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UNDP Project Document

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

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

Project title:

**Conservation of Biodiversity in the Central Zagros
Landscape Conservation Zone (PIMS 2278)**

Brief Description

The Central Zagros mountains contain globally significant biodiversity. Extreme topographical relief and climatic conditions have led to great diversity in ecosystems and habitats over small geographical areas. In turn, this has created a home for a vast range of species including over 2,000 species of higher plants and several endangered and endemic mammal species. Notably, the mountains contain a large number of plant and animal species of commercial importance to man – no doubt one of the reasons why some of the earliest civilizations originated in this area. In recent decades, due to demographic changes, to changing economic and social systems, and the loss of traditional management and land-use practices, the biodiversity is declining and is now highly threatened.

This Project aims to conserve the biodiversity in the Central Zagros Landscape Conservation Zone. Over an area of 2,500,000 hectares, the Project will work with the agriculture, forestry, rangelands, water and tourism sectors in order to mainstream biodiversity conservation and sustainable use into these sectors. It will also strengthen the ability of the protected area system. The Project will also demonstrate biodiversity mainstreaming at the local level in a series of villages across the Zone, and establish mechanisms to facilitate the dissemination and replication of the successful village approaches.

This Project contributes to overall sustainable development in some of the poorest parts Iran. The Project is designed to support ongoing efforts to improve livelihoods and stimulate economic development across the Zone. The Project will also review the existing development paradigm in the Zone, and develop a new common development vision. The Project will also develop new partnerships for development and conservation. The Project will develop the necessary capacity, at individual, institutional and systemic level in national agencies to support the development of improved livelihoods. The Project supports the introduction of innovative approaches to resource management at the village level in Iran.

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ACRONYMNS

BEC	Biodiversity Enterprise Center
BEGP	Biodiversity Enterprise Grants Programme
CHTO	Cultural Heritage and Tourism Organization
DoE	Department of Environment
GEF	Global Environment Facility
IA	International Advisor
MBRC	Mountain Biodiversity Resource Center
M&E	Monitoring and Evaluation
MoAJ	Ministry of Agriculture and Jihad
MoE	Ministry of Energy
NPD	National Project Director
NPM	National Project Manager
PIR	Project Implementation Review
PSC	Project Steering Committee
SBAA	Standard Basic Assistance Agreement
SEA	Strategic Environmental Assessment
SNA	Senior National Advisor
TAT	Technical Advisory Team
ToR	Terms of Reference
TPR	Tripartite Review
UNDAF	United Nations Development Assistance Framework
ZPO	Zagros Project Office

SECTION 1 – Brief Narrative

Part I. 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 Project is provided in the approved GEF Project Brief (Appendix A). Part 2.B.i of the Brief provides details of the national institutional and legal framework. Part 2.B.ii and 2.B.iii of the Brief describe respectively the present situation and the baseline situation if there was no UNDP intervention. Part 2.E provides details of the stakeholder involvement in the design and implementation of the Project, and of the intended beneficiaries. Part 2.F provides details of previous lessons learnt that have been applied in the design and development of this Project.

The UN system in Iran has recently completed the preparation of the UNDAF. Based on this, the UNDP has recently completed its Country Programme for Iran (2005-2009). This Project contributes to the following Outcomes and Outputs from the Country Programme:

Country Programme Outcome:

- Sustainable land/water and biodiversity management in critical ecosystems;
- Global environment commitments integrated into development planning and implementation capacity developed.

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.

Part II. Strategy

The strategy to be adopted by the Project is described in detail in Part 2.B.iv of the Brief in Appendix A.

Part III. Management Arrangements

Details of the Project management arrangements are provided in Part 2.B.vii of the Brief in Appendix A. In addition, the following should be noted:

Strategic guidance and overall decision-making is provided by the Project Steering Committee (PSC) and the Department of Environment (DoE). Overall management and overall coordination of activities is provided by the small Core Team, under the supervision of the National Project Manager (NPM). Activities are to be managed within themes in line with the Project Outputs¹. The planning, coordination and supervision of each activity is ensured by a thematic coordinator responsible for all activities in his/her theme. The details of this framework and distribution of tasks is explained in the sections below.

This framework has been specifically designed to facilitate the efficiency of operations, capacity building of the Project team, and to develop a learning and adaptive culture within Project operations, as will be explained below.

¹ GEF definitions of Outcome, Output, Activity and Objective are used in this document, with the exception of the Total Workplan and Budget in Section II that uses UNDP/Atlas definitions.

Project Steering Committee

The PSC was established during the Project preparatory phase, and will continue to function with a similar ToR in the full Project. The PSC will include 1 representative from each of the four participating provinces² and 1 NGO representative. The PSC is the ultimate decision-making and coordination body for the Project, for example:

- It approves annual progress reports, workplans and budget revisions;
- It ensures all financing and co-financing is promptly available, and takes necessary recourse measures when required;
- It approves all Project outputs;
- It ensures: that national agencies in Iran adopt the Project Outputs into their existing work programmes; that national agencies modify their practices in line with Project recommendations, and; that the Project thereby achieves its objectives;
- It approves, on a no-objection basis, the recipients of the grants awarded under the Biodiversity Enterprise Grants Programme (BEGP).

The venue for the PSC meetings is to rotate across the four Project provinces. PSC decisions are to be taken by consensus.

Department of Environment (DoE)

DoE is the Project Executing Agency and is responsible for ensuring the Project runs smoothly, that all Inputs are mobilised in a timely manner, that all Outputs are of the highest quality, and that all Outcomes are successfully reached. DoE will appoint a senior official to act as National Project Director (NPD) and so represent DoE. DoE will ensure that the NPD is adequately resourced to perform his/her functions as NPD.

DoE has established a Project office in each of the participating provinces, financed by DoE. DoE will ensure that these offices are adequately resourced in terms of space, furniture, water and electricity.

Project Offices

With support from the Project, DoE will establish two Project offices, one in Tehran and one in the Project region.

The office in Tehran will be responsible for Outcome 1 and for national level networking. The office in the region – the Zagros Project Office (ZPO) will be responsible for Outcomes 2 and 3, and for provincial level networking. For logistical³ reasons, for the first year of the Project, the ZPO will be housed at Isfahan. This decision is to be made permanent – or otherwise – by decision of the PSC.

Management of the Project Activities: Core Team and Thematic Coordinators

Under the supervision of the NPD, the Project will recruit a full-time National Project Manager (NPM) to take the lead in the day-to-day management and supervision of all inputs and activities. The NPM will be assisted by his/her Core Team. The NPM, with support from the Core Team, will directly

² It is expected that each province will send two representatives to each meeting: a senior official from the Governor's office and a senior official from the Provincial DoE. However, each province has only 1 vote.

³ Isfahan is within convenient driving distance of all provincial capitals and Tehran. Isfahan has good flight connections. Isfahan has good communications infrastructure.

manage a series of Thematic Coordinators. Each Thematic Coordinator will be responsible for planning activities, mobilising inputs, and achieving impacts in his/her concerned theme.

The Core Team consists of the NPM, a Monitoring and Evaluation Officer and a Communications and Networking Officer. For the first two years of the Project, the Core Team will include a Contracts Officer. The Core Team will also have a financial assistant and a secretary. After the Project start-up, the NPM will appoint one of the Core Team members to be the Deputy NPM.

In addition, the Core-Team will be supported by:

- A part-time Senior National Advisor (SNA) who will be responsible for advising on strategic issues and for facilitating networking and the brokering of partnerships;
- A part-time International Advisor, who will be responsible ensuring Project activities are in line with the best international practices and latest international experience;

As mentioned above, Thematic Coordinators will be recruited for planning and managing all activities and inputs in his/her respective theme. This will include identifying the need for national and international experts, preparing ToR, identifying experts, identifying sub-contracts and sub-contractors, organising meetings, building networks, identifying the needs for equipment, planning and running training, supervising sub-contractors, providing technical support and organising workshops etc. The following Thematic Coordinators are to be recruited:

- National Economics and Financial Policy Coordinator;
- National Sustainable Development Coordinator;
- National Enterprise Development Coordinator;
- National Water Sector Coordinator;
- National Coordinator on Natural Resources Management (responsible for rangeland, forestry and agricultural activities);
- National Tourism Coordinator;
- National Biodiversity Planning and Conservation Coordinator;
- National Coordinator for Village Participatory Activities.

The Coordinators will be selected from national experts originating from the four provinces involved in the Project, with a balance across the provinces.

Core Team members are expected to spend, on average, 50% of their time in Tehran, and 50% of their time in the Project region, notably in the ZPO. Thematic Coordinators are likely to spend up to 75% of their time in the Project region, and will be based in the ZPO. More details are provided in the Terms of Reference (ToR) for the Core Team and Thematic Coordinators in Appendix B. As explained in Appendix B, ToR for all other inputs will be developed during Project implementation.

At the Project outset, a gender expert will be subcontracted to prepare a gender strategy for the Project, in order to ensure gender is integrated into all Project activities.

Capacity Building and Adaptive Management

The Project's management structure is designed to empower the Thematic Coordinators, to provide them with support (from both the Core Team and international experts), to ensure they benefit from a learning-by-doing process, and to supervise them (from the Core Team). The benefits of this approach include increased capacity and increased efficiency.

The Project's management structure is also designed to establish mechanisms and a culture of regular feedback and lesson learning. The Thematic Coordinators will be responsible for their activities and will be regularly receiving feedback from the consultants and experts in their theme. They will be trained in both listening and in feeding back lessons learnt. At the next level upwards, the NPM will regularly organize meetings of all Thematic Coordinators. This will ensure that the Core Team regularly listens to the Thematic Coordinators, obtaining feedback and lessons learnt. The NPM will be responsible for creating an atmosphere encouraging constructive criticism, within the Project structure. All consultants and staff under the Project will be encouraged to regularly provide feedback, and all staff under the Project will be encouraged to regularly listen to feedback.

This culture of systemized feedback and listening is designed to ensure lessons, both positive and negative, can be quickly integrated into Project decision-making. It is central to the Project's approach to adaptive management.

Assuring the Full Engagement of Sectoral and Provincial Agencies

The Project aims to mainstream biodiversity into activities in the following sectors: water, tourism, agriculture, rangelands and forestry. In order to achieve this, the Project will require the full involvement of the national and provincial agencies responsible for these sectors. In order to achieve this, all related activities must be fully owned by and be fully responsive to these agencies. This is to be achieved as follows:

- A national focal point for the Project will be identified in each concerned national agencies;
- A focal point for the Project will be identified in each Provincial Governors office.;
- For *national level* activities⁴:
 - The concerned focal point in the agency drafts the ToR for each input/activity;
 - The ToR are finalised by the Project;
 - The concerned focal point suggests, in writing, 3 appropriately qualified consultants/sub-contractors;
 - The Project recruits one of the three recommended consultants/sub-contractors;
 - The concerned focal points and the Project share responsibility for supervising the consultants/sub-contractors, and for approving their final payments.
- For Provincial level activities⁵:
 - The Project prepares draft ToR for each Input/activity;
 - The focal points in each Province comment on and approve the ToR, in writing;
 - The Project identifies the most qualified consultants/sub-contractors.
 - The provincial focal points approve the selection – on a no-objection basis;
 - The provincial focal points and the Project share responsibility for supervising the consultants/sub-contractors, and for approving final payments.

Within 18 months of Project start-up, the concerned focal points and the Project team will have prepared strategies for mainstreaming biodiversity considerations into each sector. Each of these strategies will have been approved by both DoE and the concerned sectoral agency. The strategies will address both national and provincial issues. This will lead to the signing of a Memorandum of Understanding between DoE and the agency. For example, it is hoped that in some cases the agencies will second their qualified staff to support the Project.

The Thematic Coordinators take the lead in assuring the full engagement of the agencies and provinces. To achieve this, clearly, it is beneficial if the Coordinators are integrated into the agencies. To assure this, the Thematic Coordinators will report jointly to the NPM and the sectoral agencies.

⁴ The Total GEF Project Budget (Appendix D) indicates which agency is responsible for which activity and input.

⁵ This approach for provinces respects existing capacity in provinces, and is designed to encourage the provinces to adopt a common approach.

Biodiversity Enterprise Centre (BEC) and the Biodiversity Enterprise Grant Programme (BEGP)

The Project will assist the Government of Iran to establish a Biodiversity Enterprise Centre. The Centre will play a key role in promoting profitable investments in biodiversity friendly and pro-biodiversity enterprises. The Centre will provide technical support in order to lower entry costs, transaction costs and lower the risks for pro-biodiversity businesses. Initially, the main focus of the BEC will be the 8 pilot villages. It is anticipated that the BEC will be financially sustainable at Project end⁶. The National Enterprise Development Coordinator is responsible for designing the BEC, ensuring it is properly housed in the most appropriate government department, and supporting the management of the BEC in its initial years.

In order to promote biodiversity friendly investments across the entire Zone, the BEC will run the Biodiversity Enterprise Grant Programme (BEGP). BEGP will offer grants to assist the start-up of biodiversity friendly enterprises. BEGP has been designed to neither distort markets nor favour individual enterprises. It will cover the additional costs associated with biodiversity conservation. Specific management arrangements apply to the BEGP. These are elaborated in Appendix B.

Inception Period

The Project Inception Period is scheduled to last for 6 months. The following will take place in order in this period:

- Establishing the Tehran office and the ZPO, furnishing the offices, and purchasing office equipment;
- Establishing the Project reporting, financial and filing systems;
- Establishing a database of all local, national and international experts, NGOs and possible sub-contractors;
- Hiring the Core Team;
- Finalizing the ToR for Core Team;
- Training the Core Team on how to prepare ToR, how to draft workplans and how to manage consultants;
- Developing the monitoring framework (including a tool for tracking co-financing), the gender strategy and the communications strategy;
- Hiring those Thematic Coordinators that are scheduled to start work in the first year;
- Finalizing the ToR for the Thematic Coordinators, and provide training to the Coordinators on planning and adaptive management;
- Developing a workplan, covering months 12-18 for each theme;
- Selecting the 8 pilot villages;
- Preparing a detailed Inception Report;
- Consultations, culminating in a high-profile Inception Workshop in the Project region;
- First meeting of Project Steering Committee;

Appendix B gives details of the tasks of Core Team members during the Inception Period.

Part IV. Monitoring and Evaluation Plan and Budget

The Project will follow standard UNDP/GEF procedures for monitoring and evaluation. These are detailed out in the document "Standard M & E Plan for Full-Sized Projects and Medium Sized Projects".

⁶ It is noted that the BEC is a government tool for promoting business development. Hence, the BEC will continue to be subsidized by government. It will no longer require project funding after year 3.

Specific details for the monitoring of this Project are provided in Part 2.F of the approved GEF Brief in Appendix A.

Key components of the Project monitoring include:

- A full-time Officer responsible for monitoring and evaluation;
- A series of indicators and milestone in the Project logical framework (see Appendix A – Project Brief, pp. 48–62. These indicators and milestones are to be finalized after Project start-up);
- Sub-contracts to collect related information on indicators;
- The establishment of village level participatory monitoring, with subcontractors to assist this monitoring process;
- Annual TPR and PIR reporting;
- Regular review of Project progress by the Core Team, the Project Steering Committee, UNDP/GEF and TAT;
- A mid-term review, which is designed to support Project management in its strategic thinking and decision-making;
- A Final Evaluation, using external independent experts, to evaluate the overall performance of the Project and to systematically record the lessons learnt.

The estimated cost of monitoring is \$160,000, in addition to the ongoing support provided by the Project management.

Co-financing

In line with GEF procedures, co-financing to the Project will be tracked. The Incremental Cost Analysis (Annex 2.2 in Appendix B) summarizes the anticipated contribution of each co-financer to each Project Output.

Appendix D (Total Project Budget) provides more details of the expected inputs from each co-financer to each Output. At the Project outset, the Contracts Officer will be responsible for preparing a tool for tracking co-financing based on Appendix D. For each agency, for each Output, the expected contributions for each year will be listed in the tracking tool.

It is noted that, during the Project preparatory stage, the Government contributions exceeded the expected amount. Hence, in the Project implementation stage, the tracking tool should be sufficiently flexible to capture all unexpected contributions, from all national public and private sector agencies.

For the first two years of the Project, the Contracts Officer will be responsible for noting actual co-financing inputs and providing a bi-annual report to the PSC of the status of co-financing. The Monitoring and Evaluation Officer will do this work in Years 3 – 5.

Part V. Legal Context

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

Section II: Total Budget and Work plan

Award: tbd

Award Title: PIMS 2278 BD FSP: Central Zagros Landscape Conservation Zone

1. Project ID: tbd

Project Title: PIMS 2278 BD FSP: Conservation of Biodiversity in the Central Zagros Landscape Conservation Zone

Executing Agency:

GEF Outcome/Atlas Activity

Responsible Party	Source of Funds	ERP/ATLAS Budget Description	Amount (USD)							Total (USD)	
			2005 (USD)	2006 (USD)	2008 (USD)	2009 (USD)	Amount 2010 (USD)				
DOE	GEF	71200 Int'l Consultant	5,000	47,500	22,500					75,000	
		71300 Local consultant	9,000	18,000	15,000	6,000	6,000			54,000	
		71400 Contractual Services - Individual	13,000	48,000	103,000	48,000	38,000			250,000	
		71600 Travel	26,000								26,000
		74500 Miscellaneous Expenses									
		Sub-total			447,000		22,000	10,000		10,000	
DOE	GEF	71200 International Consultant	27,500	133,000	205,500	40,000				406,000	
		71300 Local consultant	30,000	60,000	72,000	72,000	60,000			294,000	
		71400 Contractual Services-Individual									
		71400 Sub-contract - Individuals	7,000	86,000	312,000	389,000	180,000			974,000	
		71400 Sub-contract - Enterprise Development			15,000	20,000					35,000
		71600 Travel	25,000	50,000	20,000						95,000
DOE	GEF	72200 Equipment and Furniture		10,000	35,000	50,000				95,000	
		74500 Miscellaneous Expenses									
		Sub-total			10,000	20,000				30,000	
		Sub-total			1,929,000						
DOE	GEF	71200 Int'l consultant		15,000	20,000					35,000	

OUTCOME 3: Sustainable and financially

replicable models of village designed and driven approaches to increasing income generation and conserving biodiversity in biodiversity rich areas		71300 Local consultant	6,000	12,000	12,000	20,000	19,500	69,500
		71400 Contractual Services-Individual	24,000	49,000	145,000	150,000	98,000	466,000
		74500 Miscellaneous Expenses			12,000			12,000
		Sub total	582,500					
OUTCOME 4: Efficient technical support to all project activities, coordination, monitoring, advocacy and adaptive management	GEF	71200 Int'l consultant	50,000	50,000	50,000	50,000	50,000	250,000
		71300 Local consultant	68,000	68,000	56,000	56,000	56,000	304,000
		71400 Contractual services-Individual	10,000	5,000	5,000	5,000	5,000	30,000
		71600 Travel	11,500	11,500	11,500	11,500	11,500	57,500
		72100 Contractual services-companies	15,000					15,000
		72200 Equipment and Furniture	45,000	35,000	10,000	10,000	10,000	110,000
		74100 Professional Services	2,000	2,000	22,000	2,000	32,000	60,000
		74500 Miscellaneous Expenses						
		72500 Misc. Communications, Stationary and etc	10,000	10,000	10,000	10,000	10,000	50,000
		74500 UNDP Advocacy	3,000	3,000	3,000	3,000	3,000	15,000
		Sub-total	891,500					
		Total	387,000	713,000	1,188,500	972,500	589,000	3,850,000
		Total UNDP/TRAC resources	3,000	3,000	18,000	23,000	3,000	50,000
		TOTAL GEF:	384,000	710,000	1,170,500	949,500	586,000	3,800,000
	Department of Environment							
	TRAC							

Outcome [Atlas Activity] 3: Successful, sustainable financially replicable models of village designed and driven approaches to increasing income generation and conserving biodiversity in biodiversity rich areas

Sub-Activity 3.1 8

Villages selected

Consultants - National GEF	6.000	12.00	12.000	12.00	12.000	54.000
coordinator for village participatory activities		0		0		
S/contract to undertake initial survey at 5 new villages	0.000	15.00	0.000	0.000	0.000	15.000
S/contract to design participation houses	0.000	10.00	30.000	0.000	0.000	40.000
Consultants - International GEF expert on participatory planning and management	0.000	15.00	20.000	0.000	0.000	35.000
Training GEF	0.000	0.000	12.000	0.000	0.000	12.000

Sub-Activity 3.2 NR Planning, management and monitoring mechanisms in 8 villages

Initial meetings GEF	24.00	24.00	0.000	0.000	0.000	48.000
	0	0				

Sub-Activity 3.3 Long NR management plans

S/contract to support participatory development of NR plans	0.000	0.000	100.00	55.00	0.000	155.000
			0	0		

Sub-Activity 3.4 NR Plans implemented

S-contract for monitoring	0.000	0.000	15.000	15.00	18.000	48.000
Subcontracts for technical support	0.000	0.000	0.000	60.00	60.000	120.000
				0		

Sub-Activity 3.5 Increased appreciation of biodiversity

Consultants - National GEF social communication expert	0.000	0.000	0.000	8.000	7.500	15.500
S/contracts for social communication	0.000	0.000	0.000	20.00	20.000	40.000
				0		

Outcome [Atlas Activity] 4: Efficient technical support to all project activities, coordination, monitoring, advocacy and adaptive management

Staff - National Project GEF	16.000	16.000	16.000	16.000	16.000	80.000
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Manager							
Staff - Monitoring and Evaluation officer	GEF	12.000	12.000	12.000	12.000	12.000	60.000
Staff - Communications and networking officer (p/t)	GEF	6.000	6.000	6.000	6.000	6.000	30.000
Staff - Contracts Officer	GEF	12.000	12.000	0.000	0.000	0.000	24.000
Staff - Financial Assistant	GEF	8.000	8.000	8.000	8.000	8.000	40.000
Staff - Secretary	GEF	6.000	6.000	6.000	6.000	6.000	30.000
Staff - Driver	GEF	3.000	3.000	3.000	3.000	3.000	15.000
Consultants - International Advisor	GEF	50.000	50.000	50.000	50.000	50.000	250.000
Consultants - Senior National Advisor	GEF	5.000	5.000	5.000	5.000	5.000	25.000
M&E subcontracts	GEF	5.000	5.000	5.000	5.000	5.000	25.000
Gender subcontract	GEF	5.000	0.000	0.000	0.000	0.000	5.000
Miscellaneous Communications, stationary, etc	- GEF	10.000	10.000	10.000	10.000	10.000	50.000
Travel for national staff	GEF	11.500	11.500	11.500	11.500	11.500	57.500
Office and logistical equipment	GEF	45.000	35.000	10.000	10.000	10.000	110.000
Sub-contracts - Inception workshop	GEF	15.000	0.000	0.000	0.000	0.000	15.000
Evaluation(s)	GEF	0.000	0.000	20.000	0.000	30.000	50.000
Audits	GEF	2.000	2.000	2.000	2.000	2.000	10.000
UNDP Advocacy	TRAC	3.000	3.000	3.000	3.000	3.000	15.000
Total		387.000	713.000	1198.500	962.500	589.000	3850.000
TOTAL UNDP/TRAC RESOURCES:		3.000	3.000	18.000	23.000	3.000	15.000
TOTAL GEF		384.000	710.000	1180.000	939.500	586.000	3800.000

Section III: Other Agreements (including co-finance and endorsement letters)

Complete endorsement and co-financing letters are attached in separate pdf File.

Section IV – UNDP Corporate Annual Work plan

ZAGROS CONSERVATION PROJECT - FIRST ANNUAL WORKPLAN

Output	Activity	Timeframe				Source				Amount
		Q1	Q2	Q3	Q4					
Output 1: A national institutional and policy framework that is fully supportive of mainstreaming biodiversity into development in central Zagros mountains										
Activity 1.1 Partnerships established at national and international level										
			x	x	GEF		Meetings - support to PSC			30.000
		x	x	x	GEF		Meetings - Support to TAT functioning and meetings			50.000
			x		GEF		Travel - International study tour			260.000
		x	x	x	GEF		Staff - Communications and networking officer (p/t)			60.000
Activity 1.2 National macros and sectoral policies modified										
		x	x	x	GEF		Consultant - National Economics and Financial Policy Manager			30.000
				x	GEF		Consultant - International environmental economist			50.000
			x	x	GEF		Consultant - National environmental economist s/contract			50.000
					GEF		Consultants - International Policy experts			00.000
					GEF		National policy s/contracts			00.000
					GEF		Printing and publications - guidelines, etc			00.000
					GEF		Consultants - International Advocacy and Awareness expert			00.000
					GEF		Consultants - National advocacy subcontractor			00.000
Activity 1.3 Lessons learnt disseminated across Zagros region										
					GEF		Sub-contracts - High level seminars			0.0000
					GEF		Documentation			0.0000

Output 2: Sustainable use and conservation of biodiversity is integrated into economic and sectoral programmes and government practices at the Conservation Zone level

Activity 2.1 New strategy for development

				x	GEF	Consultants - International Sustainable Development Expert	75.000
x	x	x	x		GEF	Consultants - National Sustainable Development Coordinator	120.000
		x		x	GEF	Meetings - of the PPC's working group	40.000
					GEF	Consultants - International environmental economist	0.0000
					GEF	Sub-contracts - National environmental economist s/contract	0.0000
					GEF	Consultants - International Advocacy and Awareness expert	0.0000
					GEF	Sub-contract - National awareness raising	0.0000
					GEF	S/contract - to design MBRC	0.0000
					GEF	S/contract - to explore MAB concept	0.0000
					GEF	Travel - International study tour	0.0000
					GEF	Equipment - Furnishing MBRCs	0.0000

Activity 2.2 Mechanism to support alternative livelihood development

					GEF	Consultants - International expert on small biodiversity friendly enterprise development	0.0000
					GEF	Consultants - National enterprise development coordinator	0.0000
					GEF	Subcontracts - Enterprise development	0.0000
					GEF	Consultants - International alternative livelihood experts	0.0000
					GEF	Subcontracts - to develop specific alternative livelihoods in villages	0.0000
					GEF	Subcontracts -Biodiversity Grants Programme	0.0000
					TRAC	Subcontracts -Enterprise development	0.0000

Activity 2.3 Mainstreaming into water resources sector

GEF	Consultants - International water payments experts	0.0000
GEF	Consultants - National water sector coordinator	0.0000
GEF	Meetings - Working group	0.0000
GEF	Sub-contracts - develop proposals and guidelines	0.0000
GEF	Trainin g	0.0000
GEF	Equip ment	0.0000
GEF	Travel - Study tour	0.0000

Activity 2.4 Mainstreaming into agriculture, rangelands and forestry sectors

GEF	Consultants - International experts on agriculture, rangelands and forestry policy	0.0000			
x	x	GEF	Consultants - National coordinator on natural resources management issues	60.000	
		x	GEF	Working groups meetings	30.000
			GEF	Sub-contracts to develop proposals and guidelines	0.0000
			GEF	Trainin g	0.0000
			GEF	Equip ment	0.0000
		x	GEF	Travel - Study tour	250.000

Activity 2.5 Mainstreaming into tourism sector

GEF	Consultants - International expert	0.0000
GEF	Consultants - National tourism coordinator	0.0000
GEF	Working group meetings	0.0000
GEF	Sub-contracts to develop proposals and guidelines	0.0000
GEF	Training	0.0000
GEF	Travel - Study tour	0.0000

Activity 2.6 Effective biodiversity conservation tools

				x	GEF	Consultants - International biodiversity planning/conservation expert	200.000
x	x	x	x		GEF	Consultants - National biodiversity planning/conservation Coordinator	120.000
					GEF	S/contract to design surveys	0.0000
					GEF	Subcontracts	- 0.0000
					GEF	Undertake surveys S/contract to review PA network	0.0000
					GEF	Consultants - International expert on financing PAs	0.0000
					GEF	S/contract to prepare PA business and management plans	0.0000
					GEF	Equipment for PAs, surveys, etc	0.0000

Output 3: Successful, sustainable financially replicable models of village designed & driven approaches to increasing income generation & conserving biodiversity in BD rich areas

Activity 3.1 8 Villages selected

				x	x	GEF	Consultants - National coordinator for village participatory activities	60.000
						GEF	S/contract to undertake initial survey at 5 new villages	0.0000
						GEF	S/contract to design participation houses	0.0000
						GEF	Consultants - International expert on participatory planning and management	0.0000
						GEF	Training	0.0000

Activity 3.2 NR Planning, management and monitoring mechanisms in 8 villages

				x	x	GEF	Initial meetings	240.000
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Activity 3.3 Long NR management plans

							S/contract to support participatory development of NR plans	0.0000
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Activity 3.4 NR Plans implemented

						GEF	S-contract for monitoring	0.0000
						GEF	Subcontracts for technical support	0.0000

Activity 3.5 Increased appreciation of biodiversity

GEF	Consultants - National	social	0.0000
	communication expert		
GEF	S/contracts for social	social	0.0000
	communication		

Output 4: Efficient technical support to all project activities, coordination, monitoring, advocacy and adaptive management

x	x	x	x	GEF	Staff - National Project Manager	160.000
x	x	x	x	GEF	Staff - Monitoring and Evaluation officer	120.000
x	x	x	x	GEF	Staff - Communications and networking officer (p/t)	60.000
x	x	x	x	GEF	Staff - Contracts Officer	120.000
x	x	x	x	GEF	Staff - Financial Assistant	80.000
x	x	x	x	GEF	Staff - Secretary	60.000
x	x	x	x	GEF	Staff - Driver	30.000
	x		x	GEF	Consultants - International Advisor	500.000
x	x	x	x	GEF	Consultants - Senior National Advisor	50.000
			x	GEF	M&E subcontracts	50.000
			x	GEF	Gender subcontract	50.000
x	x	x	x	GEF	miscellaneous Communications, stationary, etc	100.000
x	x	x	x	GEF	Travel for national staff	115.000
	x	x		GEF	Office and logistical equipment	450.000
	x			GEF	Sub-contracts - Inception workshop	150.000
				GEF	Evaluation(s)	0.0000
			x	GEF	Audits	20.000
			x	TRAC	UNDP Advocacy	30.000

TOTAL	3870.000
TRAC	50.000
GEF	3800.000

SIGNATURE PAGE

Country: Islamic Republic of Iran (IRI)

UNDAF Outcome:

Global environmental concerns and environmentally sensitive development integrated in national development frameworks and implemented (no. 4.1) Sustainable development, disaster management and energy efficiency.

Expected Outcomes and Indicators:

4.2 Global environment commitments integrated into development planning and implementation capacity developed; Indicators: Number of national implementation plans developed and integrated into the 5th 5YNDP
4.3 Sustainable land/water and biodiversity management in critical ecosystems. Indicators: level of soil erosion (tons); # of flora and fauna under threat; % increase in productive grasslands; % increase in income of the disadvantaged groups including women.

Expected CP Outputs and Indicators:

4.2.1 Iran enabled to fulfill its commitments as a signatory party to global conventions and capacity developed to implement these conventions. Timely preparation and submission of country reports to the COPs
4.3.1 Community-based resource management policies and practices developed and piloted/demonstrated. Indicators: Number of participatory models for sustainable use of biodiversity; number of multi-sectoral and integrated watershed planning mechanisms

Implementing partner:

Department of Environment

Other Partners:

Ministry of Agricultural Jihad of the IRI, Provincial Government Departments in Isfahan, Fars, Chaharmahal and Bakhtiari, and Kohkluh and Boyerahmad provinces.

Programme Period: July 2005- July 2009
Programme Component: 4
Project Title: Conservation of Biodiversity in the Central Zagros Landscape Conservation Zone (Zagros Conservation Project)
Project ID: PIMS 2278
Project Duration: 5 Years
Management Arrangement: NEX

Budget	9,575,000
Allocated resources:	
• Government	5,190,000
• Regular	50,000
• Other:	
○ GEF	3,800,000
○ NGOs	380,000 (following project startup)
○ P/Sector	45,000
• In kind contributions	110,000

Approved on behalf of the Government:

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

Date: 28 June 2005

Approved on behalf of UNDP:

Mr. Yuxue Xue
Resident Representative a.i.
United Nations Development Programme - Tehran

Date: 28 June 2005

Appendix A - Approved GEF Brief

Please see attached approved GEF Project Brief as a separate attachment.

The approved project brief includes the following mandatory annexes:

- Logical Framework and Monitoring Framework (Annex 2.1) pp 48-62
- Incremental Cost Analysis (Annex 2.2) pp 63-67

Appendix B - Terms of Reference

CORE PROJECT TEAM

National Project Director (NPD) – Financed by Government

Duration: Part-time over the entire duration of the Project.

Location: Tehran

Tasks

The NPD is a state employee designated by Government and entrusted with overall guidance and coordination of the project implementation. The NPD is accountable for the production of the project outputs, appropriate use of the project resources provided by GEF and other co-financers, and coordination of the UNDP/GEF project with other programmes and projects implemented in Iran in the area of natural resources management.

The 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 the selection of consultants. In particular the NPD will:

- Facilitate liaison and cooperation with the central and provincial 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;
- Chair the meetings of the PSC;
- Ensure project activities are coordinated with activities of other governmental and non-governmental organizations;
- Ensure that there is a clear decision-making process for project implementation so that project activities are planned well in advance and necessary resources are available;
- Submit Annual Workplans, and Project (Including Budget) Revisions to the PSC for approval;
- Approve quarterly project work plans
- Approve terms of references and the selection of project staff and experts, or clearly delegate this responsibility to the NPM;
- Approve reports produced by the project experts and contractors;
- Approve all payments under project, or clearly delegate approval authority to the NPM;
- Personally approve/certify project monitoring reports (APRs), audit reports and evaluation reports;
- Ensure that national legislation, rules and procedures are fully observed in the project implementation.

Estimated Cost: All costs covered by Government of Iran.

National Project Manager (NPM)

Duration: Full time for entire duration of project (five years).

Location: The NPM is expected to be 50% of this time in the project region, and 50% of his time in Tehran.

Tasks

The NPM is responsible for overall day-to-day project management. The NPM will ensure smooth implementation of the project in accordance with the project document and UNDP and GEF procedures. The NPM is also overall responsible for establishing and maintaining partnerships. He/she shall liaise directly with designated officials of the PSC, with existing and potential project donors, and others as deemed appropriate and necessary by the PSC or by the NPD.

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. Under the general supervision of the NPD, s/he will be responsible for supervising the members of the Core Team and the Thematic Coordinators. S/he will be responsible for establishing a culture of learning and adaptation inside the project operations. Specific tasks include:

1. Based on inputs from Core Team and Technical Coordinators, prepare quarterly progress reports and workplans for approval by NPD and UNDP;
2. Based on inputs from Core Team and Technical Coordinators, prepare annual workplans for approval by UNDP and NPD;
3. Oversee preparation of all project monitoring and progress reports;
4. Submit all requests for payment to NPD;
5. For all the Core Team and the Thematic Task Managers:
 - Help finalise ToR;
 - Ensure appropriate recruitment process;
 - Monitor work, providing feedback and support where necessary;
 - Review and comment on outputs;
 - Approve salary payments;
6. Organise weekly Core Team meetings in a participatory manner;
7. Organise regular meetings of the Thematic Coordinators;
8. Ensure all Core Team and Technical Coordinators are encouraged to provide constructive criticism, feedback and be creative;
9. Foster and establish links with other relevant GEF projects and, where appropriate, with other relevant regional programmes;
10. Provide technical input to project activities where appropriate;
11. Help organize PSC meetings, participate in the meetings, and ensure follow-up to the PSC meetings;
12. Organize round-table discussions on project successes and failures, as per the workplan
13. Encourage an atmosphere of results-orientation in the project office, with a focus on meaningful results and impacts, rather than delivery.

Estimated Cost \$16,000 per year plus travel costs.

Qualifications:

- Demonstrated modern human management skills;
- Demonstrated modern project management skills;
- Demonstrated networking and partnership building skills, both nationally and internationally;
- Strong report writing skills;
- Fluency in English;
- Knowledge of environmental issues, biodiversity and the Zagros region would be a strong asset.

Monitoring and Evaluation (M&E) Officer

Duration: Full time during the entire project duration (five years in total)

Location: 50% Tehran, 50% project region.

Tasks: The M&E Officer is responsible for the finalization and the implementation of the project-monitoring framework, and for monitoring both project implementation and project impact.

Inception Period

- Review the indicators in the logical framework included in the approved Project Brief (attached as Appendix A of this document. Refer to pages 48-62 of the Project Brief);
- Review the UNDP/GEF Guidelines on M&E for Full Projects and develop a complete project M&E plan, including: Quarterly Reports, Annual Reports, PIR, TPR meetings, etc;
- Organize a Core Team internal workshop to finalize the indicators and develop annual targets and milestones for each indicator;
- Oversee issuance and implementation of sub-contracts to collect baseline information;
- Support Contracts Officer in designing a tool for tracking co-financing;
- Support and participate in all activities in Inception Period;

Through life of project

- Ensure information on all indicators is collected in an accurate and timely manner, through the use of sub-contractors as necessary;
- Prepare ToR for sub-contractors to support M&E, and supervise the work of the sub-contractors;
- Initiate and organize each M&E activity, in line with the project M&E plan;
- As required, collect data on project indicators;
- Review the final ToR for each project consultant and each contractor and ensure they have clear indicators of success. Assist each consultant and contractor to follow progress, to report on progress, and to adapt the approach in line with lessons learnt. Give special emphasis to the development of indicators of *mainstreaming* biodiversity into production landscapes and sectors;
- Review all strategies and workplans developed by the Core Team and Technical Coordinators to ensure they are results-oriented and have clear indicators of success and monitoring framework;
- Ensure the project is subjected to an annual financial audit, in line with UNDP Iran procedures;
- Support the UNDP CO in the design of the an external mid-term review, ensuring that the review contributes fully to the project learning process, and that it leads to revisions of the project approach and activities;
- Support UNDP in the design of the final project evaluation, and ensure it captures all lessons-learnt, both positive and negative, and that it ensures their broad dissemination in a constructive way;
- Regularly report to the NPM and the Project Core Team on project progress, and on the project monitoring framework;
- In years 3-5 of the Project, the M&E Officer is responsible for tracking and reporting on co-financing;

Estimated costs: \$12,000/year plus travel costs

Qualifications:

- Qualifications related to monitoring development programmes and projects

- Demonstrated experience and understanding of monitoring and evaluation approaches and results-oriented management and planning;
- Demonstrated communication and networking skills;
- Strong report writing skills;
- Fluency in English;
- Knowledge of environmental issues, biodiversity and the Zagros region would be an asset.

Communications and Networking Officer

Duration: Full time during the entire project duration (five years in total)

Location: Zagros Project Office (ZPO) in the Zagros Region (approximately 40%), Tehran (approximately 40%), and project sites.

Tasks:

The Communications and Networking Officer has dual responsibilities. S/he has overall responsibility for all project communications and activities related to communications. In addition, s/he is responsible for most activities under Output 1.1 (partnerships established at national and international level) and some activities under Output 1.3. In addition,

Project Communications and Activities related to communications

(i) Inception period

- Develop project communications plans
- Develop relations with media, press etc
- Prepare, as appropriate, press releases, newsletters, websites, etc
- Prepare a list of all NGOs and contact them all in order to inform them of project status and opportunities;
- Prepare the ToR for the International Advocacy and Awareness Expert, in consultation with NPM;
- Help identify and recruit the International Advocacy and Awareness Expert.

(ii) Through Project life

- Monitor the effectiveness of project communications, and adapt as appropriate;
- Prepare, as appropriate, press releases, newsletters, websites, etc
- Working closely with all project consultants and sub-contractors, ensure all project outputs are packaged presented in a coherent and attractive fashion, and are disseminated to a broad and appropriate audience.
- Working closely with the International Advocacy and Awareness Expert, design all project activities related to advocacy and awareness raising, in line with project logical framework (See Appendix A, Project Brief, pp. 48-62), and including elaborating the detailed ToR for national sub-contractors;
- Help identify and recruit national sub-contractors on advocacy and national sub-contractors on awareness raising;
- Supervise the International Advocacy and Awareness Expert, the national sub-contractors on advocacy and the national sub-contractors on awareness raising;

Output 1.1

- (Inception Period) Identify all members of the PSC;
- (Inception Period) Draft a letter to all PSC members informing them of project status;
- (Inception Period) Visit all PSC members;
- (Inception Period) Organize initial PSC meeting in the Project region;
- Working closely with Senior National Advisor, support meetings of PSC;

- Ensure that documents for PSC meetings are distributed in advance, and that the follow-up to PSC meetings is appropriate;
- Help design and support the project Technical Advisory Team;
- Working closely with IA, help design an international study tour with the objective of building in-country partnerships and building support for the overall project in key national agencies;
- Together with the Senior National Advisor (an in consultation with concerned Thematic Task Managers), develop MoU with national agencies responsible for forestry, rangelands, agriculture, tourism and water resources;
- Together with the NPM and the Senior National Advisor, develop proposals for funding and submit to national and international agencies.

Output 1.3

- Help organize 2 high level seminars for disseminating project findings across Iran, working closely with NPM and Senior National Advisor.

Estimated costs: \$12,000/year plus travel costs

Qualifications:

- Demonstrated experience in modern communications: paper based, web-based and press-oriented;
- Demonstrated understanding of press and media in Iran;
- Excellent inter-personal and networking skills;
- Excellent IT skills;
- Excellent writing skills in Farsi and English;
- Knowledge of the project region;
- Knowledge of natural resource and environmental issues would be an asset.

Contracts Officer

Duration: Full time for the first two years of the project⁷

Location: Zagros Project Office (ZPO) in the Zagros Region (approximately 60%), Tehran (approximately 40%).

Tasks

The Zagros Conservation Project is to recruit a large number of consultants and sub-contractors, especially in the first two years of project implementation. The smooth and effective start-up and management of these is essential to the success of the project. The principal role of the Contracts Officer is to ensure the smooth implementation of all contractual arrangement during the project.

Inception Period

The contracts officer is likely to be recruited towards the end of the Inception Period. Hence s/he should assist in final activities of Inception, including the Inception workshop.

Through the Project

- Design an efficient and competitive process for identifying and selecting national and International consultants and sub-contractors, in line with UNDP procedures;
- Ensure all ToR are finalized and appropriate and in line with UNDP contracting requirements and procedures;

⁷ The possibility of having the Contracts Officer part-time for full project may also be considered.

- Oversee the processes to identify and recruit all service providers;
- Prepare contracts for all selected national and international consultants and sub-contractors, in line with UNDP procedures;
- Ensure all contractors submit reports and other agreed outputs in line with contractual arrangements;
- Initiate the payment process, for each consultant and contractor, in line with contractual agreements and performance;
- Provide regular feedback to the NPM on the individual performance of each team member, contractor and consultant;
- Provide technical backstopping and support to contractors and consultants, as appropriate;

In addition:

- Based on the detailed budget (Appendix D), develop a tool for tracking all co-financing to the project. Provide a bi-annual report to the PSC on the status of co-financing;
- Support the NPM as requested;

Estimated Cost: \$12,000 per year plus travel costs

Qualifications:

- Demonstrated experience in managing contracts on international projects;
- Full knowledge of UNDP recruitment, contracting and payment procedures;
- Excellent Farsi and English language skills;

Senior National Advisor (SNA)

Duration: An estimated 3 months per year during entire project duration (15 months in total)

Location: Zagros Project Office (ZPO) in the Zagros Region and Tehran.

Tasks: The Senior National Advisor is responsible for ensuring the project maintains a strategic path to mainstreaming biodiversity into production sectors in Iran. The Senior National Advisor should have a fundamental understanding and experience of the mechanisms for developing policies and programmes in Iran in the natural resources sector. The Senior National Advisor *may* also have an understanding of biodiversity or environmental management.

- Review annual workplans and provide comments;
- Design an approach for influencing policy and policy-makers in the tourism, water, agriculture, forestry and rangelands sectors – with clear, measurable, indicators of success;
- Design an approach for influencing policy and policy-makers in development and budgetary agencies - with clear, measurable indicators of success;
- Work with each of the Thematic Coordinators on the development of each mainstreaming strategy and each MoU with government agencies (under Outcome 2);
- Regularly advise the NPD and the NPM on how to contact and who to contact in national and provincial government agencies;
- Facilitate contacts between the project and policy-makers in the tourism, water, agriculture, forestry, rangelands, development and budgetary agencies at national level;
- Together with the NPM and the Communications and Networking Officer, develop proposals for additional funding and submit to national and international agencies for consideration. Follow-up;
- Take the lead in planning and organizing PSC meetings and ensuring full participation and successful meetings;

- Provide backstopping support to all Core Team and Thematic Coordinators in their interactions with national agencies, provincial agencies, NGOs, private sector and international partners;
- Support NPM as requested.

The SNA reports to the NPM.

Estimated Costs: \$5,000 per year, plus travel costs.

Qualifications:

- Long, demonstrated experience of working in or with government agencies in Iran;
- Long, demonstrated experience of working with provincial government agencies in Iran;
- Demonstrated, excellent communication and networking skills;
- Full understanding of natural resource issues in Zagros mountains;
- Demonstrated understanding of modern human and project management processes;
- Knowledge of English would be an asset;
- Knowledge of biodiversity conservation would be an asset;

International Advisor (IA)

Duration: Three missions for two weeks each year, with approximately 20 days home-based support between missions.

Location: Zagros Project Office (ZPO), the Project Sites, and Tehran.

Tasks

The International Advisor (IA) is the primary source of international technical support for project implementation. The IA will support the implementation of all project components. The IA will visit the project on average 3 times per year. In addition to these missions, the IA will provide periodic home-based support. The IA will be a member of the Project Core Team and will participate in PSC meetings, when possible.

The IA will:

- Ensure that the project maintains strategic direction during implementation;
- Ensure the project has a sharp focus on quality outputs;
- Help ensure a learning and adaptive approach to project management and implementation, in part by providing training on issues such as TOR, contract management, and intra-project communications;
- Introduce international and UNDP/GEF best practices. In addition to direct technical support, this will include the identification of international experts, the scoping of international study tours and international training opportunities, and the development of linkages between the project and other UNDP/GEF projects implemented in the region and in other parts of the world.

The IA will have the following specific responsibilities:

During Project Inception Period

- Review quarterly workplan and provide comments;
- Review final ToR for all Project staff and consultants to be recruited during inception period;
- Advise on recruitment process;
- Help review CVs of all applicants, and if possible participate in interview and selection process;

- Provide initial training on project planning and developing ToR;
- Support Core Team on key strategic tasks in inception period;
- Help plan the Inception Workshop and first PSC meeting;
- Participate in the Inception Workshop and first PSC meeting;
- Help draft project Inception Report;

During Project Implementation

- Contribute to annual and quarterly planning;
- Contribute technically to developing ToR and to annual and quarterly plans;
- Design international study tours and facilitate their organization;
- Help identify suitable international consultants and international training opportunities;
- Support the M&E Officer in the design of the monitoring and evaluation and ensure their contribution to an effective adaptive management in the project;
- Support the Communications Officer in the design and implementation of a good communications strategy, and a strategy for documenting and disseminating lessons learned and best practices;
- Providing training to Project Core Team, Thematic Task Manager and other project stakeholders, as identified;
- Support the NPM in the coordination of inputs, notably the inputs of international experts;
- To the extent feasible, support implementation of the project communications strategy, for example by preparing English language version of newsletter, articles on website, drafting technical papers, etc.

Home-based support will include the following:

- Provide technical comments on draft reports;
- Respond to technical queries;
- Other support as requested by the NPM, within the constraints imposed by the availability of working days.

Estimated costs On average, each year, 3 flights at \$2000, 45 days per diem at \$100, 65 days fees at \$600/day. Total cost \$200,000.

Qualifications:

- Long standing demonstrated experience in managing international projects;
- Demonstrated experience on building capacity for individuals and project teams, and of passing management skills to partners;
- Excellent communication and networking skills;
- Knowledge of biodiversity conservation, rural development or natural resources management;
- Knowledge Iran and/or the project region would be an asset;
- Knowledge of Farsi would be an asset.

THEMATIC COORDINATORS

In general, each Thematic Coordinator is responsible for one or a small number of Project Outputs (or *Activities* in GEF Atlas terminology). Each Thematic Coordinator is responsible for planning and managing a related line of activities and inputs including designing and fielding international experts, launching and supervising sub-contracts, organising meetings, identifying equipment and training needs, planning and running training, and organising workshops etc. Each Thematic Coordinator will report to the NPM. Where appropriate, each will also be responsible for coordinating with the appointed national and provincial focal points from sectoral agencies in their concerned sector.

In most cases, the Thematic Coordinators will be recruited towards the end of the Inception Period. They will not contribute significantly to activities before the Inception Workshop.

National Economics and Financial Policy Coordinator

Duration: Full-time for two years, starting 6 months into project

Location: Tehran, with some travel

Concerned Project Output⁸: 1.2 – National macro and sectoral policies modified

Tasks:

The National Economics and Financial Policy Coordinator is specifically responsible achieving targets under Output 1.2

- Based on the 'National Level Report' prepared under the PDF B stage, identify key partners and partners agencies at the national level;
- Establish strong working relationships with concerned focal points in national agencies for water, tourism, agriculture, forestry, rangelands, development and budgets;
- Working closely with NPM and IA and the concerned focal points in the national agencies, determine policy objectives for the project and develop a strategy for reaching them;
- Working closely with concerned focal points in national agencies, develop ToR for studies to review policy and make recommendations for policy changes;
- Ensure the ToR are fully supported by the concerned national agencies, and that the studies will be 'owned' by those national agencies;
- Working closely with concerned focal points in national agencies, identify and select consultants, sub-contractor to undertake the reviews, etc;
- Monitor and supervise the work of all sub-contractors and consultants (the sub-contractors/consultants, on behalf of the national agencies, are to study the impacts of policy on biodiversity, and are to recommend changes to policy and/or policy making processes);
- Organise necessary workshops and consultations;

- Working closely with focal points in national development and budgetary agencies, develop ToR for the International Environmental Economics Expert and the national sub-contractors on environmental economics. Help identify and select experts/contractors;
- Oversee work on environmental economics, to ensure that it leads to a full understanding of the monetary value of biodiversity and its conservation, and to ensure that this can be effectively communicated to policy makers;

- Ensure there is a coherent and effective set of manuals or guidelines or best practices produced under Output 1.2, and that these are fully adopted by the concerned national and sectoral agencies;
- Give guidance to related project activities on awareness raising and advocacy, ensuring that it complements the policy work under Output 1.2;
- Report regularly to NPM on project progress under Output 1.2, and propose revisions to project approach where appropriate.

Estimated costs: \$24,000

⁸ I.e. 'Activity' in UNDP Atlas terminology

Qualifications:

- Good communications and networking skills;
- Demonstrated team skills;
- Ability to develop modern management skills;
- Demonstrated experience interacting with development and financial agencies in Iran;
- Excellent knowledge of the interactions between development policy and environment;
- Fluent in English;
- Degree in environmental economics or related discipline would be an asset;
- Knowledge of the project region would be an asset;

National Sustainable Development Coordinator

Duration: Full time for full duration of project (five years in total), starting 4-5 months after project signature.

Location: Zagros Project Office, with travel to project sites and Tehran.

Concerned Project Output: 2.1 – New strategy for development operational..

Tasks:

- Based on the 'National Level Report' and 'PIA report' prepared under the PDF B stage, identify key partners and partners agencies at the provincial level;
- Establish working relationships with the appointed focal points in the provincial development agencies and governors office in the four concerned provinces;
- Working with the existing Provincial Planning Councils, establish a working group on biodiversity conservation;
- In close consultation with the working group, develop the ToR for the International Expert on Sustainable Development. Support the identification, the recruitment and the fielding of the International Expert. The International Expert will support all activities under Output 2.1, including training.
- Working with the existing Provincial Planning Councils and the working group on biodiversity conservation, develop a new 'vision' for development of the Central Zagros Conservation Zone. Submit this for consideration at highest level in the province, and determine steps to operationalise the vision;
- Network, advocate and build partnerships in order to promote the vision;
- In close consultation with the working group, develop ToR for the International Environmental Economics Expert and the national environmental economist sub-contractor for their work at the provincial level. Support fielding of the experts and sub-contractors.
- Ensure that the work of the environmental economists leads to a full understanding of the monetary value of biodiversity and its conservation in the Zagros region, and that it these values can be effectively communicated to policy makers at provincial level;
- In close consultation with the working group, develop the ToR for sub-contractors to design the Mountain Biodiversity Resource Centres. Oversee the work of the sub-contractors.
- Liaise with provincial governments to ensure that the two MBRCs are to be adequately funded by Government. Clarify what the project can contribute to establishing the MBRC;
- In close consultation with the working group, develop the ToR for sub-contractors to review the *Man and Biosphere* concept. Oversee the work of the sub-contractors. Ensure that the contractors make specific proposals for next steps that are pertinent in the Central Zagros Landscape Conservation Zone;
- Give guidance to Project activities related to awareness raising and advocacy, ensuring that they complements the policy work under Output 2.1;

- Report regularly to NPM on project progress under Output 2.1, and propose revisions to project approach where appropriate.

Estimated costs: \$12,000 per year

Qualifications:

- Demonstrated understanding of sustainable development concepts;
- Good communications and networking skills;
- Demonstrated team skills;
- Ability to develop modern management skills;
- Demonstrated experience interacting with the government agencies in the four project provinces;
- Fluent in English;
- Degree in environmental economics or related discipline would be an asset;
- Knowledge of the MAB concept and experience working on MAB would be an asset;
- Knowledge of the project region would be an asset;

National Enterprise Development Coordinator

Duration: Four Years, starting year 2

Location: Zagros Project Office, with visits to project sites and occasional visits to Tehran.

Concerned Project Output: 2.2 (Mechanisms to support village driven improved livelihoods), and 3.3 and 3.4

Tasks:

- Prepare a list of all agencies and government tools for supporting rural enterprise development in Central Zagros region, such as the MoAJ, the Ministry of Cooperatives and the Imam Khomeini Committee Relief Fund.
- Contact all agencies and establish working relationships with appointed focal points;
- Negotiate with the concerned agencies and with interested agencies, develop a joint working programme for the project and concerned agencies. This will include the agency committing to investing in biodiversity friendly enterprise development in the project region.;
- Working closely with provincial agencies, develop the ToR for the International Expert on biodiversity friendly small enterprise development. Support the identification, the recruitment and the fielding of the International Expert. The International Expert will support all activities under Output 2.2, including training.
- Working closely with provincial agencies and international expert, prepare pre-feasibility study for the Biodiversity Enterprise Centre, including: scope of operations, funding needs, sources of income, staffing needs, etc;
- Oversee legal establishment of the BEC inside the concerned provincial departments. BEC will be a market-oriented tool for promoting investment in biodiversity friendly ventures across the Zagros region. BEC will perform tasks such as: design investments/projects, advise on loan facilities, advise on government policy tools, advise on marketing and business development, connect investors with project proponents, determine ways to lessen investment *risk*. BEC is to receive some initial funding from the Government and it will receive technical support from project on biodiversity related issues. BEC should be selling its service before the end of the project;
- Design ToR and recruit sub-contractors as appropriate to support the design, launching and marketing of the BEC. Supervise sub-contractors;

- Under the guidance of the concerned provincial departments, oversee the day-to-day activities of the Biodiversity Enterprise Centre;
- Design ToR for international experts to advise on biodiversity friendly alternative livelihoods. Supervise international experts;
- Design ToR for national sub-contractors to develop financially sustainable, economical profitable, biodiversity friendly investments and livelihoods in the 8 villages;
- Oversee the national sub-contractors as they support villagers in the development of biodiversity friendly improved livelihoods (*this will contribute directly to Outcome 3*);
- Ensure all above activities contribute to establishing the BEC as a sustainable rural development support centre operating across the Zagros region;
- Oversee the start-up of the Biodiversity Enterprise Grants Programme. Monitor progress of BEGP. Ensure the BEGP contributes to establishing the BEC as a sustainable rural development support centre operating across the Zagros region;
- Act as Secretariat to meetings of the BEGP review committee;
- Report regularly to the NPM on project progress under Output 2.2, and propose revisions to project approach where appropriate.

Estimated costs: \$12,000 per year

Qualifications:

- Demonstrated successful experience working in agencies that promote rural enterprise development in Iran;
- Knowledge of business processes, businesses models, enterprise development;
- Past experience working with government tools for promoting small-scale private sector development;
- Excellent communication and partnership building skills;
- Knowledge of the project region;
- Fluency in English would be an asset.
- No knowledge of biodiversity or environment is required or expected of this Coordinator;

National Water Sector Coordinator

Duration: Full time during years 2-4 of the project (three years in total).

Location: Zagros Project Office, with visits to project sites and occasional visits to Tehran.

Concerned Project Output: 2.3, and 3.3 and 3.4

Tasks:

- Prepare database of all agencies and partners in the water sector;
- Contact and establish working relationships with appointed focal points in the provincial agencies responsible for water (MoAJ, MoE and DoE);
- Establish inter-provincial working group on water and biodiversity conservation. Organise regular meetings;
- Working closely with the provincial agencies, develop joint work programme for project and agencies. This will consist of an agreement that the project provides technical support in exchange for the agency modifying its actions with the aim of conserving Zagros biodiversity;
- Working closely with the provincial agencies, develop the ToR for the International Expert on water payments. Support the identification, the recruitment and the fielding of the International Expert. The International Expert will support all activities under Output 2.3, including training.

- Working closely with the inter-provincial working group on water, develop a strategy for mainstreaming biodiversity into water management, and develop an MoU between all concerned government agencies;
- Prepare a paper outlining options for water services payments in Iran, based on existing Iranian legal situation and international experience. Inter-provincial working group should select best option;
- Based on the option selected by the inter-provincial working group, develop ToR for national sub-contractors to prepare, in a participatory manner, a detailed, acceptable proposal for water payments for ecosystem conservation. Oversee selection of sub-contractors and monitor/supervise the sub-contractors. If possible, the sub-contractors should work on watersheds around the 8 villages in Outcome 3;
- Facilitate approval of the proposal by concerned Provincial government agencies;
- Oversee start-up of programme to channel payments for water to biodiversity conservation activities;
- Working closely with the provincial agencies, develop ToR for national sub-contractors to undertake a review of existing provincial policy and practices with regards to water management in the Zone. Ensure the sub-contractors report directly to the provincial agencies, and that the provincial agencies 'own' the studies, hence they will adopt the recommendations of the sub-contractors;
- As necessary: identify training needs, design an international study tour, find additional funding sources, etc.
- Where necessary, travel to Tehran to advocate changes in policy, etc.
- Report regularly to the NPM on project progress under Output 2.3, and propose revisions to project approach where appropriate.

Estimated costs: \$12,000 per year

Qualifications:

- Demonstrated experience working with water sector reform in Iran;
- Long experience working with agencies responsible for water management;
- Demonstrated technical knowledge of market-oriented tools for managing water supplies.
- Excellent communication and partnership building skills;
- Ability to develop adaptive management skills;
- Knowledge of the project region;
- Fluency in English would be an asset.
- No knowledge of biodiversity or environment is required or expected of this Coordinator.

National Coordinator on Natural Resources Management

Duration: 4.5 years starting 6 months after project start-up.

Location: Zagros Project Office, with visits to project sites and occasional visits to Tehran.

Concerned Project Output: 2.4, and 3.3 and 3.4

Tasks:

- Prepare database of all agencies and partners in the agriculture, forestry and rangelands sectors;
- Contact and establish strong working relationships with the focal points in the provincial agencies responsible for agriculture, forests and rangelands;

- Establish an inter-provincial working group with provincial agencies and provincial departments for environment. Facilitate regular meetings of the group;
- Working closely with the provincial agencies, develop joint work programme for project and agencies. This will consist of an agreement that the project provides technical support in exchange for the agency modifying its actions with the aim of conserving Zagros biodiversity. For example, this may include modifications in the ongoing 'National Plan for Rangelands Improvement' or the ongoing 'Zagros Forest Conservation Project' in exchange for the project providing technical support to those initiatives;
- Working closely with the provincial agencies, develop the ToR for the International Experts on natural resources management. Support the identification, the recruitment and the fielding of the International Experts. The International Experts will support activities under Output 2.4, including training.
- Working closely with the inter-provincial working group, develop a strategy for mainstreaming biodiversity into natural resources management (i.e. forestry, agriculture and rangelands), and develop an MoU between all concerned government agencies;
- Working closely with the provincial agencies, develop ToR for national sub-contractors to undertake a review of existing provincial policy, plans, programmes and projects related to natural resources management in the Zone, and make recommendations. Ensure the sub-contractors report directly to the provincial agencies, and that the provincial agencies 'own' the studies, hence they will adopt the recommendations. Supervise the sub-contractors;
- Establish linkages with the UNDP project supporting Strategic Environmental Assessment. Cooperate with the UNDP/SEA project team. Determine mechanisms for utilising SEA in order to modify natural resource management policies, plans and programmes and so have improved impacts on biodiversity;
- With the working group, determine operational details of how government plans, policies are proposals are to be modified so that they have a more positive impact on the globally significant biodiversity in the Zagros Zone;
- Secure necessary agreements, and monitor implementation of the agreements;
- If possible, work closely with the BEC and BEGP to determine ways to promote alternative livelihoods that are biodiversity friendly and profitable. This should be done in close connection with Outputs 3.3 and 3.4;
- As necessary: identify training needs, find additional funding sources, etc.
- Where necessary, travel to Tehran to advocate changes in policy, etc.
- Report regularly to the NPM on project progress under Output 2.5, and propose revisions to project approach where appropriate.

Estimated costs: \$54,000

Qualifications:

- Demonstrated experience working with natural resource management agencies in Iran;
- Full understanding of natural resource management issues in Iran;
- Ability to develop adaptive management skills;
- Excellent communication and partnership building skills;
- Excellent knowledge of the project region;
- Fluency in English would be an asset.
- No knowledge of biodiversity or environment is required or expected of this Coordinator;

National Tourism Coordinator

Duration: Three years, starting at beginning of Year 3

Location: Zagros Project Office, with visits to project sites and occasional visits to Tehran.

Concerned Project Output: 2.5, and 3.3 and 3.4

Tasks:

- Prepare database of all agencies and partners in the tourism sector;
- Contact and establish strong working relationships with the appointed focal points in the provincial agencies responsible for tourism;
- Establish an inter-provincial working group with the provincial tourism agencies and provincial departments for environment;
- Organise regular meeting of the working group;
- Working closely with the provincial agencies, develop joint work programme for project and agencies. This will consist of an agreement that the project provides technical support in exchange for the agency modifying its actions with the aim of conserving Zagros biodiversity;
- Working closely with the provincial agencies, develop the ToR for the International Expert on Tourism. Support the identification, the recruitment and the fielding of the International Expert. The International Expert will support all activities under Output 2.5, including training.
- Working closely with the inter-provincial working group, develop a strategy for mainstreaming biodiversity into tourism, and develop an MoU between concerned government agencies;
- Working closely with the provincial agencies, develop ToR for national sub-contractors to:
 - undertake a review of existing provincial tourism policies and Tourism Plans;
 - develop a Tourism Plan covering the Central Zagros Landscape Conservation Zone;
 - prepare guidelines, standards and best practice manuals for tourism and eco-tourism.
- Ensure the sub-contractors report directly to the provincial tourism agencies, and that the tourism agencies 'own' the studies, hence they will adopt the recommendations. Supervise the sub-contractors;
- Through the working group, determine how the provincial tourism department can modify its programmes, plans and policies so that tourism can have a positive impact on the globally significant biodiversity in the Zagros Zone;
- Secure necessary agreements, and monitor implementation of the agreements;
- If possible, work closely with the BEC and BEGP to determine ways to promote tourism that is biodiversity friendly and profitable in the Zone. This should be done in conjunction with Outputs 3.3 and 3.4;
- As necessary: identify training needs, design an international study tour, find additional funding sources, etc.
- Where necessary, travel to Tehran to advocate changes in policy, etc.
- Report regularly to the NPM on project progress under Output 2.5, and propose revisions to project approach where appropriate.

Estimated costs: \$36,000

Qualifications:

- Demonstrated experience working on tourism development in the Zagros region
- Good knowledge of government and private sector agencies involved in the tourism sector.
- Ability to develop adaptive management skills;
- Excellent communication and partnership building skills;
- Knowledge of the project region;
- Fluency in English would be an asset.
- No knowledge of biodiversity or environment is required or expected of this Coordinator;

National Biodiversity Planning and Conservation Coordinator

Duration: Full time for full duration of project (five years in total)

Location: Zagros Project Office, with visits to project sites and occasional visits to Tehran.

Concerned Project Output: 2.6 – Effective biodiversity conservation tools across the Zone

Tasks:

- Establish strong working relations with the provincial departments of environment and establish an inter-provincial working group on protected areas;
- Organise regular meeting of the working group;
- Working closely with the working group, develop the ToR for the International Expert on Biodiversity Planning and Conservation. Support the identification, the recruitment and the fielding of the International Expert. The International Expert will support all activities under Output 2.6, including training;
- Working closely with the working group, develop ToR for sub-contractors to design and undertake biodiversity surveys. Ensure significant government funding is mobilised for the surveys. Monitor the work of the sub-contractors, and monitor the surveys;
- Working closely with the working group, develop ToR for sub-contractors to review the existing protected area network across the Zone and propose changes. Monitor the work of the sub-contractors;
- Working closely with the working group, develop the ToR for the International Expert on Conservation Financing. Support the identification, the recruitment and the fielding of the International Expert;
- Facilitate training and capacity building for protected area and DoE staff on management planning and conservation finance. International experts will provide the training;
- Working closely with the working group, ensure that the recommendations for revised approaches and practices from the various consultants are understood and adopted by the government agencies;
- Working closely with the working group, develop ToR for sub-contractors to develop protected area management plans at all protected areas in the Zone. Oversee process to select sub-contractors. Monitor the work of the sub-contractors. Ensure significant government co-financing is available for this activity;
- Ensure the management plans are business oriented;
- Assist the protected areas to secure necessary financing to implement the plans;
- Establish linkages with the project work related to tourism, water and natural resource management sectors (Output 2.3-2.5). Link protected area management into the respective mainstreaming strategies;
- As necessary: identify training needs, equipment needs, find additional funding sources, etc.
- Report regularly to the NPM on project progress under Output 2.6, and propose revisions to project approach where appropriate.

Estimated costs: \$60,000

Qualifications:

- Demonstrated experience developing protected area systems;
- Demonstrated experience in protected area planning;
- Demonstrated knowledge of progress planning methodologies and of conservation financing options;
- Ability to develop adaptive management skills;
- Excellent communication and partnership building skills;

- Knowledge of the protected areas in the project region;
- Fluency in English would be an asset.

National Coordinator for Village Participatory Activities

Duration: 4.5 years starting 6 months after project start-up.

Location: Project sites, and Zagros Project Office

Concerned Project Output: 3.1 –3.5

Tasks:

- Draft ToR for an international expert on participatory planning and management. Oversee recruitment and fielding. Supervise expert;
- Following the selection of five new sites by provincial governments, draft ToR for sub-contractors to undertake an initial survey of the 5 newly selected villages. Supervise the surveys;
- Facilitate initial meetings in each of the 8 selected villages to introduce project and project activities, obtain feedback, identify local movers and resource persons (2 meetings, each village);
- Working closely with resource persons from the 8 villages, draft ToR for a sub-contractor to facilitate the development of natural resource use management plans in each of the 8 villages, in a participatory manner. International expert should provide training for this. Sub-contractors may also provide training to provincial authorities.
- Oversee selection of sub-contractors and supervise the sub-contractors;
- Provide ongoing technical support to villages as they implement their natural resource use management plans;
- Assist the villages to apply for small grants from the BEGP;
- Working closely with resource persons from the 8 villages, draft ToR for a sub-contractor to assist communities to monitor implementation of their natural resource use management plans, and to monitor the impacts on biodiversity;
- Oversee selection of sub-contractors and supervise the sub-contractors
- Working closely with resource persons from the 8 villages, draft ToR for sub-contractors to provide technical support on improved livelihoods to the 8 villages. This may be through the BEC. This sub-contract should be implemented in close consultation with Output 2.2;
- Oversee selection of the sub-contractors and supervise the sub-contractors;
- Draft ToR for subcontractors to design 2 mobile and 2 permanent participation houses. Supervise the sub-contractors. Ensure government funding to establish the 4 houses is available;
- Oversee process to construct/install the participation houses;
- Working closely with resource persons from the 8 villages, draft TOR for sub-contractors to develop and implement a social communication strategy, to develop materials and to disseminate the findings from the 8 villages across the entire Zone;
- Ensure that villagers from the 8 pilot villages have a key role to play in the dissemination strategy;
- Oversee selection of the sub-contractors and supervise the sub-contractors;
- As necessary: identify training needs, find additional funding sources, etc.
- Report regularly to the NPM on project progress under Output 2.6, and propose revisions to project approach where appropriate.

Estimated costs: \$54,000

Qualifications:

- Demonstrated experience of running participatory development planning processes in rural areas in Iran;
- Full understanding of the gender aspects of rural development in Iran;
- Strong sociological or ethnological background;
- Good knowledge of the key organizations active at the village level in the project region: government departments, religious organizations, mass organization, local NGOs, etc.
- Ability to develop adaptive management skills;
- Excellent communication and partnership building skills;
- Fluency in English would be an asset.

International Technical Experts

Through the Project, a series of international technical experts will be recruited by the project to support the project, notably to support the Thematic Coordinators with their work. The details of the need for these international experts, and their ToR, are expected to change as the project evolves, in response to needs and opportunities. As described elsewhere, it is the role of the Thematic Coordinators and Core Team to prepare the ToR of international experts. This is to ensure they have ownership over the experts, and to ensure their capacity to plan and manage the expert is developed. Early in the project, initial training in preparing ToR and managing international experts will be provided to the Core Team and Thematic Coordinators.

In general, in support of the Core Team member or Thematic Coordinator, International Experts will:

- Review the workprogramme in their concerned area;
- Support the design of consultancies, studies and workshops in their concerned area;
- Support the development of strategies and MoU with partners in their concerned area;
- Support the determination of training needs in their concerned area;
- Ensure best international practices in their concerned area are introduced into Iran, and considered for adaptation and adoption into national practices;
- Contribute to advocacy and influencing decision-makers, particularly outside of DoE;
- Provide training for Core Team, Thematic Coordinators, national consultants and national contractors;
- Provide ongoing technical support to Core Team, Thematic Coordinators, national consultants and national contractors;
- Provide on-the-job training on adaptive management and monitoring

It is noted that the international experts are to play fully supportive roles, and build capacity. It is for this reason that the detailed ToR are not elaborated at present. The ToR should be elaborated by the Core Team member or Thematic Coordinator.

Biodiversity Enterprise Grants Programme – Management Arrangements

1 Objectives

The principal objective of the Biodiversity Enterprise Grants Programmes (BEGP) is to stimulate and support private sector entrepreneurial initiatives that generate profit and contribute to biodiversity conservation.

In addition, it is expected that BEGP will:

- Attract international and national technical support to locally driven biodiversity conservation initiatives;
- Ensure the GEF project has an impact on biodiversity across the entire Conservation Zone;
- Introduce international best practices for small project management to the Central Zagros region, including decision-making and monitoring processes;

II General Procedures

1. During the first year of project implementation, the selection criteria (Section III below) will be finalised and approved by the Biodiversity Enterprise Centre and the Technical Advisory Team (TAT) and approved by the Project Steering Committee. The BEC and TAT will prepare a grant application form, based on the selection criteria. The BEC and TAT will elaborate the points and ranking system (outlined in Section III below);
2. During the first year of implementation, full information on BEGP possibilities, procedures and criteria will be widely advertised and distributed in the four provinces participating in the project – using newspapers, internet, public announcements, project meetings and other media;
3. All proposals for grants from BEGP will initially be submitted to the Zagros Project Office (ZPO);
4. The ZPO staff will screen all proposals for eligibility. Eligible proposals will be submitted to Biodiversity Enterprise Centre;
5. The Biodiversity Enterprise Centre will establish a review committee;
6. Every six months, the Biodiversity Enterprise Centre review committee will meet to review the eligible proposals. Based on selection criteria and ranking system, points will be awarded to the eligible proposals. The review committee will approve a list of proposals with the highest points. This list, with detailed justifications, will be submitted to the PSC members for their approval on a no-objection basis;
7. At each round (i.e., every six months), the project will award, in total, a maximum of \$30,000 in grants. Individual grants will range in value from \$3,000 to \$10,000;
8. All decisions are final;
9. All decisions will be made publicly available, with full details of the ranking and points awarded made fully public.
10. BEC will prepare legal and contractual documents with the successful requesting organization;
11. ZPO will issue the contract;
12. The TAT will monitor the implementation of individual BEGP grants and will monitor the overall BEGP programme. The TAT will be responsible for issuing an overall BEGP progress report, addressing both financial and substantive issues, at least twice per year.

III Selection Criteria and Ranking System

In order to be eligible, all proposals must first meet the essential criteria listed below. If eligible, the proposal will be judged and ranked based on both Essential and Quality criteria.

Essential criteria

- Clear Private Sector focus. The grants should lead to the sustainable development of either individual enterprises, or groups of enterprises, or sub-sectors. The more private sector investors/entrepreneurs that will benefit from the proposed grant, the more points the proposal will receive. Maximum 15 points;
- Clear Biodiversity focus. Although the BEGP grant may be part of a package of activities with broad socio-economic objectives, all the GEF contribution must be fully focused on

biodiversity conservation. The proposal should clearly explain the biodiversity that will benefit, and its global significance. Points will be awarded based on the range of biodiversity to benefit. Maximum 15 points;

- Geographical focus. All BEGP funded activities must take place within the Central Zagros Landscape Conservation Zone. The broader the impact of the proposal, the more points will be awarded. Maximum 15 points;
- Short-term impacts. All proposals should clearly explain how the activities to be financed by the grant will be completed within 6 months of the grant being disbursed. If this criteria is met, zero (0) points will be awarded for this.

Quality Criteria

- Demonstration value. The Grant should lead to changes across the Conservation Zone, and not just support an individual entrepreneur. The proposal should clearly establish what is to be demonstrated through the grant, and to whom. The broader the demonstration, and the clearer the demonstration strategy, the more points will be awarded. Maximum 15 points;
- Cost-effectiveness. All requests for BEGP grants must demonstrate that the objectives are to be met in the most cost-effective manner. The most cost-effective grants can receive up to 15 points;
- Partnerships building. All applicants for a BEGP grant must demonstrate that they are to contribute, in-kind or in-cash, to the project activities. The monetised value of this contribution is to be detailed in the request and is to be validated. The higher the contribution, the higher the points. Maximum 15 points.

An additional 10 points can be awarded, at the discretion of the BEC, with clear justification.

IV Technical Scope

The technical scope of the Grants is not restricted, in order to encourage creativity on the part of grant applicants. *Typically*, family units, cooperative, entrepreneurs and small enterprises will be awarded grants for:

- Modifying tourist enterprises (hotels, restaurants) in order to be more biodiversity friendly;
- Investing in tourist infrastructure – eg bird walks, observation towers, in order to attract eco-tourists;
- Investing in machinery in order to process biodiversity products (medicinal plants, aromatic plants, nuts, flowers, etc) in order to make them more profitable;
- Feasibility studies or market surveys for biodiversity friendly products;
- Investing in livestock technology in order to decrease the pressure on globally significant biodiversity.

V Role of the Technical Advisory Team

The TAT will be partly responsible for preparing the detailed selection criteria and points for the ranking system;

The TAT will be responsible for monitoring the implementation of BEGP-funded activities, including recommending corrective measures for activities deemed to be deviating from original objectives;

The TAT will be responsible for issuing an overall BEGP progress report, addressing both financial and substantive issues, at least twice per year.

VI Costs

Item	Budget
TAT monitoring costs, \$5,000/year, including meetings, over 4 years.	\$20,000
Logistical and Administrative Secretary (Located inside BEC), for four years	\$24,000
Communications (to publicize the BEGP)	\$6,000
Grants (approximately 28 grants, typically for \$7,500)	\$220,000
Total	\$270,000

Appendix C - Standard annex to project documents 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 Executing Agency named in the cover page of this document (hereinafter referred to as the "Executing Agency"), shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities and 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. 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 a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.

2. The Executing Agency shall, as appropriate, assign a Manager for the project on a full-time basis. S/He shall carry out such responsibilities in the project as are assigned to her/him by the Executing 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 or work within the country free of royalty and any charge of similar nature.
9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.
2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager ⁹who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The

⁹ May also be designated Project Coordinator or Chief Technical Adviser, as appropriate.

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 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 United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.

2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.
3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
 - (a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
 - (b) Be immune from national service obligations;
 - (c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;
 - (d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
 - (e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.
4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.
5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:
 - (a) The salaries or wages earned by such personnel in the execution of the project;
 - (b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;
 - (c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
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 or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.
8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.

Suspension or termination of assistance

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

Equipment and machinery							
Salaries (of provincial technical and managerial staff)	50.000						
Purchasing services (seminars, workshops, training, publications)	240.000				40.000		
High level seminars	50.000						
Documentation	MPO	30.000					
Coordination, M&E and management contribution to Outcome 1	253.000	15.000	380.000				
Subtotal	700.000	50.000	1090.000	70.000	73.000	115.000	
Outcome 2							
Output 2.1 New strategy for development							
Studies for building (MBRC)			50.000				
Building activities (MBRC)			120.000				
Equipment and machinery			80.000				
Salaries (of governors, decision-makers, and technical staff and centre staff)	120.000	35.000	30.000				
Purchasing services (local workshops and publications)	100.000	90.000	55.000				
International Sustainable Development Expert or National Sustainable Development Coordinator	Prov Govern or Prov Govern or	30.000	60.000				
Meetings of the PPC's working group		20.000					
International environmental economics expert	Prov Governor	6.000					
National environmental economist s/contract	Prov Governor	18.000					
International Advocacy and Awareness expert		20.000					
National awareness raising sub-contract		50.000					
S/contract to design MBRC		35.000					
S/contract to explore MAB concept	Prov Governor	10.000					
International study tour	Prov Governor	30.000					
Furnishing MBRCs		20.000					

Output 2.2 Mechanism to support 50.000 alternative livelihood development

Equipment and machinery				
Salaries			30.000	
Purch.svces (studies, local w.shops, publ. for sm. 200.000 projects and promoting sustainable use)			70.000	
International expert on small biodiversity friendly enterprise development	Prov MoAJ	60.000		
National enterprise development coordinator	Prov MoAJ	48.000		
Enterprise development s/contracts	Prov MoAJ	55.000	35.000	
International alternative livelihood experts	Prov FRWO, Tourism	90.000		
National sub-contracts to develop specific alternative livelihoods in villages	Prov FRWO, Tourism	200.000		
Biodiversity Enterprise Programme		270.000		270.000

Output 2.3 Mainstreaming into water resources sector

Equipment and machinery				
Salaries (of technical staff on Working group)		5.000	5.000	50.000
Purch.svces (studies for ecosystem payments, policy reviews, experts on guidelines, w.shops, publications)		90.000	90.000	27.000
International water payments experts	Prov MoE	30.000		
National water sector coordinator	Prov MoE	36.000		
Working group meetings		12.000		
Sub-contracts to develop proposals and guidelines	Prov MoE	25.000		
Training		5.000		
Equipment		10.000		
Study tour	Prov MoE	20.000		

Output 2.4 Mainstreaming into agriculture, rangelands and forestry sectors

Equipment and

machinery			
Salaries (of technical staff on Working group)	5.000		15.000
Purchasing services (studies and policy reviews, experts on guidelines, workshops, publications)	120.000		160.000
International experts on agriculture, rangelands and forestry policy	Prov FRWO	45.000	
National coordinator on natural resources management issues	Prov FRWO	54.000	
Working groups meetings		24.000	
Sub-contracts to develop proposals and guidelines	Prov FRWO	55.000	
Training		15.000	
Equipment		15.000	
Study tour	Prov FRWO	25.000	

Output 2.5 Mainstreaming **20.000**
Into tourism sector

Equipment and machinery			
Salaries (of technical staff on Working group)		5.000	5.000
Purch.svcs (studies/policy reviews, review plans, experts on guidelines, ws, publications)	existing	200.000	50.000
International tourism expert	Prov Tourism	25.000	
National tourism coordinator	Prov Tourism	36.000	
Working group meetings		10.000	
Sub-contracts to develop proposals and guidelines	to Prov Tourism	30.000	
Training		10.000	
Study tour	Prov Tourism	20.000	

Output 2.6 Effective biodiversity conservation tools

Equipment and machinery		150.000
Salaries (of protected area staff, and provincial and national experts)		300.000
Purchasing services (BD surveys and monitoring)		350.000
International biodiversity planning/conservation expert		80.000
National biodiversity planning/conservation Coordinator		60.000
S/contract to design surveys		20.000
Undertake surveys		20.000
S/contract to review PA network		40.000
International expert on financing PAs		20.000
S/contract to prepare PA business and management plans		80.000
Equipment for PAs, surveys, etc		50.000

Coordination, M&E and management contribution to	366.000	35.000			
Outcome 2					
Subtotal	2260.000	85.000	1930.000	495.000	217.000
Outcome 3					
Output 3.1 8 Villages selected					20.000
Studies for building (participation houses)			60.000		
Building activities (participation houses)			120.000		
Equipment and machinery (mobile participation houses, furnishing all houses)			70.000		
Salaries (of protected area staff, and provincial experts)			15.000	15.000	5.000
Purchasing services (socio-economic and ecological surveys)			35.000	35.000	25.000
National coordinator for village participatory activities			54.000		
S/contract to undertake initial survey at 5 new villages			15.000		
S/contract to design participation houses			40.000		
International expert on participatory planning and management			35.000		
Training			12.000		
Construct/manufacture participation houses			0.000		

Output 3.2 NR Planning, management and monitoring mechanisms in 8 villages

Equipment and machinery					
Salaries (of protected area staff, and provincial experts)				20.000	
Purchasing services (local planning meetings)				80.000	
Initial meetings			48.000		

**Output 3.3 Long NR
management plans**

Equipment and machinery
 Salaries (of protected area staff, and provincial 20.000
 experts)
 Purchasing services (local planning meetings, studies) 200.000
 S/contract to support 155.000
 participatory development of NR
 plans

**Output 3.4 NR Plans
implemented**

Equipment and machinery (e.g., fences, motor bikes, 160.000
 monitoring equipment)
 Salaries (of protected area staff, and provincial 20.000 20.000 20.000
 experts)
 Purchasing services (implementation of management 200.000 80.000 80.000
 plan)
 S-contract for 48.000
 monitoring
 Subcontracts for 120.000
 technical support

**Output 3.5 Increased
appreciation of biodiversity**

Equipment and
 machinery
 Salaries (for local 10.000 5.000
 experts)
 Purchasing services (targeted awareness 70.000 20.000
 raising)
 National social 15.500
 communication expert
 S/contracts for social 40.000
 communication

**Coordination, M&E and 257.500 25.000
management contribution to**

Outcome 3

Subtotal 840.000 25.000 1105.000 175.000 130.000 20.000
Grand total 3800.000 160.000 4125.000 740.000 420.000 425.000

* As indicated at time of Workprogramme Entry, NGO co-financing will be secured after project start-up. Letters of intent have been received.