS-based monitoring, \$20,000 BL 71600 – Travel (Mission costs), \$10,000 Total direct inputs for AA 1.5.1: \$30,000</p>
		<p>Activity Area 1.5.2: Improving effectiveness of regulatory and legal approaches to halting and where possible reversing the conversion of wetlands of international significance</p>	<p>BL 71300 – Int'l consultant #6: Legal and regulatory assessment / development of action plan, \$20,000 BL 71600 – Travel (Mission costs), \$13,000 Total direct inputs for AA 1.5.2: \$ 33,000</p>

Intended Outputs	Output targets for 2003-2009	Indicative Activities / Activity Areas	Inputs
Outcome 2: Inter-sectoral co-ordination structures, established at watershed or basin level, enhance the sustainability of the WPA system by, <i>inter alia</i> , helping to address threats arising at this broader geographic level	<ul style="list-style-type: none"> End of Month 6 (following pro-doc signature): Memorandum of Understanding signed by major institutional stakeholders (Ministerial and Provincial) agreeing on need to establish a LUBMA and on its basic operating parameters End of Year 1: Environmental High Council (EHC) approves establishment of LUBMA and forwards draft legislation / request to Parliament. LUBMA begins provisional operations under existing project budget, with authority devolving from EHC and with staff on temporary secondment from key agencies. End of Year 3: Parliament approves official establishment of LUBMA End of Year 5: Government has fully taken over costs of operating LUBMA 	<p>Activity Area 1.5.3 Pilot restoration of satellite wetlands</p> <p>Activity Area 2.1.1 Establish and operate a permanent Lake Uromiyeh Basin Management Authority (LUBMA), i.e., a Federal-level institution with supra-ministerial, supra-provincial authority to decide on and enforce key water and land use issues</p> <p>Activity Area 2.1.2 Establish a Lake Parishan Provincial Coordinating Committee (LPPCC) for participatory, inter-sectoral decision-making concerning issues affecting the Lake and protected area</p> <p>Activity Area 2.2.1 Develop and implement an integrated water management model for the Lake Uromiyeh Basin</p>	<p>BL 71300 – Int'l consultant #7: Support to development of wetland restoration plans, \$26,000 BL 71600 – Travel (Mission costs), \$17,109</p> <p>Total direct inputs for AA 1.5.3: \$43,109</p> <p>BL 71300 – Int'l consultant #8: Institutional expert to develop detailed proposal for establishment of LUBMA and LPCC, \$30,000 BL 71300 – Int'l consultant #9: Biodiversity expert to provide technical and capacity building support to LUBMA staff, \$32,000 BL 71600 – Travel (Mission costs), \$30,000 BL 71600 – Travel (Int'l study tour for decision-makers), \$60,000 BL 73520 – Support services (workshop expenses), \$40,000</p> <p>Total direct inputs for AA 2.1.1: \$ 192,000</p> <p>BL 71300 – Int'l consultant #8: Institutional expert to develop detailed proposal for establishment of LUBMA and LPCC, \$12,000 BL 71600 – Travel (Mission costs), \$13,500 BL 71600 – Travel (Int'l study tour for decision-makers), \$15,000 BL 73520 – Support services (workshop expenses), \$11,500</p> <p>Total direct inputs for AA 2.1.2: \$52,000</p> <p>BL 71300 – Int'l consultant #10: Water resources management expert, \$29,250 BL 71600 – Travel (Mission costs), \$13,500 BL 74100 – Professional services (workshop expenses), \$8,000</p> <p>Total direct inputs for AA 2.2.1: \$ 50,750</p>

Intended Outputs	Output targets for 2003-2009	Indicative Activities / Activity Areas	Inputs
	model has been established and is being used to support analysis, projections and decision-making	Activity Area 2.2.2 Develop environmental economic tools and other techniques aimed at increasing water use efficiency and water conservation within the Lake Uromiyeh basin	BL 71300 – Int'l consultant #11: Environmental economic and financing expert, \$30,250 BL 71600 – Travel (Mission costs), \$14,500 BL 73520 – Support services (workshop expenses), \$7,000 BL 74000 – Miscellaneous, \$3,500 Total direct inputs for AA 2.2.2: \$24,500
	<ul style="list-style-type: none"> Baseline pollution assessment available at end of Year 1 Identified pollution hotspots have begun to be ameliorated by end of Year 3 Noise pollution regulations are revised and enforced by end of Year 1 	Activity Area 2.3.1 Assess baseline pollution levels and associated threats to globally significant biodiversity Activity Area 2.3.2 Undertake priority pollution control investments	BL 71300 – Int'l consultant (IC#12: Aquatic pollution assessment and control), \$20,000 BL 71600 – Travel (Mission costs), \$7,000 BL 74000 – Miscellaneous, \$4,500 Total direct inputs for AA 2.3.1: \$31,500 BL 71300 – Int'l consultant (IC#12: Aquatic pollution assessment and control), \$10,000 BL 71600 – Travel (Mission costs), \$7,000
	<ul style="list-style-type: none"> Surface geology study available to assist prioritization of erosion control efforts by end of Year 2 	Activity Area 2.3.3 Control noise pollution at demonstration sites Activity Area 2.4.1 Demonstrate integrated watershed management at Lake Uromiyeh and Parishan drainage basins	Total direct inputs for AA 2.3.2: \$17,000 BL 71300 – Int'l consultant (IC#12: Aquatic pollution assessment and control), \$7,500 BL 71600 – Travel (Mission costs), \$5,500 Total direct inputs for AA 2.3.3: \$13,000 BL 71300 – Int'l consultant (IC#13: Watershed management), \$17,500 BL 71600 – Travel (Mission costs), \$9,500 BL 73520 – Support services (workshop expenses), \$20,000 BL 74000 – Miscellaneous, \$3,000
	<ul style="list-style-type: none"> Kalantary Highway EIA is completed and remedial measures agreed by end of Year 3 End of Year 3: Increased transparency and public consultations on relevant EIA's 	Activity Area 2.5.1 Undertake full EIA for finalization of Kalantary Highway	Total direct inputs for AA 2.4.1: \$49,000 BL 73520 – Support services (workshop expenses), \$10,000 BL 74000 – Miscellaneous, \$10,000 Total direct inputs for AA 2.: \$20,000

Intended Outputs	Output targets for 2003-2009	Indicative Activities / Activity Areas	Inputs
	<ul style="list-style-type: none"> EIAs Strategic EIA concerning dam construction (see also 2.2) is completed under LUBMA auspices by end of Year 4 	<p>Activity Area 2.5.2 Build overall capacities to undertake effective EIA processes in areas within and surrounding WPAs</p>	<p>BL 71300 – Int'l consultant (IC#13: EIA), \$22,500 BL 71600 – Travel (Mission costs), \$13,000 BL 73520 – Support services (workshop expenses), \$ 20,000 BL 74000 – Miscellaneous, \$7,500 Total direct inputs for AA 2.5.2: \$63,000</p>
	<ul style="list-style-type: none"> Moratorium is imposed on new species introductions within demonstration sites by end of year 1 	<p>Activity Area 2.6.1 Develop and implement plan to manage alien species</p>	<p>BL 71300 – Int'l consultant (IC#14 – Alien species ecologist), \$20,000 BL 71600 – Travel (Mission costs), \$10,000 BL 73520 – Support services (workshop expenses), \$ 20,000 BL 74000 – Miscellaneous, \$8,121 Total direct inputs for AA 2.6.1: \$58,121</p>
<p>Outcome 3: National-level WPA management and inter-sectoral co-ordination structures possess and utilise enhanced capacities to strengthen WPA management, <i>inter alia</i>, by supporting the exchange of knowledge and lessons learned through Outcomes 1&2 above</p>	<ul style="list-style-type: none"> Revised organigramme showing DoE internal management arrangements and structures concerning wetlands management agreed by end of Year 1 Key staff have all received training by end of Year 2 WPA Annual reports are produced and disseminated Five new WPAs are established using enhanced selection and establishment processes by end of project. 	<p>Activity Area 3.1.1 Institutional capacity building for WPA management within DoE Headquarters</p>	<p>BL 71300 – Int'l consultant (IC#16 – Institutional expert), \$12,500 BL 71600 – Travel (Mission costs), \$8,500 BL 73520 – Support services (workshop expenses), \$10,000 BL 74000 – Miscellaneous, \$8,000 BL 74100 – Professional services (Reporting), \$11,000 Total direct inputs for AA 3.1.1: \$50,000</p>
		<p>Activity Area 3.1.2 Human capacity building for WPA management within DoE Headquarters</p>	<p>BL 71300 – Int'l consultant (IC# – Multi-faceted support to HQ PA management efforts), \$20,000 BL 71600 – Travel (Mission costs), \$9,000 BL 73520 – Support services (workshop expenses), \$ 8,000 BL 74000 – Miscellaneous, \$3,000 BL 74100 – Professional services (Reporting), \$3,000 Total direct inputs for AA 3.1.2: \$43,000</p>

Intended Outputs	Output targets for 2003-2009	Indicative Activities / Activity Areas	Inputs
		<p>Activity Area 3.1.3 DoE performs essential national-level tasks related to WPA management</p>	<p>BL 71300 – Int'l consultant (IC# – Multi-faceted support to HQ PA management efforts), \$30,000 BL 71600 – Travel (Mission costs), \$15,000 BL 72200 – Equipment, \$40,000 BL 73520 – Support services (workshop expenses), \$10,000 BL 74000 – Miscellaneous, \$5,000 BL 74100 – Professional services (Reporting), \$30,000</p> <p>Total direct inputs for AA 3.1.3: \$130,000</p>
<ul style="list-style-type: none"> • Technical support related to WPA management (expert consultation, etc.) has been provide to EHC and other inter-sectoral mechanisms as requested 		<p>Activity Area 3.2.1 Awareness and technical capacities are raised in key sectoral ministries while National co-ordination structures are strengthened</p>	<p>BL 71300 – Int'l consultant (IC# – Capacity building / awareness within sectoral ministries), \$17,500 BL 71600 – Travel (Mission costs), \$9,500 BL 71600 – Travel (Study tours), \$23,000 BL 73520 – Support service (Workshops), \$17,000</p> <p>Total direct inputs for AA 3.2.1: \$67,000</p>
<ul style="list-style-type: none"> • End of Year 1: Staff from 15 target replication sites have received demonstration site-based training • End of Year 1: Approximately six thematic working groups are established and operational • End of Year 5: 5-10 target replication sites have developed site action plans to replicate project results 		<p>Activity Area 3.3.1 Establish mechanisms for sharing of project experience with wetland managers nationally</p>	<p>BL 71300 – Int'l consultant (IC# – Technical support to various thematic working groups, as called for), \$85,000 BL 71600 – Travel (Mission costs), \$41,000 BL 73520 – Support services (workshop expenses), \$50,000 BL 74000 – Miscellaneous, \$7,640 BL 74100 – Professional services (Reporting), \$38,000</p> <p>Total direct inputs for AA 3.3.1: \$221,640</p>

II.b Summary and Detailed Budgets

The attached Excel spreadsheet presents a detailed breakdown, by Activity Area and input, of the UNDP-GEF contribution. This breakdown has been prepared in the UNDP Total Budget and Workplan format for input into the Atlas financial management system. It therefore also constitutes the workplan for the project.

The above spreadsheet also presents a breakdown of the Government co-financing contribution. Spending is distributed by outcome and Activity Area, with indications wherever possible of the type of inputs.

Additional co-financing comes in the form of a self-standing technical co-operation project funded by the Netherlands and amounts to \$600,000. Government co-financing of the Netherlands funds is being provided in a 1:1 ratio.

Part III. Management Arrangements

III.a Key national and international agencies

1. The major national and international agencies having roles in project implementation and oversight are identified below.

i. THE DEPARTMENT OF ENVIRONMENT

2. The responsibilities of the **Department of Environment (DoE)** as the **National Executing Agency** (or the "Designated Institution" in UNDP terminology) will include:

- Nominating a National Project Director (see Terms of Reference #6).
- In consultation with UNDP CO, selecting a **National Project Manager (NPM)**, who will oversee project activities, be in charge of a **Programme Central Office (PCO)** and be responsible for implementation of the GEF-funded components as well as components financed from the Government co-financing (see TOR #7);
- Co-ordinating closely with other participating Governmental and non-Governmental agencies, some of which will receive direct Government financing from MPO to implement specific project activities, as agreed by the PSC and reflected in MPO financial documents;
- Mobilizing and coordinating the financing from UNDP/GEF with that from other sources, including Government itself and the Netherlands;
- Planning for and monitoring the technical aspects of the project, including regular site visits and monitoring progress benchmarks and outputs,
- Preparation and submission of periodic progress and technical reports, and regular consultations with beneficiaries and contractors;
- Procuring goods and services on a transparent and competitive basis, e.g., review and approval of TOR/specifications for personnel/contractors/vendors and required bidding documentation, and awarding and entering into contracts of recruitment or procurement;
- Chairing the Project Steering Committee and annual Tripartite Review meetings;
- Developing and reviewing work plans;
- Preparing, authorizing and adjusting commitments and expenditures; ensuring timely disbursements, financial recording and reporting against budgets and work plans (in English);
- Managing and maintaining budgets, including tracking commitments, expenditures and planned expenditures against budget and work plan (in English);

- Maintaining productive, regular and professional communication with UNDP and other project stakeholders to ensure the smooth progress of project implementation;
- Co-ordinating with all relevant local authorities at project demonstration sites;
- Ensuring the full co-operation and participation of DoE offices and units at Governorate level and below.

ii. THE MINISTRY OF ENERGY

3. The responsibilities of the **Ministry of Energy (MoE)** include:

- direct responsibility for implementation of the Netherlands support and associated Government co-financing;
- maintaining close co-ordination with the remaining GEF- and Government-financed components of the overall project.

iii. OTHER PARTICIPATING NATIONAL AGENCIES

4. Other national agencies participating in the project include: the **Management and Planning Organization (MPO)**, **Ministry of Foreign Affairs (MFA)**, **Ministry of Agricultural Jihad (MoAJ)** and the **Ministry of Roads and Transportation (MoRT)**. Each of these agencies will be responsible for nominating its own representative to the PSC as well as a working-level **Focal Point**, who in turn will be responsible for co-coordinating that agency's participation in the project, as well as attending meetings of the **Project Steering Committee (PSC)** (see TOR#3). The PSC's composition may be expanded during the implementation of the Project and upon approval of PSC members. PSC will make decisions on a consensus basis.

iv. THE GEF IMPLEMENTING AGENCY: UNDP

5. **The United Nations Development Programme (UNDP)** is the GEF implementing agency for the present project. This role gives UNDP a number of important responsibilities, which are outlined below according to the relevant UNDP office:

- **UNDP Country Office in Iran:** UNDP Iran will maintain day-to-day oversight responsibility for project implementation and direct responsibility for fulfilling the duties and obligations of a GEF Implementing Agency. It will provide technical and administrative backstopping to the **Project Central Office** to ensure results-oriented management and proper administration of funds. It will maintain project accounts, facilitate staff recruitment and procurement processes and monitor resource mobilization of baseline and co-finance as defined in the project brief and document. Financial transactions will be subject to annual audits undertaken by internationally certified auditors.

UNDP Iran will oversee and verify the proper use of funds through: the quarterly workplans; Combined Delivery Reports (and/or other reports generated from UNDP's project management software); NEX Audit exercise; budget revision approval; periodic visits to DoE and the PCO; regular communication with the **National Project Manager (NPM)** and **National Project Director (NPD)** and other PCO staff; site visits; and dialogue with project stakeholders.

UNDP Iran will participate in project work planning exercises, **Project Steering Committee (PSC)** meetings and monitoring missions. The office will introduce and sensitize project staff and consultants to UNDP work planning, adaptive management and financial reporting requirements, formats and processes, particularly during the **Project Inception Phase (PIP)**. UNDP may

provide additional assistance upon request by Government, through Letters of Agreement for Support Services (as per the UNDP Programming Manual).

- UNDP-GEF Regional Co-ordination Unit (RCU), and UNDP/GEF Headquarters Core Unit, New York: UNDP-GEF's **Regional Co-ordination Unit (RCU)** in Kuala Lumpur¹, and in particular the UNDP-GEF Regional Coordinator for Biodiversity for West and South Asia, is responsible for project oversight, ensuring that the project maintains principles of incrementality while achieving global environmental benefits. The UNDP/GEF Regional Coordinator has an important role in monitoring project implementation and in ensuring that GEF funds are used in accordance with GEF eligibility rules, policies and norms. The Regional Coordinator will serve as a key link between UNDP Iran and the GEF, advising the former on the nature of UNDP's responsibilities as an officially designated GEF "Implementing Agency" and the appropriate means of fulfilling these. Finally, the UNDP/GEF Executive Coordinator in New York will report regularly on project delivery to the GEF Secretariat and GEF Council.

v. **THE CO-OPERATING DONOR AGENCY: THE NETHERLANDS**

6. The Netherlands is providing US\$600,000 in co-financing support through a project entitled "**Integrated Water Resources Management for the Uromiyeh Basin, Iran.**" The project, which began in mid-2003, is scheduled to run through the end of 2004. The project is being conducted in co-operation with Iran's Ministry of Energy. The following partners are involved on the Dutch and Iranian sides:

- Iran: Water Research Institute (WRI); Water Research Centre (WRC); Mahab Ghodss, and; YEKOM.
- The Netherlands: Dienst Landelijk Gebied (DLG); International Institute for Geo-Information Science and Earth Observation (ITC); Wetlands International; Delft Hydraulics; Water Watch Consulting, and; Royal Haskoning.

7. Technical co-ordination of the project in Iran is being handled by WRI, while DLG is responsible from the Netherlands side. The project has established a project office in Uromiyeh, within the Water Authority of West Azerbaijan.

8. Co-ordination and mutual support between the GEF, Government and Netherlands-supported elements will be undertaken at several levels. First, at a local level, the GEF and Dutch project offices in Uromiyeh will maintain close contact. In addition, representatives of each project will be invited to attend their counterpart project's PSC meetings. Finally, the close substantive linkages between the projects will ensure that GEF support and associated Government co-financing will be involved in absorbing, following-up and extending the results of the Dutch project. There is a strong possibility that this process may involve the continuing involvement of some of the above-listed project implementation partners from the Dutch-supported project – both from the Dutch and Iranian sides. This may be particularly advantageous given the strong comparative advantage of these agencies in dealing with many of the issues of common interest to all of the project proponents.

¹ The UNDP/GEF Regional Coordination Unit for Asia/Pacific is presently based in Kuala Lumpur, Malaysia until mid 2005, thereafter it will relocate to Bangkok, Thailand.

III.b Project structures

i. PROJECT CENTRAL OFFICE (PCO)²

9. A **Project Central Office (PCO)** will be established in Tehran. The PCO will be led by a **National Project Manager (NPM)**, who will be selected by DoE in consultation with UNDP Iran. Once selected, the NPM, with the technical and contract-issuing support of UNDP Iran, will recruit remaining PCO staff members, including two **Site Managers** and several support staff.

10. Small sub-offices of the PCO, called **Project Field Offices (PFO)**, will be established at each demonstration site. These will be led by **Site Managers**, who will be responsible for co-ordinating all project inputs at the sites. Both the Tehran and site-based offices will need to have adequate facilities for meetings. Following the establishment of the **Lake Uromiyeh Basin Management Authority (LUBMA)**, the sub-office for Lake Uromiyeh could relocate to the latter's new location.

11. PCO and PFO staff will be hired using standard hiring procedures, including a transparent process of open advertisement and individual project contracts for all project-funded positions. The PCO will invite UNDP to assist the project by utilizing its networks and experience in recruiting international positions to ensure best available expertise is hired.

ii. PROJECT STEERING COMMITTEE³

12. A **Project Steering Committee (PSC)** will meet at least twice a year with the role of overseeing project planning, implementation and performance. It will consist of national and local-level representatives from each of the project partners. The PSC will be responsible, *inter alia*, for adopting annual work programmes prepared by the PCO. It will monitor the project's implementation to ensure timely progress in attaining the desired results, and efficient coordination with other projects.

13. The official membership of the PSC will consist of two representatives from each of the following institutions:

1. Department of Environment-DoE (PSC chair)
2. Ministry of Energy-MoE
3. Management and Planning Organization-MPO
4. Ministry of Foreign Affairs-MFA
5. Ministry of Agricultural Jihad-MoAJ
6. Chairpersons of Coordination Committees for Uromiyeh and Parishan site components
7. United Nations Development Programme-UNDP
8. Technical Committee (non-voting representatives)

14. As long as it operates, the Netherlands project will be invited to send an observer to the PSC meeting. As far as possible, missions of the SIPA should be timed so that he/she may attend the PSC meetings, also as an observer.

15. PSC composition could be expanded during the implementation of the Project and upon approval of PSC members. PSC will make decisions on a consensus basis. In addition to the official PSC representative of each of the above organizations who will participate in project oversight and governance through the PSC, a second representative will be nominated by each institution as an "Institutional Focal Point" who will be a working level, technical counterpart to the project and will be involved in providing day-to-day collaboration, technical input and coordination to the Project team as and when necessary.⁴

² TOR for the PCO are found in Annex 1.1, TOR #2.

³ TOR for the PSC are found in Annex 1.1, TOR #3.

⁴ See Annex 1.1, TOR #3 for the roles of the Official PSC Representative and the Institutional Focal Point.

16. The project will also benefit from **Coordination Committees** set up at each project site.⁵ These will comprise representatives from the formal structures of government and other stakeholders in each site. The presence of elected village leaders within these site-level coordination committees would be highly desirable. These committees will provide guidance to project activities, serve as one of the main vehicles for stakeholder input, and review, approve and monitor implementation of the quarterly workplans for each project site. These committees will be tasked to provide relevant guidance to each site while remaining consistent with the overall framework of activities and targets defined by the project document and the PSC.

III.c Project staffing and technical support

i. NATIONAL PROJECT DIRECTOR (NPD)⁶

17. The **National Project Director (NPD)** will chair the PSC. The NPD will be designated by the Government and will be responsible for carrying out the directives of the PSC and for ensuring the proper implementation of the project on behalf of the Government. In doing so, the NPD will have overall responsibility as Government's representative for management, reporting, accounting, monitoring and evaluation of the project and for proper management and auditing of the project resources. As the Designated Institution's formal project representative, the NPD is accountable for the successful delivery of expected project outcomes.

ii. NATIONAL PROJECT MANAGER (NPM)⁷

18. The **National Project Manager (NPM)** will be responsible for day-to-day management of project activities and leading the PCO. The NPM will ensure smooth implementation of the project in accordance with the project document and UNDP and GEF procedures. He/she shall liaise directly with designated officials of the PSC, existing and potential project donors, and others as deemed appropriate and necessary by the PSC or by the NPM him/herself. He/she shall be responsible for coordinating, overseeing the preparation of, and the delivery of all substantive, managerial and financial reports from and on behalf of the project. He/she will supervise all project staff in the PCO and two Site Managers as well as the project budget. The NPM will prepare an annual work plan on the basis of the project document, under the general supervision of the PSC and in close consultation and coordination with the NPD and UNDP.

iii. SENIOR INTERNATIONAL PROJECT ADVISOR (SIPA)⁸

19. The project will receive periodic support from a **Senior International Project Advisor (SIPA)**, who will carefully monitor and technically support the implementation of all project components. This expert will undertake periodic visits to the PCO and to the project sites in order to review the progress of project implementation as compared with the defined baseline and with respect to the benchmark indicators highlighted in the **Logical Framework Matrix (LFM)**.⁹ The SIPA will represent one way of introducing international best practices to the project site. The SIPA will report to the NPD. A critical role of the SIPA will be to support the PCO in planning, quality control and co-ordination of International consultant missions. After adoption by the NPM, his/her mission reports (prepared according to an agreed format) will represent an important technical source for keeping the UNDP Iran desk officer and the UNDP-GEF Regional Co-ordinator informed concerning developments in project implementation.

⁵ See Annex 1.1.1, TOR # 4.

⁶ TOR for the NPD are found in Annex 1.1, TOR #5.

⁷ TOR for the NPM are found in Annex 1.1, TOR #6.

⁸ TOR for the SIPA are found in Annex 1.1, TOR #7.

⁹ See Section 2, Annex 1.

iv. OTHER PCO STAFF¹⁰

20. In addition to the NPM, other PCO staff would include a **Deputy National Project Manager**, an **Administration and Contracts Assistant**, a **Technical Assistant**, a **secretary** and a **driver**.

v. INTERNATIONAL CONSULTANTS

21. Based on the availability of substantial Government co-financing to cover costs such as local consultants, equipment and local sub-contracts, the project has decided to invest a substantial portion of GEF funds in international consultancy services (see Annex 1.1.3 for relevant TORs). As outlined in the Total Budget and Workplan (see attached Excel spreadsheet), nearly every sub-outcome has an associated international consultant (IC) to help guide it. In some cases, one IC is involved with more than one sub-outcome; in others, more than one IC will support a single sub-outcome.

22. In every case, Government co-financing has been allocated as 'counterpart support' for the sub-outcomes. Each IC will need to be aware of this counterpart support and endeavor to help guide its cost effective disbursement. Needless to say, failure of co-financing to materialize for any of the sub-outcomes will effectively negate the efforts of the IC in that area; indeed, care should be taken prior to each IC mission to ensure that relevant tranches of co-financing will be made available at the required time.

23. Annex 1.1.3 presents framework TORs for consultants and or sets of consultants operating under the project's various defined outcomes. Most of the TORs describe a set of tasks that can in theory be completed by a single consultant over multiple missions. If necessary, however, different consultants may be used to complete the set of tasks described.

24. As noted in iii. above, a critical role of the SIPA will be to support the PCO in planning, quality control and co-ordination of IC missions.

III.d. Processes

i. PROJECT INCEPTION PHASE¹¹

25. A **Project Inception Phase (PIP)** with a duration of 4-6 months will be launched upon the startup of the project with the aim of staffing and establishing the PCO, constituting and operationalizing the PSC and Site-based Coordination Committees, building implementation capacity, preparing a detailed project workplan and undertaking a number of important preparatory tasks.

ii. PROJECT EVALUATION AND MONITORING

26. A draft **Monitoring and Evaluation Plan** has been developed as part of the present document¹² and will be further refined during the PIP.

Part IV. Legal Context

The Islamic Republic of Iran is not one of the signatories of the Standard Basic Assistance Agreement (SBAA). This Project Document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached as Annex II. UNDP acts in this Project as Implementing Agency of the

¹⁰ TORs for other PCO staff will be developed during the PIP in order to allow the NPM with input into the process.

¹¹ TOR for the PIP are found in Annex 1.1, TOR #1.

¹² The Monitoring and Evaluation Plan is found in Annex 1.3.

Global Environment Facility (GEF), and all rights and privileges pertaining to UNDP shall be extended *mutatis mutandis* to GEF.

The UNDP Resident Representative in Iran is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by UNDP/GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document.

SIGNATURE PAGE

Number: IRA/03/G31

PIMS 980

Title: Conservation of Iranian Wetlands

Duration: 7 years

Countries: Islamic Republic of Iran

ACC/UNDP (Sub) Sector: G3: Environment

GEF Focal Area: Biodiversity

GEF Operational Programme: OP 2

GEF Implementing Agency: UNDP

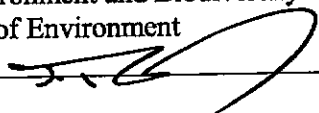
Executing Agency: Department of Environment (DoE)

Estimated Starting Date: October 2004

FINANCING PLAN (IN US\$):	
GEF PROJECT/COMPONENT	
Project	2,915,000
PDF A	25,000
PDF B	347,400
PDF C	
Sub-Total GEF	3,287,400
CO-FINANCING	
Government	9,190,000
Netherlands	600,000
Sub-Total Co-financing	9,790,000
TOTAL Project Financing	13,077,400
Financing for associated activities if any:	


Approved on behalf of the Government:

Dr. Hadi Soleimanpour
Deputy Head
Natural Environment and Biodiversity
Department of Environment


Date: 26 January 2005

Approved on behalf of UNDP Iran:

Mr. Frederick Lyons
Resident Representative
UNDP


Date: 26 January 2005

Annexes to Section 1

Annex 1.1 Terms of References

1.1.1 TORs for project management – processes and structures 19

- TOR #1: Project Inception Phase (PIP)
- TOR #2: Project Central Office (PCO)
- TOR #3: Project Steering Committee (PSC)
- TOR #4: Coordination Committees (CCs)
- TOR #5: UNDP Country Office

1.1.2 TORs for project staff 27

- TOR #6: National Project Director (NPD)
- TOR #7: National Project Manager (NPM)
- TOR #8: Deputy National Project Manager (DNPM)
- TOR #9: Senior International Project Advisor (SIPA)
- TOR #10: Site managers
- TOR #11: Technical assistant / Socio-economic specialist

1.1.3 TORs for international consultants 35

- IC#1: Training programme design, facilitation and implementation
- IC#2: Biodiversity monitoring
- IC#3: Socio-economic and alternative livelihood assessment
- IC#4: Support to management plan implementation
- IC#5: GIS-based satellite wetland monitoring
- IC#6: Legal and regulatory assessment / development of action plan
- IC#7: Wetland restoration
- IC#8: Institutional expert (LUBMA and LPCC)
- IC#9: Biodiversity expert supporting LUBMA
- IC#10: Water resource management expert
- IC#11: Environmental economics expert
- IC#12: Aquatic pollution assessment and control
- IC#13: Watershed management
- IC#14: Environmental Impact Assessment
- IC#15: Alien species ecologist
- IC#16: Institutional expert
- IC#17: Multi-faceted support to HQ PA-management efforts
- IC#18: Capacity building / awareness within sectoral ministries
- IC#19: Technical support to working groups

Annex 1.2 Detailed monitoring and evaluation plan 53

Appendix 1.2.1 GEF guidelines for Implementing Agencies to conduct Terminal Evaluations

ANNEX 1.1 TERMS OF REFERENCE

1.1.1 Terms of Reference for Project Management – Processes and Structures

Terms of Reference #1 Project Inception Phase (PIP)

The **Project Inception Phase (PIP)** is an opportunity for project stakeholders to become acquainted with the project – its agreed strategy, expected outputs and outcomes, risks, etc. It is also an opportunity to finalise any outstanding implementation details and present them to the main project partners for clearance and then to the **Project Steering Committee (PSC)** for approval. The PIP also brings new momentum to the project after the relatively quiet period during the project approval process. The PIP is the time when the project staff recruitment is completed, the project office is set up, the PSC is established and functional and other coordination and implementation arrangements are detailed.

Overview

The **National Project Manager (NPM)** is expected to meet with all stakeholders during the Inception Phase. This may be a mix of individual appointments and group meetings and/or workshops. In the spirit of cooperation underpinning this project, all parties should be invited to participate and contribute to the PIP.

The PIP should include formal and informal training for the Project Team by DoE. This should cover an introduction to the Department, its procedures and arrangements, as well as a sharing of project-specific knowledge from existing DoE initiatives.

The NPM and the rest of the Project Team should also receive training from UNDP. This will include an overview of UNDP rules and procedures from UNDP Iran (indicated in NEX Manual), introduction to the office, as well as a briefing on GEF matters from the UNDP Iran GEF Focal Point and the UNDP-GEF Regional Coordinator.

Once installed in his/her position, the NPM will lead the PIP – with assistance from the **Senior International Project Advisor (SIPA)** and in consultation with the **National Project Director (NPD)** – and should refer to all previous project comments, including those of the STAP Roster Expert, GEF Secretariat, UNDP-GEF, and GEF Council members. UNDP will provide copies of all relevant documentation.

The PIP is expected to last approximately 4 months. Monthly updates of progress should be provided to the UNDP Iran Representative through meetings at the UNDP office and PCO. More regular and informal contact should be maintained through the responsible UNDP Programme Officer.

An **Inception Workshop** should be held during Month 4 of the Inception Phase. The NPM and SIPA will be responsible for developing the agenda for this workshop, while the NPD and additional PCO members will help to organize it. This workshop will be an opportunity for all stakeholders to meet within a common forum. Local site-level representatives will need to be chosen in a participatory manner to attend this workshop. The NPM and the SIPA will be jointly responsible for preparation of an **Inception Report**. The draft Inception Report should be shared with UNDP and DoE as soon as it is available and before being circulated to other stakeholders following the Inception Workshop. The agreed draft Inception Report should then be circulated for comments to all stakeholders before a revised final draft Inception Report is sent to PSC members.

The first meeting of the PSC should mark the conclusion of the PIP. The meeting is expected to endorse the contents of the Inception Report and address any remaining issues, which may be standing in the way

of full project implementation. Preparatory meetings between DoE and UNDP should be held well in advance of the PSC in order to reach agreement on key issues before seeking PSC approval. This will also be an opportunity to clarify UNDP's role in annual workplan reviews, measurement of progress indicators and impact indicators, **Tripartite Reviews (TPRs)** and annual work planning exercises.

Workplan / Checklist

Table 1 below presents a roughly chronological workplan for the period following the approval of the present project document, as marked by the signature of the Delegation of Authority by the UNDP/GEF Executive Coordinator to the UNDP Iran Country Office, and the signature of this Project Document by the UNDP Iran Resident Representative and the Representative of the Executing Agency, DoE.

Table 1: Inception Phase Checklist

By end of month ...	Activity	Responsibilities	✓
1	Official nomination of National Project Director (NPD) by DoE	DoE	
1	Selection and recruitment of National Project Manager (NPM)	DoE, UNDP CO	
2	Preparation and submission of office equipment and vehicle procurement specifications	NPM, UNDP Iran	
2	Selection and recruitment of remaining PCO staff members	NPM (recommends), DoE (clear), UNDP Iran (clears)	
2	Installation of project team within Tehran offices		
3	First mission of SIPA	UNDP to provide contract	
3	Training of PCO and DoE staff in UNDP processes and procedures	UNDP	
3-4	Organization of National Inception Workshop	PCO (organizes), UNDP, DoE (support as necessary), UNDP-RC (attends)	
4	First meeting of the PSC (immediately following Inception Workshop)	PCO (co-ordinate), DoE	
4	Preparation of draft and final Inception Reports	PCO	

The expected output of the Inception Phase is an **Inception Report**. The Report is the responsibility of the NPM, with direct support from the SIPA and the project team and co-operation from all project stakeholders. The contents of the Inception Report largely define the activities to be undertaken during the implementation of the project. The report should include the following:

1. *Detailed and final project institutional arrangements*
 - Final level of representation and individual membership of the PSC and confirmation of willingness to participate (written confirmations annexed to report).
 - Draft rules of procedure for the PSC (description of how developed and annex draft rules)
 - A project organizational chart (donors, government, DoE, project bodies, project staff, contractors), including reporting lines
2. *Describe the roles, responsibilities and capacities of project team members, particularly vis-à-vis project outcomes.*
 - Final TORs for PCO staff (following review by NPM, clearance by UNDP and NPD)
 - Final TOR for national and international consultants

- An assessment of Government institutional capacities to undertake project execution, and review of capacity building components of project document.
 - Clarified roles and responsibilities of all participants (PCO, DoE, UNDP, SIPA, Local Government, etc.)
 - Identified links and coordination between project positions and activities
 - Link each project position to the workplan and delivery of project outcomes
 - Strengthen links to project stakeholders (particularly national and local government, as well as local communities)
 - Describe training provided in required UNDP reporting and project management requirements, as well as general GEF expectations.
3. *Planning and preparation for Year 1 of the project*
- A detailed workplan for the first year of implementation.
 - A project budget revision if necessary.
 - Detailed and finalised TORs for all sub-contracts and consultancy contracts to be issued during Year 1 based on information provided in the Project Brief and Project Document.
 - A Project Operations Manual (in English and Farsi) and description of training provided
 - Status update on co-financing (based on detailed discussions with relevant counterparts, etc.), including latest activities, planning, links with GEF project, etc
4. *An Adaptive Management framework for the implementation of the project*
- Definition of an annual work planning process, including setting yearly targets/milestones that are understood by all stakeholders
 - Clear guidelines for monitoring workplan implementation
 - Links to project outcome indicators (impact indicators), progress indicators and the Logical Framework
 - Identify significant Project Risks (possible barriers to successful project implementation and identified externalities that may reduce project effectiveness). Prepare a detailed risk management strategy for project implementation
 - Review the project's Monitoring and Evaluation Plan and expand if necessary. Ensure that there are measurable indicators of impact at the Output, Purpose and Goal levels of the LogFrame. Ensure baseline data are in place for all indicators. Review the progress indicators set out in the LogFrame and improve as necessary.

Terms of Reference #2 Project Central Office (PCO)

The main office of the project known as **Project Central Office (PCO)** will be established in Tehran. Project Field Offices (PFOs) will be located at each project site to provide office space for project staff and consultants while in the field. Both the Tehran and site offices will also need to have adequate facilities for meetings.

The PCO will ensure that project implementation proceeds smoothly through well-written workplans and carefully designed administrative arrangements that meet UNDP's requirements.

The Project Central Office will be comprised of:

1. National Project Manager (NPM) (see below, TOR #6)
2. Deputy National Project Manager (DNPM)
3. Administration and Contracts Assistant (ACA)
4. Technical Assistant (TA)
5. Project Secretary (PS)
6. Driver

The responsibilities of the PCO and PFOs, in association with the implementing agencies, will include the following:

- to manage day-to-day implementation of the project, coordinating project activities in accordance with defined activities in the ProDoc, the rules and procedures of UNDP/GEF and based on the general guidance provided by the Project Steering Committee (PSC);
- to provide overall project co-ordination, while acting as an independent and unbiased guarantor of co-operation and information exchange;
- to convene Quarterly Project Implementation Meetings (PIMs) in order to review progress in implementing project workplans;
- to ensure, together with UNDP, that specified tasks are outsourced to suitable national and international consultants and/or sub-contractors through competitive bidding processes. PCO responsibilities in this regard include development of bidding documents and terms of reference;
- to organize project-level meetings and workshops, e.g., inception workshop, Project Steering Committee (PSC) meetings, etc.;
- to work closely with UNDP Iran in organising and providing technical and logistic support and coordination to all missions and assignments by international and national consultants;
- to develop, as appropriate, details of equipment procurement, and;
- to prepare overall project reporting.

Terms of Reference #3
Project Steering Committee (PSC)

The **Project Steering Committee (PSC)** will provide overall guidance and support to project implementation activities. The Government of Iran through DoE will establish the PSC upon signature of the project document. Each participating institution (see below) will nominate two representatives (where needed) upon official request of DoE to the PSC in writing during the **Inception Phase**. One of these two nominees – the **Official PSC representative** – would be a high-level government official, who would serve as the official representative of participating institution. S/he would be involved in the decision-making process at PSC meetings and will be concerned with the overall project governance and coordination aspects.

The other representative, would be a working level **Institutional Focal Point** for the project, and would participate more actively and substantively on behalf of her/his institution in the technical aspects of the project and be available for regular contact with the project and participation in project activities and events as called upon. Each PSC member must be sufficiently senior so that the individual has sufficient authority to make decisions on behalf of the institution or agency that s/he represents.

The first meeting of the PSC will take place towards the end of the Inception Phase, following the Inception Workshop and approximately four months following project signature. By this time, staff of the **Project Central Office (PCO)** will have been recruited, and the first **Annual Workplan** (see below) will have been prepared by them, together with draft **Rules of Procedure** for PSC meetings. The PSC will reach decisions on a consensus basis.

The official membership of the PSC will consist of two representatives from each of the following institutions:

9. Department of Environment-DoE (PSC chair)
10. Ministry of Energy-MoE
11. Management and Planning Organization-MPO
12. Ministry of Foreign Affairs-MFA
13. Ministry of Agricultural Jihad-MoAJ
14. Chairpersons of Coordination Committees for Uromiyeh and Parishan site components
15. United Nations Development Programme-UNDP
16. Technical Committee (non-voting representatives)

As long as it operates, the Netherlands project will be invited to send an observer to the PSC meeting. As far as possible, missions of the **SIPA** should be timed so that he/she may attend the PSC meetings, also as an observer.

The **National Project Manager (NPM)** supported by the **Senior International Project Advisor (SIPA)** and other PCO staff, will act as the Secretary to the PSC. At least two weeks prior to each PSC meeting (with the exception of the first meeting), the NPM will be responsible to disseminate a written **Report** to all PSC members. This report will detail the activities and achievements of the project during the preceding period and compare these with the goals set out during that year's annual workplan. The Report will highlight both achievements as well as difficulties encountered and will analyze the reasons for success / failure.

Near the beginning of each project year, the NPM will likewise present an **Annual Workplan** prior to the PSC meeting. This workplan will represent an elaboration and detailing of the activities described in the project brief and project document for the coming year.

In cases where the workplan proposes a deviation from the general course outlined in these documents, it should present clear justification for such changes, as well as reference to further documentation, i.e., Quarterly and Annual Reports, etc., supporting the proposed changes. These practices are designed to ensure that the work undertaken by the project team follows the overall course laid out in the project brief and project document, while also allowing for flexibility and adaptation to unexpected conditions and changes.

The NPM and his/her team will be responsible for preparing the agenda of each PSC meeting, to be adopted by PSC members, and to prepare and circulate the minutes of PSC meetings.

The specific tasks to be achieved during each PSC Meeting include the following:

- to adopt Rules of Procedure (at its first meeting);
- to review and assess the progress of the Project and its components – particularly with respect to its **Logical Framework Matrix (LFM)** and associated **Process and Impact Indicators** – as highlighted in the Annual Report;
- to provide policy guidance and decisions to the NPM and the PCO team;
- to review and approve the Annual Workplan (including updated budgets of the Project and its activities) and the preceding year's Annual Report, and;
- to ensure mainstreaming of project activities and outcomes into Government plans, policies and actions.

Although the PSC will have decision-making power as well as advisory functions, it will not have the authority to alter the project Goal, Outcomes or Activity Areas. However, the PSC may alter specific project activities and/or implementation arrangements, including arrangements for sub-contracts (ensuring due process is followed), if there is clear and consistent evidence against project output indicators (based on progress reports and adaptive management outputs) that the project activities are failing to deliver project outputs, or the sub-contracts are failing to meet their obligations under their Terms of Reference.

Official PSC Representatives:

In addition to participating in the PSC Meetings, each Official PSC representative will have the following year-round responsibilities with respect to the project:

- to provide strategic direction on the workplan;
- to support the cross-sectoral approach of the project by creating mechanisms for interaction with NGOs and other stakeholders;
- to continue to seek additional funding to support the outputs and activities of the project beyond the lifespan of GEF funding, and;
- to disseminate lessons learned and encourage replication of best practices among the PSC member's institution/government department and relevant constituents.

Institutional Focal Points:

The main responsibility of the working level "Institutional Focal Points" nominated by participating institutions is to support project implementation within her/his institution through the following tasks:

- following up decisions taken in PSC meetings within his/her respective institution to materialize them and ensure necessary actions;

- to review minutes of PSC meetings, adopting and distributing them among relevant officers and staff within the institution;
- to share technical information with those within his/her who are responsible for and interested in wetland ecosystems conservation and should be kept abreast of project implementation;
- preparing technical and institutional documents for PSC official members, as well as briefing them on project implementation and technical issues;
- following up required correspondence between PCO and his/her respective institution to ensure timely and constructive communication;
- maintaining close and regular cooperation with the PCO at the working level and participating in project meetings and events when necessary as well as providing technical inputs and institutional information when called upon.

Technical Committee

A **Technical Committee (TC)** will be established during the Inception Phase to bring academic and other technical expertise to bear in support of the work of the PSC. This committee will meet during the period preceding each PSC meeting and on an ad-hoc basis as necessary (as determined by the NPD). The committee will receive briefings from the project team on the course of project implementation during the period since the preceding TC/PSC meetings. It will prepare a set of recommendations to the PSC, to be delivered to that meeting by the TC chairperson.

Terms of Reference #4
Coordination Committees (CCs)

Coordination Committees (CCs) will be an important mechanism for ensuring that feedback from project sites reaches the national-level PSC and PCO. This will be accomplished, *inter alia*, by having the chairperson of each CC in attendance at PSC meetings and regular communications between PFOs, PCO and CCs.

The final composition of the CCS will be determined during the PIP. The project will establish the CCs after completion of the PIP and based on guidance gained from the Inception Report. Establishment of the LUBMA and LPPCC will build on the successful practice of CCs in each site. It is expected that the CCs will serve as the nucleus for, and be replaced by, the LUBMA and LPCC, once these latter are officially established by Government.

Terms of Reference #5 UNDP Country Office

Under its agreement with the Global Environment Facility, UNDP (and Executing Agency/ies) provide a core set of services for each UNDP/GEF project. The following ToR describes these services, which are to be carried out in accordance with UNDP's and the respective executing agency's operational policies and procedures. This includes UNDP applying its standard due diligence requirements related to financial, economic, legal, environmental, social, and technical aspects.

Project Approval and Start-up

- Prepare legal and other documentation for approval by IA approval authority.
- Assist project proponent to establish project management structure in country.
- Assist project management agency to draft TORs and select experts for implementation.
- Facilitate project management agency with project startup workshop.

Outputs:

- ⇒ Project Document for Signature by Country.
- ⇒ Project Initiation Report.

Implementation Supervision/Management Oversight

Day-to-day implementation support

Recruitment of Consultants (International and National)

- Assist in conducting search for suitable candidates (advertisement, website, rosters)
- Assist in preparing TORs and be involved in interviewing candidates
- Assist in issuing contract (when necessary)
- Authorize salary/consultancy fee/missions
- Supervise consultant's work, review and approve outputs

Sub-Contracts

- Assist in identifying suitable subcontractors (advertisement, website, rosters)
- Assist in preparing/finalizing TORs and evaluating bids
- Assist in issuing contracts (when necessary)
- Supervise sub-contractors' work, ensuring inputs as per contract TORs
- Ensure payments are made accordingly and that milestones are met
- Provide critical review of sub-contractors performance

Project Co-ordination/cross-project learning

- Monthly meetings with project implementing agency to ensure smooth project implementation
- Participate in PSC meeting to ensure smooth project implementation
- Keeping clear communications and taking necessary interventions to ensure co-ordination between different co-financiers in implementing and completing project activities
- Facilitate cross-sectoral work of the project by lending UNDP's support to these activities and this goal.

- Encourage and enable cross-project learning among the project and UNDP's other projects;
- Lend UNDP's support to and take part in project round tables and workshops
- Maintain contacts with other environmental and development projects supported by various donors and cultivate cooperative ties with this project.
- Strengthen project's relationships with the private sector by lending UNDP's support, prestige to project efforts in this regard.

Training/Workshop

- Making appropriate arrangements for the logistical and technical support of the training and workshop activities

Awareness

- Disseminate relevant information to host/other countries in the region through UNDP COs
- Share project best practices with other UNDP offices with project interest on energy portfolio
- Share training materials from training workshops for other similar workshops organized by the UNDP CO
- Disseminating information through website created under the project
- Create links between this project and other GEF projects, and linking up national and international scientific communities that are addressing similar issues
- Working with media and journalists to publicize project activities.

Equipment/Office premises:

- Review & approve specifications
- Identify suppliers of goods and services
- Assist in evaluating contract and awarding contract (when necessary)
- Undertake Customs clearance
- Assist with procurement of services (furniture in setting-up office, telephone etc.)
- Authorize budgets for rent and payment.

Project implementation supervision

- Participate in every steering committee meeting
- Mount at least one supervision mission per year, including briefing operational focal points on project progress.
- Provide technical guidance, as necessary, for project implementation.
- Field Visits: Ensuring visits to the project at its site at least once a year; preparing and circulating reports no later than two weeks after the end of the visit.
- Provide technical backstopping when needed and play an ongoing trouble shooting role
- Ensure any project document revisions are done properly and in-line with GEF requirements by consulting UNDP-GEF colleagues.
- Review, edit, respond to project reports
- Conduct policy negotiations when required.

Financial Management and Accountability

- Make direct payments and ensure flow of funds for project activities;
- Pay advances to the Executing Agency and review financial reports.
- Training of staff of implementing agency on financial disbursement and reporting

- Oversee financial monitoring, record keeping, and reporting.
- Make budget revisions in cooperation with Executing Agency.
 - ❖ 1st. revision within two months of the signing of the project document to reflect the actual starting date and to enable the preparation of a realistic plan for the provision of inputs for the first full year.
 - ❖ Annual revision approved by 10 June of each year to reflect the final expenditures for the preceding year and to enable the preparation of a realistic plan for the provision of inputs for the current year.
- Ensure annual audits of NEX projects are completed and the audited financial statements together with the audit report reach UNDP headquarters (Office of Audit and Performance Review) no later than 30th April.
- Continue ongoing fundraising efforts for the project.

Reporting, Monitoring, Evaluation

Technical Reporting

- Prepare annual project implementation reports
- Monitor the implementation of the workplan and timetable
- Ensure progress reports are prepared and submitted timely
- Ensure Annual Programme Report (APR) are prepared and submitted to UNDP CO
- Ensure their annual preparation of APRs & their completion by the due date, two weeks before the TPR to UNDP-GEF.
- Prepare and participate in Project Implementation Reviews (PIR) and ensure their preparation submission by the due date.

Monitoring and Evaluation

- Undertake project monitoring/site visits
- Organize TPR meeting, participate and ensure that decisions are taken on important issues.
- Contribute to preparation of TPR reports
- Ensure the development of clear guidelines for assessing project progress and impact, for improving monitoring, and for identifying lessons learned and including them in the following years' workplans
- Undertake mid-term review, including possible project restructuring.
- Prepare and finalize TOR for evaluation (mid-term and final evaluation)
- Make appropriate logistical and technical arrangements for the evaluation team and mission.

COMPLETION

- Prepare Project Completion Report/Terminal Evaluation.
- Operational completion activities. Determining when the project is operationally complete and advising all interested parties accordingly.
- Prepare project closing documents
- Ensure projects are financially completed no more than 12 months after operational completion by ensuring the final budget revision is promptly prepared and approved.

Output

- ⇒ Mid-term Review Report
- ⇒ Annual Project Implementation Reports
- ⇒ Independent evaluation reports
- ⇒ Project Completion/Terminal Evaluation Report

1.1.2 Terms of Reference for Project Staff and Consultants

Terms of Reference #6

National Project Director (NPD)

The National Project Director (NPD) is ultimately responsible and accountable for project implementation on behalf of Government. S/he will act as the focal point and responsible party for project implementation and will ensure that all Government inputs committed to the project are available in a timely manner. S/he will also act as the approving authority for staff appointments and selection of international consultants.

The NPD is a state employee designated by Government and entrusted with overall guidance and coordination of the project implementation. It is an unpaid position covered by the Government as an in-kind contribution to the project. The NPD is accountable for the production of the project outputs, appropriate use of the project resources provided by GEF and other donors, and coordination of the UNDP/GEF project with other programmes and projects implemented in Iran in the area of protected area management.

Tasks

In particular the NPD will:

- approve project work plans, budget revisions and if necessary project revisions;
- chair the project PSC;
- be responsible for coordination of project activities with other involved governmental and non-governmental organizations
- ensure that national legislation, rules and procedures are fully met in the course of the project implementation;
- approve terms of references, selection of project staff and reports produced by the PCO and the key experts/contractors;
- approve/certify project monitoring reports (APRs), audit reports and evaluation reports;
- facilitate liaison and cooperation with the central Government authorities in the course of the project implementation;
- liaise with UNDP and project partners as required, on a regular basis, to build an effective partnership for the successful delivery of expected project outcomes, and;
- ensure that there is a clear and unambiguous decision-making process for project implementation so that project activities are planned well in advance and necessary resources are available.

The work of the NPD will be supported by the NPM and other PCO staff, as well as by the UNDP office in Tehran. If appropriate, the NPD may temporarily delegate some or all of his/her responsibilities to the NPM, e.g., during overseas travel, etc.

Terms of Reference #7
National Project Manager (NPM)

The National Project Manager (NPM) will be responsible for day-to-day project management as head of the Project Central Office (PCO). The NPM will ensure smooth implementation of the project in accordance with the project document and UNDP and GEF procedures. He/she shall liaise directly with designated officials of the Project Steering Committee (PSC), existing and potential project donors, and others as deemed appropriate and necessary by the PSC or by the NPM him/herself.

He/she shall be responsible for coordinating and overseeing the preparation and delivery of all substantive, managerial and financial reports from and on behalf of the project. He/she will supervise all project staff in the PCO and Site Managers as well as the project budget. The NPM will prepare an annual work plan on the basis of the project document, under the general supervision of the PSC and in close consultation and coordination with the SIPA, NPD and UNDP.

Overall duties

The NPM will have the following responsibilities:

1. Ensure smooth implementation of the project in accordance with the project document and UNDP's procedures.
2. Supervise all project staff in the PCO, including the staff of PCO and DNPM, Site Managers as well as manage the project budget. Certify attendance sheets, and oversee the establishment and operation of a project personnel performance assessment scheme.
3. Work with project staff members and consultants to help each one utilize a practical and simple method for helping to determine the impact of project activities – of training activities, workshops and the process of developing new laws and policies.
4. Coordinate, monitor and be responsible to the PSC for implementation of the Work Plan;
5. Ensure consistency and integration among the various program elements and related activities provided or funded by various sources (GEF, Government and UNDP);
6. Work with UNDP Tehran to prepare Terms of Reference and manage the recruitment of consultants and contractors;
7. Foster and establish links with other relevant GEF programs and, where appropriate, with other relevant regional programs;
8. Provide technical input to project activities where appropriate;
9. Be an *ex-officio* member of the PSC and be responsible for the preparation, organization, and follow-up necessary for the effective conduct of PSC business;
10. Submit quarterly reports of relevant project progress and problems to the PSC;
11. Organize round-table discussions on project successes and failures, as per the workplan
12. Encourage an atmosphere of adaptive management in the project office, where people focus on meaningful results "on the ground", rather than simply the spending of funds or production of reports.
13. Oversee an effective ongoing project monitoring program and development of a process whereby the project assesses best practices as it gains experience.
14. Co-operate with UNDP to ensure that specified project tasks are outsourced to suitable consultants and/or organizations.

Specific roles related to implementation of project Activity Areas

A key role of the NPM, and of the PCO as a whole, will be to supervise and co-ordinate the inputs of various national and international consultants. However, it will not be possible to rely on short-term consultants to undertake all substantive project activities. It will therefore be essential for the NPM, DNPM and Site Managers, as full-time technical staff, to have strong technical backgrounds and to utilize these backgrounds in contributing actively to project outputs.

Qualifications

- graduate degree in biodiversity conservation, project management, or some directly related field (e.g. wildlife and fisheries management, natural resource management, natural resource economics, hydrology, etc.);
- extensive experience in fields related to the assignment;
- at least five years experience as a senior project manager.
- excellent inter-personal, communication and negotiating skills;
- familiarity with the goals and procedures of international organizations strongly preferred, in particular those of the GEF and its partners (UNDP, the World Bank, major NGOs, and potential additional donors);
- good English-language writing skills;
- previous work experience in the region on issues directly related to the project;
- ability and willingness to travel, and;
- demonstrated skills in office computer use - word processing, spreadsheets.

Duty stations

The NPM will be based at the **Project Central Office (PCO)** in Tehran. However, s/he will make frequent visits to the **Project Field Offices (PFOs)** and the project sites.

Terms of Reference #8
Deputy National Project Manager (DNPM)

I. Background

The Deputy National Project Manager (DNPM) will support the National Project Manager (NPM) in ensuring day-to-day project management. The DNPM will help to ensure smooth implementation of the project in accordance with the project document and UNDP and GEF procedures. He/she shall support the NPM in coordinating and overseeing the preparation and delivery of all substantive, managerial and financial reports from and on behalf of the project.

II. Description of work responsibilities

The DNPM will assist the NPM in implementing the following responsibilities:

1. Ensure smooth implementation of the project in accordance with the project document and UNDP's procedures.
2. At the request of the NPM, assume the latter's responsibilities / authority (signature authority, etc.), as **Acting NPM**, during the NPM's absence from the PCO due to travel, illness, annual leave, etc.
3. Supervise all project staff in the PCO as well as the project budget. Certify attendance sheets, and oversee the establishment and operation of a project personnel performance assessment scheme.
4. Work with project staff members and consultants to help each one utilize a practical and simple method for helping to determine the impact of project activities – of training activities, workshops and the process of developing new laws and policies.
5. Coordinate, monitor and be responsible to the PSC for implementation of the Work Plan;
6. Ensure consistency and integration among the various program elements and related activities provided or funded by various sources (GEF, Government and UNDP);
7. Work with UNDP Iran to prepare Terms of Reference for consultants and contractors;
8. Foster and establish links with other relevant GEF programs and, where appropriate, with other relevant regional programs;
9. Provide technical input to project activities where appropriate;
10. Be an ex-officio member of the PSC and be responsible for the preparation, organization, and follow-up necessary to the effective conduct of PSC business;
11. Submit quarterly reports of relevant project progress and problems to the PSC;
12. Organize round-table discussions on project successes and failures, as per the workplan
13. Encourage an atmosphere of adaptive management in the project office, where people focus on meaningful results "on the ground", rather than simply the spending of funds or reports.
14. Oversee an effective ongoing project monitoring program and development of a process whereby the project assesses best practices as it gains experience.
15. Collaborate with UNDP to ensure that specified project tasks are outsourced to suitable consultants and/or organizations.

III. Specific roles related to implementation of project Activity Areas

A key role of the DNPM, and of the PCO as a whole, will be to supervise and co-ordinate the inputs of various national and international consultants. However, it will not be possible to rely on short-term consultants to undertake all substantive project activities. It will therefore be essential for the DNPM, along with the **National Project Director (NPM)** and the **Site Managers (SMs)**, as full time technical staff, to have strong technical backgrounds and to utilize these backgrounds in contributing actively to project outputs. The DNPM's specific technical roles will be agreed with the NPM and SIPA during the Inception Phase.

IV. Timing, duration and duty stations

The DNPM will be given an annual contract and will be based at the project office in Teheran. However, s/he will make periodic visits to the project sites.

V. Qualifications

- graduate degree in biodiversity conservation, project management, or some directly related field (e.g. wildlife and fisheries management, natural resource management, natural resource economics, etc.);
- solid experience in fields related to the assignment;
- at least three years experience as a project manager.
- excellent inter-personal, communication and negotiating skills;
- good English-language writing skills;
- previous work experience in the region on issues directly related to the project;
- ability and willingness to travel, and;
- demonstrated skills in office computer use - word processing, spreadsheets.

Terms of Reference #9
Senior International Project Advisor (SIPA)

I. Background

The **Senior International Project Advisor (SIPA)** will represent the primary source of international technical support for project implementation. The SIPA will monitor and support the implementation of all project components, by means of 3-4 visits per annum to Teheran and to the project sites. This in-country support will be supplemented by periodic home-based support, which will include responding to technical queries, commenting on technical reports, etc. Despite his/her part-time status, the SIPA will be considered as a member of the **Project Co-ordination Unit (PCO)**, and as such will work closely with the **National Project Manager (NPM)**. The SIPA will be contracted by, and will report to UNDP Tehran.

II. Timing, duration and duty stations

The SIPA will be recruited by UNDP on a retainer basis for a pre-determined number of months annually.¹³ A total of 16 months support over the life of the project is envisaged. The majority of support will be provided during missions, timed to coincide with major project monitoring events, such as the annual meeting of the **Project Steering Committee (PSC)**. This will be supplemented by ad-hoc, home-based support. The schedule of support will be as follows:

Year	w/m in Iran	w/m home-based
1	2	1
2	2	1
3	2	1
4	1.5	0.5
5	1.5	0.5
6	1	0.5
7	1	0.5
<i>Totals</i>	<i>11</i>	<i>5</i>

It is expected that approximately 60% of the time spent in country will be spent at the project demonstration sites, working out of the PCO sub-offices there, with the remaining 40% spent in Teheran.

III. Description of work responsibilities

Overall, the SIPA will have the following general responsibilities:

1. To ensure that the project maintains strategic direction during implementation and that it becomes an active member of a learning network of GEF projects.
2. To sharpen the project's focus on quality outputs, and to emphasize a learning and adaptive approach to project management and implementation.
3. To introduce international best practices to project managers by serving as a conduit for ongoing UNDP/GEF best practice input to project implementation, monitoring and evaluation. This will include the development of linkages between the project and other UNDP/GEF projects implemented in the Middle East, as well as in other parts of the world.

¹³ It would be useful to engage the SIPA for an initial 3-year period, in order to ensure consistency, i.e., so that a new SIPA does not need to be identified and/or recruited each year.

The SIPA will have the following specific responsibilities:

4. To liaise with Government, the PCO and UNDP in order to identify, and find solutions to, problems and challenges facing project implementation;
5. To promote inter-sectoral coordination and working at both national and local levels;
6. To review the progress of project implementation as compared with the defined baseline and with respect to benchmark indicators highlighted in the Logical Framework Matrix (LFM) (see Section 2 and Section 1, Annex 1.3).
7. To facilitate a learning and adaptive approach to project management and implementation by asking questions of key project personnel, including: "What are we learning and how are we incorporating it into our project implementation process?" and "Are we meeting our indicators of success?"
8. To lead an annual project management and evaluation exercise.
9. Upon request of the NPM, to revise, update, and/or prepare detailed Terms of Reference for positions as they come up for hire during project implementation;
10. To support the development and dissemination of a lessons learned/best practices handbook derived from the project.
11. To ensure good coordination with all project partners, in particular the co-financing Dutch-Iranian (MOE) Integrated Water Resources Management Project for the Lake Uromiyeh Basin.

Ad-hoc home-based support will include the following:

12. Providing technical comments on draft sub-contracts and consultancy reports produced under the project.
13. Responding to technical queries from project partners.
14. Other support as requested by the NPM, within the constraints imposed by the availability of working days.

IV. Qualifications

- ⇒ Advanced qualifications and working experience in ecosystem-based management of water resources and wetlands.
- ⇒ Ability to work in the English language
- ⇒ Detailed knowledge of project design and implementation arrangements and experience with key stakeholders;
- ⇒ At least five years of experience with technical co-operation project development and implementation;
- ⇒ Proven experience in successfully working with adaptive management/monitoring & best practice assessment;
- ⇒ Well developed leadership, inter-personal, communication and negotiating skills, as well as a proven ability to work effectively in groups;
- ⇒ Previous work experience in the Middle East;
- ⇒ Post-graduate university education.
- ⇒ Reliability, initiative, thoroughness and attention to detail.

Terms of Reference #10
Site Managers

I. Background

An important part of the project consists of work being undertaken at demonstration sites. This includes both activities aimed at demonstrating techniques of WPA management (see Outcome 1 of the project brief), as well as support aimed at improved basin-wide management (see Outcome 2 of the project brief). This site-based work will be funded from three different sources (GEF, Government and UNDP) and will need to be carefully managed and co-ordinated. For this reason, the **Project Central Office (PCO)**, which will be based in Tehran, will out-post one **Site Manager** to each of the project sites. The Site Managers will be based within Project Field Offices (PFOs) to be established at each site. Following the establishment of the **Lake Uromiyeh Basin Management Authority (LUBMA)**, the PFO for that site could relocate to the LUBMA.

II. Description of work responsibilities

Each Site Manager will be responsible to co-ordinate and contribute to all project activities taking place at the demonstration site to which s/he has been assigned. This will include visits by project staff, sub-contractors and consultants to the project sites. In addition, upon the request of the **National Project Manager (NPM)**, s/he may periodically be requested to contribute to work at other demonstration sites, in particular in cases where his/her own expertise or the experience at his/her 'home site,' may be of direct relevance to problems confronting work at these other sites.

Site Managers will maintain close contact with the NPM and will be expected to produce regular reports on progress at their respective sites.

III. Timing, duration and duty stations

The Site Managers will be given annual contracts and will be based at the site offices. However, they will make periodic visits to the PCO office in Tehran as well as occasional visits to the 'other' project site.

IV. Qualifications

It is important that the Site Managers selected should possess a combination of skills in project management and biodiversity and protected area management. If possible, the Site Managers should have rather complementary skills, so that each may take the lead within given thematic areas, while also providing support to his/her colleagues at remaining project sites. Working knowledge of English and at least 3 years of work experience are requirements.

During the first two years of the project, the Site Managers may receive additional training as necessary in areas relevant to their responsibilities. This may include brief study tours, visits to other GEF projects in the region, etc.

Terms of Reference # 11
Technical assistant / Socio-economic specialist

(ToR to be developed during PIP)

1.1.3 Framework Terms of Reference for international consultants

IC #1: Training programme design, facilitation and implementation

1. Sub-outcome ref.(s): 1.1

2. Background: The Sub-outcome will be achieved through two site-based Activity Areas, each of which will begin with a training needs assessment and with the development of a training programme for relevant officials within the WPA and the relevant DoE provincial headquarters. Training will include team-building exercises and will focus on enhancing abilities to identify, monitor and report on key threats facing the sites.

3. Brief task summary: The consultant will undertake three missions to Iran. The objective of the first mission will be to undertake a training needs assessment for local and national-level DoE staff directly involved with management of Uromiyeh Lake, its satellite wetlands and Parishan Lake and, as appropriate, other globally significant wetlands under DoE management. Based on the findings of this assessment, the consultant will design a programme of capacity-building in ecosystem-based management, including recommendations for study tours. The programme will involve working with DoE staff on an assessment of 'internally arising threats' and development of related indicators at the demonstration sites. The second mission will coincide with the first session of the training programme, during which the consultant will provide technical support to the training. A final mission will be scheduled based on progress with implementation of the training programme.

4. Counterpart support: Government co-financing will support the recruitment of a team of national experts to work with IC#1 on facilitation and implementation of the above training programme.

5. Output(s): (1) Assessment and training programme design report; (2) Report on training programme implementation based on 2nd consultant's mission, to include revision to training programme based on this field experience; (3) Final report.

6. Mission(s): 3 missions, 40 w/d total, over a 12-month period.

7. IC#1 budget (incl. fees & mission costs): \$31,000

IC #2: Biodiversity monitoring

1. Sub-outcome ref.(s): 1.2

2. Background: Ecological monitoring is an important function in which site-based staff, due to their locations and their knowledge of local characteristics, need to play a lead role. However, it is also necessary for data that is gathered locally to be inter-comparable with data gathered from other WPAs, thus permitting the preparation of more broad-based, e.g., national-level, assessments. One example would be assuring the use of standardized bird count methodologies. National-level WPA monitoring guidelines (developed under Sub-Outcome 3.1.3) will be adapted (under Sub-Outcome 1.2) to fit the particular circumstances of the sites. These guidelines will then be implemented in baseline and periodic follow-up monitoring efforts. This sub-outcome, which will consist of two site-based Activity Areas, will also include the provision of necessary monitoring equipment.

3. Brief task summary: To provide expert support to the development and implementation of a biodiversity monitoring programme for the 2 project demonstration sites, including baseline and follow-up surveys while ensuring that such a programme is fully capable of determining values for all relevant project indicators. This will include specification of monitoring equipment to be provided under the GEF budget.

4. Counterpart support: Government co-financing will support a sub-contract for design (in co-operation with IC#2) and implementation of a biodiversity monitoring programme. This will include ensuring the full participation and training of DoE staff so that these tasks may be followed up on following the conclusion of the consultancy.

5. Output(s): Report on biodiversity monitoring programme

6. Mission(s): 3 missions, 45 w/d total, over a 24-month period

7. IC#2 budget (incl. fees and mission costs): \$35,500

IC #3: Socio-economic and alternative livelihood assessment

1. Sub-outcome ref.(s): 1.3

2. Background: The consultancy will provide support under two Activity Areas:

- Activity Area 1.3.1 will build on work performed during the PDF-B stage of the project in preparing detailed assessments of local community relationships with each of the demonstration sites. This will involve assessing the extent and nature of local community dependence on site resources, both direct and indirect in nature. It will also include an examination of the socio-economic factors underlying specific threats, such as bird hunting.
- Activity Area 1.3.2 provides a process for addressing issues that may arise related to the need for alternative sustainable livelihoods by communities living in the immediate vicinity of project demonstration sites. In the case of Lake Uromiyeh for example, local communities do not make extensive use of WPA resources to earn their livelihoods and required support is expected to be minimal. In the case of satellite wetlands, there may be more substantial issues to deal with related to land uses. In Lake Parishan, the need for developing alternative sustainable livelihoods will depend mainly on an assessment to be conducted of current and sustainable fishing practices at the site.

3. Brief task summary:

1) The consultant, with the support of a team of national counterparts, will undertake a comprehensive, participatory socio-economic assessment of each site, building upon preliminary assessments undertaken during the PDF-B phase, including the following aspects:

- Assess the extent and nature of local community dependence on site resources, both directly (fuel, water, food, medicinal or income-generating resources) and indirectly (existence values, environmental values including watershed and soil stability, etc.)
- Identify, quantify and prioritize various anthropogenic threats to the sites related to local communities, e.g., hunting, grazing, agriculture and agrochemical use, hunting, etc.
- Assess the extent to which these anthropogenic threats affect biodiversity in and sustainable use of the sites and the degree to which these threats need to be reduced or eliminated to achieve sustainability.

2) The consultant, with the support of a team of national counterparts, will help to define and support a programme of alternative livelihood development, based *inter alia*, on the findings of 1) above. This is expected to include the following tasks:

- Undertake briefings and discussions with local communities to raise awareness concerning the ways in which their activities affect the sustainability of the sites, and the necessity for finding alternative sustainable livelihood activities to substitute for existing unsustainable activities;
- Identify, in close consultation with local communities, potential alternative livelihood activities which are acceptable substitutes for existing income and resource sources.
- Research and pilot-test potential alternatives to identify those sustainable livelihood activities which are most suitable for local socio-economic and ecological conditions.
- Once suitable alternative livelihood activities have been identified and accepted by local communities, provide technical support for the implementation of these alternatives in affected

communities (the activities themselves to be supported by Government co-financing – see 4. below).

The first mission of IC#3 will, *inter alia*, focus on the breakdown of responsibilities between the national and international consultants

4. Counterpart support: Government co-financing will support a sub-contract for national socio-economic experts. In addition, \$125,000 in Government co-financing has been committed towards supporting livelihoods in the site areas.

5. Output(s): (1). Socio-economic assessment report (2) Alternative livelihood report

6. Mission(s): 3 missions, 40 w/d total, over an 18-24 month period

7. IC#3 budget (incl. fees and mission costs): \$33,000

IC #4: Support to management plan implementation

1. Sub-outcome ref.(s): 1.4

2. Background: In the case of each of the demonstration sites, substantial work has been undertaken during the course of the PDF-B in developing management plans for the sites. Indeed, this process has been underway for many of the WPAs in the country. The most extensive such process has been at Lake Uromiyeh and at Shadegan wetlands on the Persian Gulf, where support from the Environment Component of the World Bank-funded Irrigation Improvement Project (EC-IIP) has allowed for the preparation of a detailed environmental assessment and draft action plan. Many of the site-specific activities in the present project are based on evaluations and recommendations made in these documents.

It will be important to reach both local and national-level agreement early in the present project concerning the final form of the Lake Uromiyeh Management Plan, as well as the draft plan for Arjan Protected Area. Additional consultations with, and participation by, local communities will play an important role in this process. These finalized plans will in turn help to determine the details of support to be provided under the present sub-outcome. However, in the case of each site, support is expected to include such measures as: development of zonation schemes; revised regulations concerning access and use by local communities and others, based on zoning; strengthened enforcement of revised regulations; implementation of ecological rehabilitation measures, and; development of visitor management plans.

3. Brief task summary: In the course of implementing management plans for the sites, issues are likely to arise where specialized support will be needed. One such area will almost certainly be sustainable financing for protected areas. Government, with the support and agreement of the project team, including the NPM and SIPA, will identify such needs as they arise and be able to tap into funds available under this budget line.

4. Counterpart support: Government co-financing will provide substantial support for management planning and, particularly, implementation.

5. Output(s): Various consulting reports

6. Mission(s): To be determined

7. IC#4 budget (incl. fees and mission costs): \$48,000

IC #5: GIS-based satellite wetland monitoring

1. Sub-outcome ref.(s): 1.5.1

2. Background: Activity Area 1.5.1 is designed to improve baseline data and monitoring of satellite wetland conversions. This will include generating and synthesising historical, baseline and project monitoring data concerning the areas of globally significant wetlands at LUEZ and Parishan. It will include two analyses, conducted during the first and last years of the project respectively, of satellite images showing wetland area and/or land use. Current and time-series images will be included in order, first, to demonstrate and quantify wetlands loss since 1975,¹⁴ and second, to quantify changes that take place during the period of project implementation.

3. Brief task summary: To be determined during PIP.

4. Counterpart support: Government co-financing will support a sub-contract for national experts to undertake data collection and analysis in this area.

5. Output(s): To be determined

6. Mission(s): To be determined

7. IC#6 budget (incl. fees and mission costs): \$30,000

¹⁴ It was in 1975 that most of these wetlands were declared as Ramsar sites.

IC #6: Legal and regulatory assessment / development of action plan

1. Activity Area ref.: 1.5.2

2. Background: Activity Area 1.5.2 aims at improving the effectiveness of regulatory and legal approaches to halting and where possible reversing the conversion of wetlands of international significance. It consists of three activities:

1.5.2.1 Prepare detailed assessment of difficulties impeding local, provincial and national-level regulatory and legal efforts to halt land conversions at LUEZ and Parishan and develop remedial action plan. Process should include a review of international best practices in this area.

1.5.2.2 Consult relevant stakeholders on contents of action plan and gain approval of plan

1.5.2.3 Implement action plan for addressing identified legal and regulatory shortcomings at national and provincial levels. Plan will include:

- enhanced and targeted penalties for infractions;
- support for regulatory and judicial reform;
- awareness raising among key provincial officials;
- support for specific legal efforts aimed at preventing pending conversions

3. Brief task summary: The consultant will represent the project's primary source for introducing international best practices in the area of legal and regulatory approaches to wetland management and conservation. Working in close co-operation with a team of national experts, (s)he will provide targeted support to implementation of the above-mentioned activities.

4. Counterpart support: Government co-financing will support a sub-contract for national experts in legal and regulatory practices and reform.

5. Output(s): Action plan; interim and final mission reports.

6. Mission(s): Number and timing of missions to be determined in consultation with the SIPA.

7. IC#7 budget (incl. fees and mission costs): \$33,000

IC #7: Wetland restoration

1. Sub-outcome ref.(s): 1.5.3

2. Background: The project envisages a set of restoration activities, to be defined, in key satellite wetlands to the south of Lake Uromiyeh.

3. Brief task summary: In the course of implementing management plans for the satellite wetlands, issues are likely to arise where specialized support will be needed. Government, with the support and agreement of the project team, including the NPM and SIPA, will identify such needs as they arise and be able to tap into funds available under this budget line.

4. Counterpart support: Government co-financing will support the development and implementation of a wetland restoration plan.

5. Output(s): Various reports

6. Mission(s): To be determined

7. IC#7 budget (incl. fees and mission costs): \$43,109

IC #8: Institutional expert (LUBMA and LPCC)

1. Sub-outcome ref.(s): 2.1

2. Background: The various basin-wide threats facing the LUEZ have a single characteristic in common: each one requires an adequate system of inter-sectoral co-ordination and decision-making to ensure its amelioration. Whether it is the threat of inadequate water volumes reaching the lake and its satellite wetlands, the environmental problems caused by infrastructural developments, or the risks associated with alien species introductions, each remedy must involve working closely with economic actors and officials across sectors. The poor and worsening environmental condition of the LUEZ offers strong evidence that such co-operation has not been in operation to date.

Sub-outcome 2.1 will be accomplished through two site-based Activity Areas. In the first, a permanent Lake Uromiyeh Basin Management Authority (LUBMA) will be established. This new entity will be a Federal-level institution with supra-ministerial, supra-provincial authority to decide on and enforce key water and land use issues within the LUB. The project will develop detailed TOR and operating guidelines for the LUBMA, which will need to be approved by Iran's Environmental High Council. Once established with adequate facilities, staffing levels and operating budget, the LUBMA will supervise and review studies and proposals including proposals for dam construction, pollution and erosion control, alien species introduction, as well as associated EIAs. It will have the responsibility to ensure that the combination of projects and investments allowed to move forward within the basin represent a sustainable mix.

The issues facing Lake Parishan are less complex, involve fewer institutional actors and a single province (versus three at Lake Uromiyeh). Therefore, a Provincial Co-ordinating Committee will be established and given responsibility for reaching co-ordinated and environmentally sound decisions related to water use, water quality investments, erosion control, etc.

3. Brief task summary: The expert will provide targeted support to the following activities:

- Development of detailed TOR and operating guidelines for LUBMA and LPCC
- High-level political discussions to ensure that the LUBMA and LPCC have adequate authority to achieve its proposed mandate
- Gaining final approval for TOR and establishment of a LUBMA from Environmental High Council
- Establishing a LUBMA and LPCC with appropriate staffing levels, facilities and operating budget
- Organizing regular inter-sectoral meetings to reach co-ordinated and environmentally sound decisions on projects and other proposals related to water resource use, water quality investments, erosion control, etc.

The precise nature of support to be provided during individual missions will be agreed beforehand amongst the NPD, NPM and SIPA and incorporated into a detailed ToR.

4. Counterpart support: Government co-financing will support a sub-contract for national experts to prepare a feasibility study for the establishment of LUBMA and LPCC

5. Output(s): To be determined

6. Mission(s): 3-4 missions

7. IC#8 budget (incl. fees and mission costs):

IC #9: Biodiversity expert supporting LUBMA

1. Sub-outcome ref.(s): 2.1.1

2. Background: The various basin-wide threats facing the LUEZ have a single characteristic in common: each one requires an adequate system of inter-sectoral co-ordination and decision-making to ensure its amelioration. Whether it is the threat of inadequate water volumes reaching the lake and its satellite wetlands, the environmental problems caused by infrastructural developments, or the risks associated with alien species introductions, each remedy must involve working closely with economic actors and officials across sectors. The poor and worsening environmental condition of the LUEZ offers strong evidence that such co-operation has not been in operation to date.

Sub-outcome 2.1 will be accomplished through two site-based Activity Areas. In the first, a permanent Lake Uromiyeh Basin Management Authority (LUBMA) will be established. This new entity will be a Federal-level institution with supra-ministerial, supra-provincial authority to decide on and enforce key water and land use issues within the LUB. The project will develop detailed TOR and operating guidelines for the LUBMA, which will need to be approved by Iran's Environmental High Council. Once established with adequate facilities, staffing levels and operating budget, the LUBMA will supervise and review studies and proposals including proposals for dam construction, pollution and erosion control, alien species introduction, as well as associated EIAs. It will have the responsibility to ensure that the combination of projects and investments allowed to move forward within the basin represent a sustainable mix.

3. Brief task summary: The expert will provide capacity-building support to LUBMA staff in order to ensure that biodiversity considerations are fully taken into account in LUBMA decision-making.

Prior to the first mission, detailed ToR for that mission will be prepared by the SIPA, in consultation with the project team. At the end of each mission, ToR for the subsequent mission will be prepared, with the additional input of the expert.

4. Counterpart support: Government co-financing will support a sub-contract for the establishment and operations of LUBMA.

5. Output(s): To be determined

6. Mission(s): To be determined

7. IC#9 budget (incl. fees and mission costs): \$55,500

IC #10: Water resource management expert

1. Sub-outcome ref.(s): 2.2.1

2. Background: Activities being supported under outcome 2.2 will provide water resource and wetland managers with the necessary tools needed to ensure that adequate water is available both for economic development needs as well as for the ecological needs of globally significant biodiversity. GEF support will focus on the latter aspect, while also working with project partners (Government of Iran and Netherlands co-operation) to remove barriers to the former. Opening lines of communication among a wide variety of stakeholders – heretofore sharply segmented along sectoral, ministerial and provincial lines – and demonstrating new approaches to persistent problems will be important themes of this work.

Activity Area 2.2.1 will involve the development and use of an integrated water management model for the Lake Uromiyeh Basin. This model will serve as a tool allowing wetland managers to develop scenarios and for LUBMA to make and enforce basin-wide, inter-sectoral water use and allocation decisions.

3. Brief task summary: During the PIP, the project team will undertake a thorough review and briefing of the experience to date with the Dutch project that has been providing support in this sector. ToR for the present expert will be developed based on this review so that there can be a relatively seamless transition.

4. Counterpart support: Government and Dutch co-financing are playing an important role under this sub-outcome.

5. Output(s): To be determined

6. Mission(s): To be determined

7. IC#10 budget (incl. fees and mission costs):

IC #11: Environmental economics expert

1. Sub-outcome ref.(s): 2.2.2

2. Background: Activity Area 2.2.2 will pilot the use of environmental economic tools and other techniques aimed at increasing water use efficiency and water conservation within the basin. A combination of policy and technical innovations under this Activity Area will provide guidance for helping to ease medium-term water supply constraints.

3. Brief task summary: The expert will provide targeted support to the following activities:

- An environmental economic study to estimate the economic value of Lake Uromiyeh and satellite wetlands, and to highlight the current and potential future economic costs of degradation; raise awareness among decision-makers and water users concerning findings
- Develop and pilot test market-based instruments (e.g., user fees, charges, fines) as mechanisms for cost internalization and for limiting wasteful or lower productivity water uses in agricultural and industrial sectors (GEF, Gov)
- Pilot testing in two areas of technical options for improving irrigation efficiency in order to make water available for restoration of two internationally important wetlands (see 1.3 below) (NL, Gov)
- Develop and disseminate water-saving technologies for industrial and domestic users within the basin (Gov)
- Organise water users associations to assess the potential for improved water use efficiency (Gov, GEF)

Prior to the first mission, detailed ToR for that mission will be prepared by the SIPA, in consultation with the project team. At the end of each mission, ToR for the subsequent mission will be prepared, with the additional input of the expert.

4. Counterpart support: Government co-financing will support national experts in the area of environmental economics as well as a programme to implement environmental economic and other recommendations aimed at enhancing water use efficiency.

5. Output(s): To be determined

6. Mission(s): To be determined

7. IC#11 budget (incl. fees and mission costs): \$44,750

IC #12: Aquatic pollution assessment and control

1. Sub-outcome ref(s): 2.3.1, 2.3.2

2. Background: Aquatic pollution and noise pollution are seen as important threats to both the Lake Uromiyeh and Lake Parishan ecosystems. Among the most important sources of aquatic pollution are agricultural chemicals (pesticides and fertilizers) and untreated domestic and (in the case of Lake Uromiyeh) industrial sewage. In the case of noise pollution, low-flying planes, along with motorboats, create substantial disturbances to wildlife, particularly threatened bird species.

Activities in support of this outcome will come under three Activity Areas. The first of these will assess baseline pollution levels and impacts, including associated threats to globally significant biodiversity. It will use a rapid assessment methodology to characterize and estimate aquatic pollution sources and hotspots, while assessing economic, human health and ecological impacts. The results of this assessment will be widely disseminated as part of an effort to raise awareness among decision-makers concerning aquatic pollution impacts. Improved methods for biological monitoring of pollution effects will be introduced through GEF support

A second Activity Area will involve prioritization and targeting of pollution control investments based on the other assessment and other available data. At Lake Uromiyeh, this process will be among the responsibilities of the newly established LUBMA. Funding for the actual pollution control investments is available through Associated Financing identified as part of the project baseline.

3. Brief task summary: The expert will provide targeted support to the following activities taking place under Sub-output 2.3:

- **Assessment of baseline pollution levels and associated threats to globally significant biodiversity**
 - Develop a module for pollution data to be included in information system being developed under Activity 1.1.4
 - Review and propose changes to existing system of pollution monitoring in the Uromiyeh and Parishan basins, including possible inclusion of biological effects monitoring
 - Provide technical support to LUEZ-wide rapid aquatic pollution assessment, identifying key hotspots threatening biodiversity
- **Undertake priority pollution control investments**
 - Raise awareness among key decision-makers concerning the importance of pollution control and potential impacts
 - Address key pollution hotspots through legal approach and/or pollution control investments
 - At the demonstration satellite wetland sites, identify and implement cost-effective pollution control technologies
 - For each zone of Protected Areas, develop regulations on allowed activities, including regulations on levels of key pollutants and noise levels
 - At the demonstration satellite sites, develop improved pollution collection and treatment facilities
 - At the demonstration satellite sites, demonstrate and disseminate improved agricultural practices, including IPM, low input agriculture, and efficient irrigation (Gov)
- **Control noise pollution at demonstration sites**

- Implement a ban on all low flights over Lake Uromiyeh and other breeding sites during the breeding season, and a ban on all human activities within 3km of breeding sites
- Develop and enforce regulations at Lake Parishan concerning noise pollution and associated disturbance from motorboats

Prior to the first mission, detailed ToR for that mission will be prepared by the SIPA, in consultation with the project team. At the end of each mission, ToR for the subsequent mission will be prepared, with the additional input of the expert.

4. Counterpart support: The consultant will work with a team of national experts brought together to undertake a rapid pollution assessment within the LUEZ basin. Government co-financing will also be available for workshops and for pilot pollution control demonstrations.

5. Output(s): To be determined

6. Mission(s): 4 missions, 75 w/d total.

7. IC#12 budget (incl. fees and mission costs): \$57,000

IC #13: Watershed management

1. Sub-outcome ref.(s): 2.4

2. Background: Sub-outcome 2.4 will work in co-operation with the Ministry of Agricultural Jihad (MoAJ), which has several ongoing projects in the area of watershed management. In the case of Lake Uromiyeh, work will be conducted under the overall auspices of the LUBMA, once the latter is established.

The sub-outcome will undertake a watershed management programme for the Zarinneh Roud and Aji Chai river basins, which are estimated to be responsible for 55% of the total sediments reaching the Lake and its satellite wetlands. The programme, which will be funded through baseline Government support, will incorporate a variety of control measures, including strengthening of an existing system of Erosion Protected Areas.

Within this sub-outcome, GEF support will help to highlight and raise public and government awareness concerning the linkages between watershed management and environmental quality of the lakes. Through LUBMA and the LPPCC, it will establish and enhance inter-ministerial connections between MoAJ and DoE to ensure that watershed management activities are undertaken in a way that is complementary to the management objectives of WPAs.

3. Brief task summary: The expert will provide targeted support to the following activities taking place under Sub-output 2.4:

- Develop and implement a watershed management program for the Zarinneh Roud and Aji Chai river basins (Lake Uromiyeh), including:
 - o Biomechanical measures to reduce the flow velocity in steep slope watercourses
 - o Mechanical measures in watercourses with high slope and high flow-scouring velocities
 - o Strengthen and expand the system of "Erosion Protected Areas," areas which are fully protected from grazing and other activities
 - o Develop incentives for watershed conservation by farmers and herders
- Review and quantify impacts of erosion control programme

4. Counterpart support: The consultant will work with a team of national experts brought together to strengthen watershed management within the LUEZ basin. Government co-financing will also be available for workshops and for pilot demonstrations.

5. Output(s): To be determined

6. Mission(s): 2 missions, 35 w/d total

7. IC#13 budget (incl. fees and mission costs): \$27,000

IC #14: Environmental Impact Assessment

1. Sub-outcome ref(s): 2.5

2. Background: A major cause of environmental problems at Lake Uromiyeh has been the absence of effective Environmental Impact Assessment (EIA) processes. Construction of the Shahid Kalantary Highway is an important example, highlighted in the threats analysis, as is more recent planning for dam construction. EIA regulations have not functioned effectively and substantial negative impacts have resulted.

In order for the project to have a wider impact, it will be necessary to support the strengthening of the EIA process as it relates to WPAs. The main issue in the case of Lake Uromiyeh will be that of dam construction. A key problem in this area has been that up to now, projects have been assessed on a piecemeal basis, though it is cumulative impact that is most damaging.

The project will identify ways in which the EIA process can be made strategic, i.e., to work within river basins where cumulative impacts of multiple projects such as dams need to be assessed on a strategic basis. The role of LUBMA and LPPCC will once again prove critical in this context. GEF support will help to build capacities to undertake such EIAs, while Government co-financing will support the costs of the EIAs, as well as the costs of any remedial measures called for by the EIAs.

3. Brief task summary: The expert will provide targeted support to the following activities taking place under Sub-output 2.5:

- Develop capacity to undertake consultative and participatory project appraisal and approval processes, including region-wide and strategic EIAs which assess the cumulative impact of policy and several projects in one region
- Develop an informal EIA process adapted to local small projects
- Develop local capacity, through NGOs, to contribute to the appraisal of large projects impacting project sites
- Develop an informal EIA process adapted to local small projects

Prior to the first mission, detailed ToR for that mission will be prepared by the SIPA, in consultation with the project team. At the end of each mission, ToR for the subsequent mission will be prepared, with the additional input of the expert.

4. Counterpart support: To be determined

5. Output(s): To be determined

6. Mission(s): 3 missions, 45 w/d total

7. IC#14 budget (incl. fees and mission costs): \$35,500

IC #15: Alien species ecologist

1. Sub-outcome ref.(s): 2.6

2. Background: Sub-outcome 2.6 will link closely with the preceding outcome 2.5, given that EIA is one important tool for controlling and limiting the introduction of ecologically hazardous alien species. It will include the imposition of a moratorium on the introduction of alien fish species within the project demonstration sites, as well as an assessment of the impact of past introductions. Regulatory mechanisms associated with species introductions will be assessed and updated and enforcement mechanisms, e.g., penalties for unauthorized introductions, strengthened. Finally, IUCN guidelines related to alien species introduction will serve as a basis for awareness raising and the development of detailed EIA procedures.

3. Brief task summary: The expert will provide targeted support to the following activities taking place under Sub-output 2.6:

- Impose moratorium on introducing new species
- List all exotic species introduced in past 30 years and undertake environmental audit of impact
- Forecast future impact of previously introduced exotic species
- Develop management plan for key exotic species and implement
- Develop and implement EIA procedures for introduction of any exotic fauna or flora to the lake basin

Prior to the first mission, detailed ToR for that mission will be prepared by the SIPA, in consultation with the project team. At the end of each mission, ToR for the subsequent mission will be prepared, with the additional input of the expert.

4. Counterpart support: Government co-financing will support a programme of pilot invasive species control under this sub-outcome

5. Output(s): To be determined

6. Mission(s): 2 missions, 40 w/d total

7. IC#15 budget (incl. fees and mission costs): \$30,000

IC #16: Institutional expert

1. Sub-outcome ref.(s): 3.1.1

2. Background: Sub-outcome 3.1 is designed to strengthen DOE's overall capacities in the area of WPA management. It will involve strengthening DoE's ability to perform national-level co-ordinating functions as well as providing technical support to managers at Provincial and site levels. Methodologies will be developed and tested in areas such as biodiversity assessment, investment planning, policy analysis and selection and establishment of new WPAs. Particular attention will be paid during the first years of project implementation to building DoE's capacities to co-ordinate processes of sharing lessons learned and encouraging replication of best practices demonstrated under other project outcomes.

The sub-outcome will commence with a review and rationalization of the task descriptions of relevant DoE units in order to ensure minimal overlap and maximum internal co-ordination of wetland management tasks. It will subsequently provide support for improved operational processes (planning, financial management, etc.) within these restructured units.

3. Brief task summary:

- Review and rationalize task descriptions of relevant DoE units to ensure minimal overlap and maximum internal co-ordination of required WPA-management tasks.
- Provide support for improved operational processes within restructured units, such as planning and financial management

4. Counterpart support: Government is providing \$25,000 in support for workshops.

5. Output(s): To be determined

6. Mission(s): 2 missions, total 25 w/d

7. IC#16 budget (incl. fees and mission costs): \$21,000

IC #17: Multi-faceted support to HQ PA-management efforts

1. Sub-outcome ref.(s): 3.1.2, 3.1.3

2. Background: Sub-outcome 3.1 is designed to strengthen DOE's overall capacities in the area of WPA management. It will involve strengthening DoE's ability to perform national-level co-ordinating functions as well as providing technical support to managers at Provincial and site levels. Methodologies will be developed and tested in areas such as biodiversity assessment, investment planning, policy analysis and selection and establishment of new WPAs. Particular attention will be paid during the first years of project implementation to building DoE's capacities to co-ordinate processes of sharing lessons learned and encouraging replication of best practices demonstrated under other project outcomes.

3. Brief task summary: The expert will provide targeted support to the following activities taking place under Sub-output 3.1:

- Review and rationalize job descriptions of relevant staff within HQ units to ensure minimal overlap and maximum coverage of required WPA-management and co-ordination tasks.
- Develop and implement training programmes to upgrade WPA-related management skills among relevant staff
- Develop and implement methodologies and guidelines for baseline biodiversity information gathering, assessments and ongoing monitoring / inspection of WPAs.
- Improve capacities for investment planning related to WPAs.
- Develop and implement mechanisms for identifying and prioritizing potential new WPAs. These may include ecological surveys and social impact assessments to be undertaken prior to WPA establishment.
- Develop mechanisms to ensure that national-level biodiversity conservation objectives are incorporated into site management planning.
- Standardize reporting by provincial-level DoE offices concerning WPAs within their jurisdiction.
- Prepare and disseminate a single Annual Report covering WPAs.
- Based on information and data collected at both WPA and landscape levels, produce periodic assessments of the efficacy of the national system for WPA management and proposals for its improvement. These will constitute lessons learned, beginning with experience at demonstration sites.
- Assess the existing system for Environmental Impact Assessment (EIA) as it relates to WPAs and propose necessary revisions.
- Develop rules and requirements for establishing and monitoring WPAs, including financial and budgetary, ecological assessments (studies) as a tool for prioritization, (re)-definition of objective process for identifying, nominating and approving, social impact assessment prior to establishment.
- Raise public awareness concerning the role of WPAs in biodiversity conservation. This should include preparation and wide dissemination of awareness materials including brochures, posters, a 'user-friendly' annual report, etc.

4. Counterpart support: Government will support sub-contracts in these areas totaling \$260,000

5. Output(s): To be determined

6. Mission(s): 8 missions, total 100 w/d

7. IC#17 budget (incl. fees and mission costs): \$74,000

IC #18: Capacity building / awareness within sectoral ministries

1. Sub-outcome ref.(s): 3.2.1

2. Background: While the strengthening of DoE co-ordination and support mechanisms is a necessary condition for improved WPA management nation-wide, it is by no means a sufficient one. Just as inter-agency co-ordination was found to be a key element at site, or in this case drainage basin, level, so too its importance at the national level.

The project will thus need to work closely with relevant headquarters units of key Government agencies such as MoAJ, Ministry of Energy and Ministry of Transportation. This will involve raising awareness within these ministries of sustainable development and conservation issues. It will also involve disseminating to them the results of work at project demonstration sites and involving them in the development of replication strategies (see 3.3 below).

3. Brief task summary:

o *To be determined*

4. Counterpart support: Government will support sub-contracts in these areas totaling \$150,000

5. Output(s): To be determined

6. Mission(s): 2 missions, total 35 w/d

7. IC#18 budget (incl. fees and mission costs): \$27,000

IC #19: Technical support to working groups

1. Sub-outcome ref.(s): 3.3

2. Background: Under sub-outcome 3.3, thematic working groups will be established to bring together provincial-level officials and other stakeholders involved with management and protection of target replication sites

3. Brief task summary: The experts will provide targeted support to the following activities taking place under Sub-output 3.3:

- Regular national-level workshops and capacity-building exercises will be organized for above-mentioned thematic working groups. These will enable exchange of experience and knowledge concerning best practices and project experience related to the various demonstration themes, i.e., (i) inter-sectoral co-ordination, (ii) water use and distribution, (iii) integrated pollution control, (iv) integrated watershed management and erosion control, (v) environmental impact assessment, and (vi) alien species introduction and control.
- Working groups, with consultant support, will prepare thematic action plans describing strategies for adapting and replicating project demonstration themes at target replication sites, including development of financing strategies.
- Action plans are recombined into site action plans and submitted for national-level approval
- Commence implementation of thematic action plans.

4. Counterpart support: Government will provide organizational and technical support to working groups amounting to \$200,000. It will also support sub-contracts to implement resulting action plans in an amount of \$1.5 million,

5. Output(s): To be determined

6. Mission(s): 14 trips, 140 w/d overall

7. IC#19 budget (incl. fees and mission costs): \$129,000

Annex 1.2: Monitoring and Evaluation (M&E) Plan

Project monitoring and evaluation (M&E) represent integral aspects of the project's design. Monitoring and evaluation will be interactive and mutually supportive activities. Monitoring – a continuous process of collecting and analysing information needed to measure the progress of the project toward expected results – will be frequent and thorough. It will provide project managers and stakeholders with regular feedback to help them determine whether the project is progressing as planned. Monitoring will be supplemented by formal evaluations – periodic assessments of project performance and impact. Evaluations will also document what lessons are being learned from experience.

The project's M&E programme will be guided by a set of **indicators**, which represent a summary description of the expected results and impacts referred to above. The indicators, first proposed in the project brief's **Logical Framework Matrix (LFM)**, are adaptable in the sense that they may be subject to revision during the course of project implementation, as project and site management goals are adapted to changing circumstances.¹⁵ Indeed, it is expected that the currently proposed set of indicators (see below) will be revised during the **Project Inception Phase (PIP)**.

Aside from standard project functions such as ensuring correct auditing, etc, the primary objective of the project's M&E component is to help guide the project towards successful achievement of these indicators.

Two broad sets of indicators have been developed, towards which both monitoring and evaluation processes will contribute. The first is designed to keep track of the **process** of project delivery and implementation. This includes a number of important aspects, such as:

- whether the GEF budget is being spent as planned, both in terms of activities supported (staff and consultants recruited, equipment delivered, etc.) and timing of delivery;
- whether stakeholders are participating as planned;
- whether project activities are being implemented, and outcomes achieved, as planned (as evidenced, *inter alia*, by the completion of project deliverables as per the project workplan);
- whether project co-financing has been mobilized and delivered as planned.

Monitoring of the above **process indicators** can provide project managers with timely information needed for adaptive project management. It may, for example, alert them to capacity difficulties within the project team, project partners or implementing agencies, and help suggest alternative strategies to improve the efficiency of implementation. **Process monitoring** will be aimed at ensuring that the inputs called for within the project brief, including co-financed inputs, are promptly and appropriately delivered and, as a result, that the activities described are indeed taking place roughly as planned. Where changes to inputs and activities become necessary – often due to a perceived need to adapt the project strategy to changed circumstances – these are to be closely monitored, as well as clearly explained and justified by the project team. **Project evaluations** will also look closely at process, particularly in cases where implementation bottlenecks have clearly hindered project delivery and performance.

¹⁵ Reasons for revising project indicators may include: demonstrated inability (physical or practical) to collect reliable baseline data on an indicator (which implies an inability to measure change from such a baseline with confidence); interim monitoring indicates that target changes are unrealistically high; interim monitoring suggests that target changes have been easily and early on achieved and that more rigorous goals need to be set, and/or, more appropriate indicators have been identified.

In many cases, process indicators will not require significant effort to define a **baseline**, i.e., a point of departure from which the project can measure change. Thus, for example, in the case of an indicator which states "Management plan has been adopted," the baseline is simply "No management plan." In other cases, e.g., "Transhumants report fewer conflicts with farmers," some field work will be required in order to estimate a baseline.

Table 1.2.1 below provides a chronological list of the project's process indicators, originally presented in the LFM, together with their means of verification and an indication of the possible need for baseline data gathering.

Table 1.2.1: Process indicators to be monitored under M&E programme

Sub-outcome	By end of year	Indicator	Means of verification
1.1		Training workshops produce assessment of internally arising threats and threat indicators	Threat assessment reports
		WPA managers provide regular assessment reports on threat levels	Threat assessment reports
1.2		WPA managers (site-based and HQ-based) prepare periodic biodiversity assessments	Biodiversity assessment reports
		Monitoring equipment received	PCO quarterly reports
1.3	1	Socio-economic conditions have been	Socio-economic assessment reports
	3-5	Alternative livelihoods have been introduced as necessary	PCO quarterly reports
		Regular NGO Forums are held	Report of NGO Forum
1.4		Approval / adoption of site management plans	Finalized plans
		Major task areas highlighted in site management plan are completed as scheduled	Management plans and WPA Annual Reports
2.1	Month 6	Memorandum of Understanding signed by major institutional stakeholders (Ministerial and Provincial) agreeing on need to establish a LUBMA and on its basic operating parameters	Memorandum of Understanding
	1	Environmental High Council (EHC) approves establishment of LUBMA and forwards draft legislation / request to Parliament. LUBMA begins provisional operations under existing project budget, with authority devolving from EHC and with staff on temporary secondment from key agencies.	EHC Minutes
	3	Parliament approves official establishment of LUBMA	Parliamentary Act
	5	Government has fully taken over costs of operating LUBMA	LUBMA operational reports
2.2	2	Water pricing system has been developed	Netherlands project reports
	3	Institutional arrangements have been made for the introduction of a water pricing system and system introduced	PCO progress reports
	4	Water management model has been established and is being used to support analysis, projections and decision-making	PCO progress reports

Sub-outcome	By end of year	Indicator	Means of verification
2.3	1	Baseline pollution assessment available	PCO progress reports
	3	Identified pollution hotspots have begun to be ameliorated	PCO progress reports
	1	Noise pollution regulations are revised and enforced	PCO progress reports
2.4	2	Surface geology study available to assist prioritization of erosion control efforts	Surface geology report
2.5	3	Kalantary Highway EIA is completed and remedial measures agreed	EIA reports are publicly available PCO progress reports
	3	Increased transparency and public consultations on relevant EIAs	PCO progress reports
	4	Strategic EIA concerning dam construction (see also 2.2) is completed under LUBMA auspices	EIA reports are publicly available
2.6	1	Moratorium is imposed on new species introductions within demonstration sites	Moratorium Declaration
3.1	1	Revised organigramme showing DoE internal management arrangements and structures concerning wetlands management agreed	PCO reports
	2	Key staff have all received training	PCO reports
		WPA Annual reports are produced and disseminated	PCO reports
		Five new WPAs are established using enhanced selection and establishment processes by end of project.	PCO reports
3.2		Technical support related to WPA management (expert consultation, etc.) has been provide to EHC and other inter-sectoral mechanisms as requested	PCO reports
3.3	1	Staff from 15 target replication sites have received demonstration site-based training	PCO reports
	1	Approximately six thematic working groups are established and operational	PCO reports
	5	5-10 target replication sites have developed site action plans to replicate project results	PCO reports

While successful implementation of the project, as measured by its process indicators, is necessary, it not sufficient to ensure the project's overall success. What is ultimately more important, and must therefore also be carefully monitored and evaluated, is the **project's impact**.

In GEF terms, the process of measuring project impact is known as **results measurement** and it is meant to be achieved through use of a set of **impact indicators**. Results measurement is aimed at estimating the short-, medium- and long-term results or impacts of the project intervention. While concerned with institutional and other capacity-related impacts, the GEF is particularly concerned with identifying and measuring actual physical or biological impacts on the environment and on biodiversity, as well as socio-economic impacts which may contribute to reduced pressure on biological resources. Compared with process indicators, impact indicators require greater attention to **defining a baseline**, so that project impacts may be measured based on the 'distance covered' from their ecological and socio-economic baseline.

Table 1.2.2 below presents the current set of impact indicators meant to be followed up by the project's M&E programme.

Table 1.2.2: Impact indicators to be monitored under M&E programme

By end of year	Indicator	Means of verification
	The return of globally significant numbers (>10,000) and breeding pairs (>2,500 annually) of flamingos to Lake Uromiyeh by the completion of the project and their sustained presence at comparable levels thereafter;	<ul style="list-style-type: none"> • Project and DoE environmental and biodiversity monitoring reports
	The return of globally significant numbers of breeding pairs (>200 annually) of white pelicans to Lake Uromiyeh by the completion of the project and their sustained presence at comparable levels thereafter;	<ul style="list-style-type: none"> • Project and DoE environmental and biodiversity monitoring reports
	Substantially increased numbers of globally threatened species visiting restored wetlands within the LUEZ;	<ul style="list-style-type: none"> • Project and DoE environmental and biodiversity monitoring reports
	Continuation of Lake Uromiyeh's status as "a magnificent example of a natural, hypersaline lake with great scenic beauty."	<ul style="list-style-type: none"> • Project and DoE environmental and biodiversity monitoring reports
	A 30% increase over baseline levels of populations of globally threatened bird species (see para. 25 for species names) at Lake Parishan by the end of the project and their sustained presence at comparable levels thereafter.	<ul style="list-style-type: none"> • Project and DoE environmental and biodiversity monitoring reports
	10% net increase over baseline levels of protected wetland areas within LUEZ	<ul style="list-style-type: none"> • Project and DoE environmental and biodiversity monitoring reports
	Reduction in Lake Uromiyeh salinity levels to levels that no longer threaten Artemia populations	<ul style="list-style-type: none"> • Project and DoE environmental and biodiversity monitoring reports
	30-50% average reduction in levels of threat indicators facing project sites	<ul style="list-style-type: none"> • Project and DoE environmental and biodiversity monitoring reports
	10-20% measured reduction in sediment levels reaching the Lakes and satellite wetlands	<ul style="list-style-type: none"> • Project and DoE environmental and biodiversity monitoring reports

Table 1.2.3 below describes the various tools for M&E and their relationship to process and/or impact indicators. It also highlights the responsibilities of various project partners and the budgets allocated for the various activities.

Table 1.2.3: Overview of M & E tools

M & E tool	Purposes	Guidelines for use and breakdown of responsibilities	Relationship to process and/or impact indicators	Budget
Definition of project baseline	To have available accurate baseline data to enable changes brought about by the project to be demonstrated and measured.	Process and impact indicators will be revised during PIP and TOR (see Annex 1., TOR #10) will be finalized for data gathering to determine baseline values. Baseline study should be completed within six months following end of inception phase.	Study is designed to sharpen definition of these indicators as well as collect baseline values for them.	\$15,000
Ongoing monitoring of process and impact indicators	To provide project managers with an updated quantitative overview of project progress	PCO staff will be responsible for ongoing monitoring of process indicators, as these are closely related to activities being undertaken or supervised by them. A sub-contractor (see Annex 1., TORs #11 & 12) will have responsibility for monitoring and reporting to PCO on ecological and socio-economic impact indicators.	This activity will generate data concerning degree of achievement of the selected indicators	30,000
Annual and periodic budget revisions	To ensure that project funds are managed effectively and are spent for the purposes envisaged in the project brief and project document and to provide project partners with updated information on project delivery and expenditures	Project budget revisions will be prepared by UNOPS, based on substantive inputs from the project team and UNDP Iran. They will be approved by the Resident Representative or Officer-in-Charge. An annual revision is mandatory and must be completed by 10 June. This is to reflect the final expenditures for the preceding year and to enable the preparation of a realistic plan for the provision of inputs for the current year. Other budget revisions may be undertaken as necessary during the course of the project.	Shifting of funds may lead to a need for minor revisions to process indicators as new or revised activities or timing are agreed upon.	N.A.
Substantive budget revisions	To allow for substantive changes in the project's objectives, immediate objectives, duration, scope of intervention, or project sites	Substantive revisions are defined and should be undertaken as set out in the UNDP Programming Manual. Such revisions should be endorsed by the Project Steering Committee (PSC). In addition, if the substantive project revision includes changes to the agreed use of GEF funds, it must be cleared by the Executive Coordinator UNDP/GEF before being signed.	Substantive revisions should be justified, <i>inter alia</i> , based on their perceived positive benefits on process and impact indicators. Conversely, substantive budgetary changes may require changes in either process or impact indicators.	N.A.

M & E tool	Purposes	Guidelines for use and breakdown of responsibilities	Relationship to process and/or impact indicators	Budget
Quarterly operational report	To provide UNDP Iran and UNDP-GEF with quarterly information on project implementation	Each quarter, the NPD is required to prepare a 100-word summary of the project's substantive and technical progress towards achieving its objectives. The summaries are reviewed and cleared by UNDP-Iran before being sent to the UNDP/GEF Regional Coordinator.	The quarterly reports should explain successes and failures in implementing the project workplan, with reference to deliverables and other process indicators contained therein.	N.A.
Tripartite review (TPR)	To provide the main project partners – Government, UNDP and UNOPS – with an annual opportunity to assess project implementation and to agree on necessary measures for improvement.	<p>A TPR is a policy-level meeting of the parties directly involved in the project. A tripartite review must be held once a year. In exceptional circumstances, there may be more than one TPR during a year. The following parties participate in the TPR:</p> <ul style="list-style-type: none"> • The Government: the Designated Institution and other concerned agencies; • UNDP; • The Project Team, and; • Other main stakeholders, including other United Nations agencies and other donors, as deemed appropriate. 	The TPR needs to take stock of progress towards achieving process indicators. It should also review whether project managers are correctly utilizing impact indicators. Beginning in Year 3, the TPR should begin looking at findings linked to impact indicators, i.e., whether the project has begun having measurable impacts.	
Combined Annual Project Report (APR) and Project Implementation Review (PIR)	To provide a kind of project "Annual Report" of progress and/or difficulties in implementation	The APR/PIR is used as an input to the Tripartite Review (TPR) and must be ready two weeks prior to the TPR meeting. The PCO is responsible for preparing the APR/PIR. It may be completed and submitted via UNDP-Iran to the UNDP/GEF Regional Coordinator at any time, so long as it covers the July-June GEF reporting period. Normally it is submitted to the Regional Coordinator at the same time that it is prepared for the TPR, with revisions made taking into consideration TPR outcomes. The NPD will present the report at the TPR meeting. It should be noted that the UNDP/GEF Regional Coordinator is responsible for submitting the APR/PIR for GEF purposes and therefore must be satisfied with the content.		

M & E tool	Purposes	Guidelines for use and breakdown of responsibilities	Relationship to process and/or impact indicators	Budget
Site visits	To permit project stakeholders, particularly UNDP Iran, UNDP-GEF and Government, to observe first-hand the activities and progress taking place at the project site.	Site monitoring visits by UNDP Iran should take place on an approximately annual basis and otherwise as needed. It would be useful for annual visits to take place in the immediate period prior to the TPR, so that the UNDP Officer could present his/her observations to that meeting. Site visits should include consultations with local stakeholders, including local government and village leaders. UNDP-GEF should undertake two site visits during the life of the project.		\$20,000
Independent Mid-term Evaluation	To undertake a comprehensive evaluation of project implementation to date and present recommendations on how to improve the project during its second half.	The evaluation will be organized by UNDP-GEF and UNOPS. Draft TOR for the evaluation are presented in Annex ____.	The mid-term evaluation represents an important opportunity to review success in achieving process indicators. It may also be possible at this time to observe preliminary indications of project impacts.	\$40,000
Final Project Evaluation	See Annex 1.6, Guidelines for Implementing Agencies to conduct terminal evaluations		The final project evaluation may represent the final opportunity to gauge project impacts as well as to identify and assess lessons learned from the implementation process	\$50,000

Background

Terminal evaluations of projects by Implementing and Executing Agencies under expanded opportunities (IAs/EAs) represent one of the modalities under the GEF M&E evaluation program. All regular and medium sized projects supported by the GEF are required to undergo a terminal evaluation upon completion of implementation.

The present document describes the minimum requirements for terminal evaluations of a GEF supported project, which are considered complementary to those required by a IAs/EAs. The guidelines comprise first the principles to conduct terminal evaluations and subsequently the scope of these evaluations. A terminal evaluation reviews the implementation experience and achievement of results of the project in question against the project objectives endorsed by GEF, including changes agreed during implementation.

GEF Principles for conducting terminal evaluations

- The IAs/EAs responsible for the project will arrange for the terminal evaluation;
- A team of independent consultants will conduct the evaluation. These consultants should not have participated substantively during project preparation and/or implementation and should have no conflict of interest with any proposed follow-up phases. It would also be advisable for the team to be comprised of professionals with a wide range of skills – strong analytical and evaluation experience, expertise in technical aspects of the project, global environmental issues, and experience with economic and social development issues.
- The duration and scope of the evaluation depends on the complexity of each project and should be reflected in the TORs.
- The evaluation should be completed within 6 months of closing of all project activities.
- Major project stakeholders at the national and local levels should be involved.
- If the project did not establish a baseline (initial conditions), the evaluator should seek to determine it through the use of special methodologies so that achievements, results and impacts can be properly established.
- It would be advisable to take advantage of the project M&E components and the log frame of the project design (the M&E components should also be evaluated).
- Evaluators should have an updated knowledge of GEF policies and strategies. A brief presentation of specific GEF terminology is provided in Annex 1.

Scope

The scope of the terminal evaluation will depend upon type of project, size, focal area, and country context. However, the following issues should be covered:

- An analysis of the attainment of global environmental objectives,¹⁶ outcomes/ impacts,¹⁷ project objectives,¹⁸ and delivery and completion of project outputs/ activities¹⁹ (based on indicators).

¹⁶ This should be the highest level in the project's logical framework, which is often labeled the "goal" to which the project contributes. Different implementing agencies are using different terms for this level. The World Bank often refers to this level as the "global objective". UNEP uses "overall project objective" to describe this level, while UNDP has used "development objective".

¹⁷ Proposed changes to and effects on the environment and society to be caused by the project.

¹⁸ "Project objective" are the second highest level of objectives in the logical framework. This are referred to by the World Bank as development objectives, by UNDP as project objectives and by UNEP as "objectives".

¹⁹ This refers to outputs, activities or components as described in the Project Document that will contribute to the attainment of the objectives.

- Evaluation of project achievements according to GEF Project Review Criteria²⁰:
 1. Implementation approach
 2. Country ownership/Driveness
 3. Stakeholder participation/ Public Involvement
 4. Sustainability
 5. Replication approach
 6. Financial planning
 7. Cost-effectiveness
 8. Monitoring and evaluation

Each terminal evaluation will include **ratings** on the following criteria: (a) Outcomes/ Achievement of objectives (the extent to which the project's environmental and development objectives were achieved); (b) Implementation Approach; (c) Stakeholder Participation/Public Involvement; (d) Sustainability; and (e) Monitoring & Evaluation. The ratings will be: Highly Satisfactory, Satisfactory, Marginally Satisfactory, Unsatisfactory, and N/A. This system will allow consistency across all IAs/EAs.

Terminal evaluations should present and analyze main findings and key lessons, including examples of best practices for future projects in the country, region and GEF (technical, political, managerial, etc.). Evaluations should also have an annex explaining any differences or disagreements between the findings of the evaluation team, the IA/EA or the GEF recipient organization.

A terminal evaluation is not an appraisal of a follow-up phase.²¹

Communications with GEF M&E

Each IA/EA should confirm by May 15, the terminal evaluation schedule presented with the PIR. This information will include the approximate timing of the completion report. The final evaluation reports will be sent to the GEF M&E unit no later than 4 weeks after the final version is completed.

Role of GEF M&E

The GEF M&E unit will review the final document of all terminal evaluations to identify issues and lessons to complement the annual Project Performance Review (PPR) and to improve the scope and content of future terminal evaluations. The results of the review will be incorporated in the annual PPR to complement findings of other M&E exercises. For a few selected evaluations, which have great learning potential, the GEF unit will participate after agreement with the IA/EA.

Completing a terminal evaluation does not preclude the project from being selected for one of the GEF M&E initiated thematic reviews and evaluations.

²⁰ Most of this discussion is based on the GEF Council paper: GEF Project Cycle (GEF/C.16/Inf.7)

²¹ Under special circumstances some projects may require a follow-up phase, even if this was not envisaged initially. In these cases, IA/EA would have to provide substantial justification for the additional GEF funding. Project proposals requesting support for follow-up phases should be accompanied by an independent terminal evaluation of the earlier phase when the project concept is reviewed for pipeline entry. If the current phase of the project is still under implementation, an interim evaluation should be proposed following the GEF Guidelines for Terminal Evaluations. This interim evaluation should be carried out by persons independent from those responsible for the design and implementation of the new phase. The TORs of the interim evaluation should be reviewed and approved by GEF M&E. Furthermore, in these cases, the project concept will be admitted into the GEF pipeline (and any associated PDF-B reviewed and approved if necessary), with the following binding conditions: (i) a terminal evaluation of the project should be submitted along with the project proposal for work program entry; and (ii) the proposal will reflect the experience and lessons of the earlier phase. If either of the above conditions are not met, the project will not be recommended for entry into the work program.

Explanation of Terminology

Implementation Approach includes an analysis of the project's logical framework, adaptation to changing conditions (adaptive management), partnerships in implementation arrangements, changes in project design, and overall project management.

Some elements of an effective implementation approach may include:

- The logical framework used during implementation as a management and M&E tool
- Effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country/region
- Lessons from other relevant projects (e.g., same focal area) incorporated into project implementation
- Feedback from M&E activities used for adaptive management.

Country Ownership/Drivenness is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements where applicable.

Some elements of effective country ownership/drivenness may include:

- Project Concept has its origin within the national sectoral and development plans
- Outcomes (or potential outcomes) from the project have been incorporated into the national sectoral and development plans
- Relevant country representatives (e.g., governmental official, civil society, etc.) are actively involved in project identification, planning and/or implementation
- The recipient government has maintained financial commitment to the project
- The government has approved policies and/or modified regulatory frameworks in line with the project's objectives

For projects whose main focus and actors are in the private-sector rather than public-sector (e.g., IFC projects), elements of effective country ownership/drivenness that demonstrate the interest and commitment of the local private sector to the project may include:

- The number of companies that participated in the project by: receiving technical assistance, applying for financing, attending dissemination events, adopting environmental standards promoted by the project, etc.
 - Amount contributed by participating companies to achieve the environmental benefits promoted by the project, including: equity invested, guarantees provided, co-funding of project activities, in-kind contributions, etc.
 - Project's collaboration with industry associations
- i. Stakeholder Participation/Public Involvement consist of three related, and often overlapping processes: information dissemination, consultation, and "stakeholder" participation. Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the GEF-financed project. The term also applies to those potentially adversely affected by a project.

Examples of effective public involvement include:

Information dissemination

- Implementation of appropriate outreach/public awareness campaigns

Consultation and stakeholder participation

- Consulting and making use of the skills, experiences and knowledge of NGOs, community and local groups, the private and public sectors, and academic institutions in the design, implementation, and evaluation of project activities

Stakeholder participation

- Project institutional networks well placed within the overall national or community organizational structures, for example, by building on the local decision making structures, incorporating local knowledge, and devolving project management responsibilities to the local organizations or communities as the project approaches closure
- Building partnerships among different project stakeholders
- Fulfillment of commitments to local stakeholders and stakeholders considered to be adequately involved.

Sustainability measures the extent to which benefits continue, within or outside the project domain, from a particular project or program after GEF assistance/external assistance has come to an end. Relevant factors to improve the sustainability of project outcomes include:

- Development and implementation of a sustainability strategy
- Establishment of the financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the GEF assistance ends (from the public and private sectors, income generating activities, and market transformations to promote the project's objectives).
- Development of suitable organizational arrangements by public and/or private sector
- Development of policy and regulatory frameworks that further the project objectives
- Incorporation of environmental and ecological factors affecting future flow of benefits.
- Development of appropriate institutional capacity (systems, structures, staff, expertise, etc.)
- Identification and involvement of champions (i.e. individuals in government and civil society who can promote sustainability of project outcomes)
- Achieving social sustainability, for example, by mainstreaming project activities into the economy or community production activities
- Achieving stakeholders consensus regarding courses of action on project activities.

Replication approach, in the context of GEF projects, is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources). Examples of replication approaches include:

- Knowledge transfer (i.e., dissemination of lessons through project result documents, training workshops, information exchange, a national and regional forum, etc).
- Expansion of demonstration projects.
- Capacity building and training of individuals, and institutions to expand the project's achievements in the country or other regions.
- Use of project-trained individuals, institutions or companies to replicate the project's outcomes in other regions.

Financial Planning includes actual project cost by activity, financial management (including disbursement issues), and co-financing (see Annex 2 for further discussion on co-financing). If a financial audit has been conducted the major findings should be presented in the TE.

Effective financial plans include:

- Identification of potential sources of co-financing as well as leveraged and associated financing²².
- Strong financial controls, including reporting, and planning that allow the project management to make informed decisions regarding the budget at any time, allows for a proper and timely flow of funds, and for the payment of satisfactory project deliverables
- Due diligence due diligence in the management of funds and financial audits.

Cost-effectiveness assesses the achievement of the environmental and developmental objectives as well as the project's outputs in relation to the inputs, costs, and implementing time. It also examines the project's compliance with the application of the incremental cost concept. Cost-effective factors include:

- Compliance with the incremental cost criteria (e.g. GEF funds are used to finance a component of a project that would not have taken place without GEF funding.) and securing co-funding and associated funding.
- The project completed the planned activities and met or exceeded the expected outcomes in terms of achievement of Global Environmental and Development Objectives according to schedule, and as cost-effective as initially planned.
- The project used either a benchmark approach or a comparison approach (did not exceed the costs levels of similar projects in similar contexts). A benchmark approach in climate change and ozone projects measures cost-effectiveness using internationally accepted threshold such as 10\$/ton of carbon equivalent reduced, and thresholds for the phase out of specific ozone depleting substances measured in terms of dollars spent per kg (\$/kg) of each type of ODS reduced.

Monitoring & Evaluation. Monitoring is the periodic oversight of a process, or the implementation of an activity, which seeks to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan, so that timely action can be taken to correct the deficiencies detected. Evaluation is a process by which program inputs, activities and results are analyzed and judged explicitly against benchmarks or baseline conditions using performance indicators. This will allow project managers and planners to make decisions based on the evidence of information on the project implementation stage, performance indicators, level of funding still available, etc, building on the project's logical framework.

Monitoring and Evaluation includes activities to measure the project's achievements such as identification of performance indicators, measurement procedures, and determination of baseline conditions. Projects are required to implement plans for monitoring and evaluation with adequate funding and appropriate staff and include activities such as description of data sources and methods for data collection, collection of baseline data, and stakeholder participation. Given the long-term nature of many GEF projects, projects are also encouraged to include long-term monitoring plans that are sustainable after project completion. Any issues related to the quality of backstopping and quality assurance and control of project deliverables listed in the project document should be addressed in this section.

²² Please refer to Council documents on co-financing for definitions, such as GEF/C.20/6. Annex 2 presents a table to be used for reporting co-financing.

Activity Area	Activities		Responsible Party		Period GEF Budget		Period GEF Budget		Sub-outcome 1.2 sub-total	Sub-outcome 1.3 sub-total	Total GEF Budget	Total GEF Budget	
	1.3.1	1.3.2	1.3.3	1.3.4	1.3.5	1.3.6	1.3.7	1.3.8					
1.3: Site managers co-operate with local communities and NGOs to raise awareness and encourage broad-based participation in WPA management	1.3.1 Assessment of local community relationships with demonstration sites and site resources	71000 - Travel (Mission costs)	GEF						\$5,000				
		74000 - Miscellaneous (Related costs)	GEF						\$5,000				
			Gov1									\$15,000	
												\$89,000	
	1.3.2 Alternative livelihood opportunities are identified and made available to local communities when required	71200 - Int'l consultant (ICR); Socio-economic & alternative livelihood assessment - Urmiyeh & Parsistan	GEF							\$10,000			
		71600 - Travel (Mission costs)	GEF						\$5,000				
			Gov1										\$20,000
		71200 - Int'l consultant (ICR); Socio-economic & alternative livelihood assessment, programming and monitoring - Urmiyeh & Parsistan	GEF							\$15,000			
		71600 - Travel (Mission costs)	GEF							\$5,000			
			Gov1										\$20,000
		Gov1										\$125,000	
1.3.3 Encourage and facilitate NGO participation in raising grassroots support for conservation at Lake Urmiyeh	71600 - Travel (Workshops and meetings - Urmiyeh NGO Forum, etc.)	GEF							\$10,000				
	71600 - Travel (Workshops and meetings - Parsistan NGO Forum, etc.)	GEF							\$5,000				
	72100 - Contractual services - Companies (SCM; NGO assessment and capacity building)	GEF							\$15,000				
	74000 - Miscellaneous (Reporting costs)	GEF							\$1,000				
		GEF							\$89,000			\$185,000	
1.4: Site conservation, including active enforcement of regulatory measures, is performed according to agreed management plans, resolving issues and addressing threats which are fully within site managers' competence and authority	1.4.1 Management planning and conservation at Urmiyeh Lake	71200 - International consultant (ICM4; Support to initial plan implementation)	GEF						\$22,000				
		71600 - Travel (Mission costs)	GEF						\$12,000				
		73520 - Support services (workshops)							\$20,000				
		72200 - Equipment	GEF						\$50,000				
			Gov1										\$1,350,000
		71200 - International consultant (ICM4; Support to initial plan implementation)								\$8,000			
1.4.2 Management	73520 - Support services (workshops)								\$9,000				
	71600 - Travel (Mission costs)								\$9,000				

Total Budget and Workplan: Outcome 2 Mgmt costs, % of GEF budget assumed 44.5% Gov't assumed

Sub-activity	Activity Area	Outcome 2												Amount allocated (USD)	Project description	Amount allocated (USD)	Gov't budget (USD)				
		13	14	15	16	17	18	19	20	21	22	23	24								
2.1 Co-ordination mechanisms have been developed to facilitate decision-making and also use of water, land and other natural resources in watershed areas affecting key WFA's	2.1.1 Establish and operate a permanent Lake Urmiyeh Basin Management Authority (LUBMA), i.e., a Federal level institution with supra-ministerial, supra-provincial authority to decide on and enforce key water and land use issues	X	X												71200 - Int'l consultant (ICR8): Institutional expert to develop detailed proposal for establishment of LUBMA & LPCC	GEF	\$30,000				
		X	X												71600 - Travel (Int'l study tours for decision-makers)	GEF	\$60,000				
		X	X													71800 - Travel (Mission costs)	GEF	\$10,000			
																Gov't				\$60,000	
				X	X											71200 - Int'l consultant (ICR8): Biodiversity expert to provide technical and capacity building support to LUBMA staff	GEF	\$32,000			
				X	X											73520 - Support services (Workshop expenses)	GEF	\$40,000			
				X	X											71800 - Travel (Mission costs)	GEF	\$20,000			
																Gov't				\$1,500,000	
				X	X											71200 - Int'l consultant (ICR8): Institutional expert to develop detailed proposal for establishment of LUBMA & LPCC	GEF	\$12,000			
				X	X											71800 - Travel (Mission costs)	GEF	\$3,500			
2.2 Systems for improving the efficiency of water	2.2.1 Develop and implement an integrated water management model for the Lake Urmiyeh Basin	X	X												71800 - Travel (Int'l study tours for decision-makers)	GEF	\$18,000				
		X	X												73520 - Support services (Workshop expenses)	GEF	\$11,000				
		X	X												74000 - Miscellaneous (Related costs)	GEF	\$3,000				
		X	X												Gov't				\$25,000		
																Sub-activity for meeting operational				\$1,575,000	
																Sub-activity for meeting operational				\$2,485,435	
																71200 - Int'l consultant (ICR10: Water resource management expert)	GEF	\$28,250			
																71600 - Travel (Mission costs)	GEF	\$13,500			
				X	X											74100 Professional services (Workshop expenses)	GEF	\$8,000			
				X	X											74000 - Miscellaneous (Related costs)	GEF	\$5,000			
		X	X											Gov't				\$150,000			

Annex II

Standard Annex to Project Document for use in countries which are not parties to the

Standard Basic Assistance Agreement (SBAA)

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

General responsibilities of the Government, UNDP and the executing agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of (the particular country or territory), the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government 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.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
7. Part of the Government's participation may take the form of cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary

provision, either in kind or in cash, for the Government'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 Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.
3. The estimated cost of items included in the Government 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 execution of the project.
4. Within the given number of man-months of personnel services described in the Project document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.
5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.
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 delivery to the project site.
7. Government shall make available to the project – subject to existing security provisions – any published and unpublished reports, maps, records and other data, which are considered necessary to the implementation of the project.
8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries to work within the country free of royalty and any charge of similar nature.
9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.
10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.

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

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budgets.
2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager* who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.
3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.
4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.
5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.
6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.
7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.
8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for

* May also be designated Project Co-ordinator or Chief Technical Adviser, as appropriate.

continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.

9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the UN Development Programme (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.
2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.
3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
 - a. Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
 - b. Be immune from national service obligations;
 - c. Be immune together with their spouses and relatives dependent on them from immigration restrictions;
 - d. Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
 - e. Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.
4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.
5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:

- a. The salaries or wages earned by such personnel in the execution of the project;
 - b. Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;
 - c. Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b) above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
 - d. As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.
6. The Government shall ensure:
- a. Prompt clearance of experts and other persons performing services in respect of this project; 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 Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.
7. The privileges and immunities referred to in the paragraphs above, to which such firm organizing and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.
8. The Executing agency shall provide the Government through the Resident Representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.
9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or termination of assistance

1. The UNDP may be written notice to the Government and to the Executing agency concerned suspend its assistance to any project if in the judgment of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the

Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.

2. If any situation referred to in paragraph 1 above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.
3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.