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Annex I

Terms of Reference (TOR)

“Terminal Evaluation (TE) of the Building a Multiple-use Forest Management Framework to Conserve Biodiversity in the Caspian Hyrcanian Forest Landscape”

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the *Building a Multiple-use Forest Management Framework to Conserve Biodiversity in the Caspian Hyrcanian Forest Landscape* (PIMS 4078).

The essentials of the project to be evaluated are as follows:

PROJECT SUMMARY TABLE

Project Title:	Building a Multiple-use Forest Management Framework to Conserve Biodiversity in the Caspian Hyrcanian Forest			
GEF Project ID: UNDP GEF Project ID:	4470 4078		<u>at endorsement</u> <u>(US\$)</u>	<u>expenditure as at end of September 2018 (US\$)</u>
Atlas award ID: Atlas project ID:	00071681 00085011	GEF financing:	US\$ 1,900,000	US\$ 1,691,025.28
Country:	Islamic Republic of Iran	IA/EA own:		
Region:	Asia Pacific	Government:	Cash US\$ 3,000,000 In kind US\$ 1,925,000	US\$ 99,153.15 US\$ 584,000
Focal Area:	Biodiversity	Other:	UNDP Cash US\$150,000 UNDP Cash (Parallel) US\$ 200,000	UNDP Cash US\$56,559.51
FA Objectives, (OP/SP):	BD2 Mainstream BD conservation and sustainable	Total co-financing:	US\$5,275,000	US\$ 739,712.66

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	use into production landscapes and sectors.			
Executing Agency:	Forests, Rangeland and Watershed Management Organization, FRWO	Total Project Cost:	US\$ 7,175,000	US\$ 2,430,737.94
Other Partners involved:		ProDoc Signature (date project began):		5 May 2013
		(Operational) Closing Date:		Proposed: 4 May 2018 Actual: 4 May 2019

OBJECTIVE AND SCOPE

The project was designed to conserve biodiversity in key landscapes within the Caspian broadleaf deciduous forest ecoregion. The ecoregion is recognized for its high levels of endemism; it is also an important storehouse of threatened species. It will do this by strengthening the national and local policy framework governing land use in the Caspian forests (which cover an area of approximately 1.8 million hectares), enhancing the rights and roles of the local communities in their management and demonstrating ways and means of improving management (including land use planning, zoning, compliance monitoring and enforcement).

The project will trigger a paradigm shift from sector-focused management to multiple use management, to reduce the conjunction pressures arising from different land uses. It will put in place the necessary policy and regulatory mechanisms needed to mainstream biodiversity conservation considerations into land use plans and build the capacities of key institutions to implement the reformed planning and management approach. The project is thus consistent with GEF Strategic Objective 2 of GEF 5: Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors and in particular Outcome 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation. The successful implementation of this project will set the foundations for replication of the approach in other important forest ecosystems across the country.

The project is responsible for achieving the following project objective: "To put in place a collaborative governance system and know-how for managing a mosaic of land uses in the Caspian Hircanian forest that provides habitat integrity and helps maintain landscape level ecosystem functions and resilience".

The project is designed to lift the barriers to establishment of a landscape approach to the management of biodiversity. The project comprises three complementary components, which are cost shared by the GEF and co-financing. Each addresses a different barrier and has discrete outcomes.

Component 1. An enabling policy and regulatory framework

Component2. Institutional and staff capacity strengthening for multiple-use forest management

Component3. Community piloting of integrated forest management

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The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

EVALUATION APPROACH AND METHOD

An overall approach and method¹ for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (see Annex C). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to **Golestan, Mazandaran, Guilan and Tehran provinces**, including the following project sites:

1. Chehel chay pilot, Minudasht, Golestan
2. Baliran pilot, Amol, Mazandaran
3. Dohezar-Sehezar pilot, Tonekabon, Mazandaran
4. Fariroud-Zilakiroud pilot, Rodbar & Siahkal, Guilan

Interviews will be held with the following organizations and individuals at a minimum:

FRWO Tehran and heads of Natural Resources & Watershed Management in pilots, Department of Environment (DOE), Ministry of Jihad Agriculture (MoJA), ICHTO, District Governors, Local communities & NGOs (Provincial).

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B of this Terms of Reference.

¹ For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

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EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Annex A), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

Evaluation Ratings:			
Criteria	rating	2. IA& EA Execution	rating
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Overall Project Outcomes	rating	4. Sustainability	rating
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								
• In-kind support								

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• Other								
Totals								

which will be included in the terminal evaluation report.

MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.²

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations and lessons**.

Conclusions should build on findings and be based in evidence. Recommendations should be prioritized, specific, relevant, and targeted, with suggested implementers of the recommendations. Lesson should have wider applicability to other initiatives across the region, the area of intervention, and for the future.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in **the Islamic Republic of Iran**. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

² A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

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EVALUATION TIMEFRAME

The total duration of the evaluation will be **33 days**, starts on 23 January 2019 and expires on 31 March 2019 according to the following plan:

Activity	Timing	Completion Date
Preparation/Inception Report	7 days	10 February 2019 (home-based)
Evaluation Mission and National Meetings	16 days	15 March 2019
Draft Evaluation Report	8 days	25 March 2019 (home-based)
Final Report	2 days	30 March 2019 (home-based)

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Type	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO and Project CO
Presentation	Initial Findings	End of evaluation mission	To project management, UNDP CO
Draft Evaluation Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to Project and UNDP CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP and Project comments on draft	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

TEAM COMPOSITION

The evaluation team will be composed of **1 international /1 national evaluator**. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. **The International consultant will be the team leader and responsible for finalizing the report.** The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The **International Evaluator (team leader)** must present the following qualifications:

- Minimum 15 years of relevant professional experience
- Knowledge of UNDP and GEF

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- Academic and/or professional background in institutional/governance aspects of natural resource management, forest management or biodiversity conservation;
- Experience in project design, project cycle management, and project monitoring and evaluation at the international level outside Iran;
- Previous experience with results-based monitoring and evaluation methodologies
- Experience in the review of sustainable development projects at the international level, preferably with UNDP or GEF or other United Nations development agencies Technical knowledge in the targeted focal area of biodiversity
- Have a broad-based knowledge and international/national experience related to capacity building, local community development and natural resource/forest management.
- Understanding of political, economic, institutional issues associated with natural resource/forest management and good environmental governance within the Iranian/Middle-Eastern context.
- Excellent English language skills, both spoken and written

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG Ethical Guidelines for Evaluations](#).

PAYMENT MODALITIES AND SPECIFICATIONS

Milestone	Date	Amount (EUR)
Preparation of inception report and initial project review	10 Feb 2019	2,100
Conducting evaluation mission & Preparation of draft terminal evaluation report	25 March 2019	7,200
Preparation and submission of final report	30 March 2019	600
Travel cost (cities are mentioned in TOR)	15 March 2019	2,815.12



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Note

- In full consideration for the complete and satisfactory performance of the Services under this contract, UNDP shall pay the Contractor the total amount of EUR 12,715.12 (twelve thousand seven hundred fifteen euro and twelve eurocents) on the above payment schedule.
- Confirmation of the Forests, Rangelands and Watershed Management Organization on delivery by the consultant, and acceptance by UNDP of all deliverables is a prerequisite to each payment.
- All envisaged travel costs (including ticket to join duty station, visa, accommodation, etc.) must be included in the offeror's financial proposal. The individual offeror should consider the prevailing price for an economy class ticket serving the most direct routes in his /her financial proposal. The cost of ticket, visa and travel insurance will be reimbursed upon submission of copy of ticket and visa before each mission as per actual cost incurred but not exceeding the proposed cost in financial proposal.
- Individual contractor wishing to upgrade his/her travel to business or first class shall do so at his/her own expense.
- The project will provide air ticket for each local travel- therefore the cost to be excluded from this contract. As for living allowances, the cost will be included in and covered by this contract. Therefore, the offeror is required to include the foreseen cost (living allowances) for Mazandaran (8 Days comprised of 4 days in project pilot sites and 4 days in Project Office), Guilan (2 Days), Golestan (2 Days) and Tehran (4 days).
- The current living allowances in different cities of Iran has been included in the Financial Proposal template. The terminal fee and living allowances will be reimbursed after completion of each mission upon submission of travel claim form and based on the actual rate on travel dates. The cost of each mission is payable only against submission of boarding passes as well as visa, tickets' and all other associated costs' invoices.
- Each payment will be made in Euro upon satisfactory completion of the tasks and respective deliverables as per submission of deliverables/claims by the consultant and the project/UNDP approvals.
- Each payment will be transferred by UNDP through Electronic Fund Transfer to the Euro account number of the contractor introduced through completed vendor form and Bank certificate indicating full banking information.
- Any payment under this contract will be made using UN Operational Rate of Exchange. For updated rates please see: <http://treasury.un.org/operationalrates/OperationalRates.aspx>
- Payments will be made according to UNDP regulations as explained in the contract documents.
- The International Consultant shall not do any work, provide any equipment, materials and supplies or perform any other services which may result in any cost in excess of the above-mentioned amount.

TRAVEL

If travel is required under the contract, the individual consultant shall:

1. Obtain the security clearance from UNDP office (the details of travel including date of departure and arrival, accommodation and purpose of travel shall be submitted to UNDP office 2 working days before date of travel)

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2. Undertake the training courses on Basic Security in the Field and Advanced Security in the Field (only applicable for certain destination; to be checked with UNDP) and provide UNDP with both certificates; the related CD ROMs are available at UNDP office.
3. Undertake a full medical examination including x-rays and obtain medical clearance from an UN-approved physician. This is only applicable for the contractors on the age of 65 years or more.
4. All envisaged travel costs must be included in the Offeror's financial proposal. This includes all duty travels, travels to join duty station and repatriation. The anticipated mission travel has been included in the TOR; however, in the event of unforeseeable travel, UNDP and the Individual Contractor will agree upon the manner in which travel costs including tickets, lodging and terminal expenses are to be reimbursed to the traveler.

FINANCIAL PROPOSAL

Candidates are asked to submit a financial proposal as per "Annex III" that indicates the all-inclusive total price (consultancy fee + travel costs), supported by a breakdown of costs as per the deliverables outlined in this TOR.

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

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ANNEX A: PROJECT LOGICAL FRAMEWORK

This project will contribute to achieving the following Country Programme Outcome as defined in the CPD for Iran:
UNDAF/Country programme Outcome 1. Environmental considerations integrated into development decision-making; 2. Iran contributes to implementation of Multilateral Environment Agreements and internationally agreed targets; UNDAF/Country programme Outcome 4. National, subnational and local capacities enhanced to ensure 1) integrated management, conservation and sustainable use of ecosystems, natural resources and biodiversity; 2. Mainstreaming environmental economics into national planning and audits; 3) effective use of knowledge and tools in prevention, control and response to current and emerging environmental pollution; 4) formulation and implementation of climate change mitigation and adaptation plans and projects.

Country Programme Outcome Indicators: Indicator 4.1: Number of localized (tailored to national context) frameworks and mechanisms that integrate sustainable environmental management.
Baseline: The 5th NDP provides the legal basis for integration of principles of sustainable development. Target: By 2016 national frameworks for sustainable management of wetlands, mountain ecosystems, dryland and Caspian forests, and biodiversity conservation are in place and piloted.
Indicator 4.2: Frameworks for improved PCB and HCFC Management in place and implementation started (Yes/No).
Baseline: Inadequate frameworks conducive to national development priorities.
Target: Frameworks introduced by 2016
Indicator 4.3: Localized frameworks, mechanisms and models (tested and piloted according to national context) on climate change mitigation and adaptation are developed (Yes/No). Baseline: Second National Communication in place.
Target: By 2016, Third National Communication and Residential Energy Efficiency Frameworks in place.

Applicable GEF Strategic Objective and Program: **BD-2:** Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/ Seascapes and Sectors

Applicable GEF Expected Outcomes: **Outcome 2.1:** Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation

Applicable GEF Outcome Indicators: Policies and regulatory frameworks (number) for production sectors.

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STRATEGIC RESULTS FRAMEWORK (Amended version proposed to the MTR. Status of indicators at MTR are highlighted in green)

Objective/Outcome	Indicator	Baseline	Targets ³	Means of verification	Assumptions
The long-term goal to which the project will contribute is “an effective multiple use forest governance system, integrity and resilience for the Caspian Hyrcanian Forests of Iran”.					
Objective: To put in place a collaborative governance system and know-how for managing a mosaic of land uses in the Caspian Hyrcanian forest that provides habitat integrity and helps maintain landscape level ecosystem functions and resilience.	Landscape area in the Caspian Hyrcanian forests where forestry and other production activities mainstream biodiversity conservation	0 ha	Policy and frameworks for managing multiple use forest landscapes across 800,000 ha of forests	regulatory Green Development Strategy Project Reports; Independent mid-term and final evaluations	The interest and commitment of FRWO management and staff to the new policies and practices developed under the project remain sufficiently high and long-lasting to have the transformational impact.
	Area of biodiversity set-asides created governed by clear specific management guidelines	Approximately 11% is formally protected by DOE and a further 1% is Forest Reserves (FRWO) but without any systematic management	At least 100,000 ha of new biodiversity set asides under FRWO management defined (with management guidelines)	Project reports; Independent mid-term and final evaluations	Cooperation of other production sectors such as Livestock, Tourism and Agriculture located in the Caspian forests landscape are forthcoming and fully supportive of the project's objective and approach
			400,734 ha of potential candidate Special Areas for Biodiversity (SABs) have been identified with FRWO and expert inputs. Field		

³ The final time period for realizing project targets is project end (2018), unless otherwise specified.

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Objective/Outcome	Indicator	Baseline	Targets ¹	Means of verification	Assumptions
	regime for biodiversity conservation		assessments are under way, and a final recommendation for at least 100,000ha of SABs will then be made for approval.		
Extent of forest cover (CV) and forest condition score (CD) in each pilot landscape	Forest cover Basi n #	Forest Cover ha	No net loss of forest cover and improved quality with reduced loss of high grade species These indicators will be measured only for the Terminal Evaluation	Monitoring reports GIS-RS data	
	22 & 23	27943			
	33 & 34	25610			
	53	20685			
	92	12599			
	Forest condition Basi n #	CD 22 & 13			

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Objective/Outcome	Indicator	Baseline	Targets ³	Means of verification	Assumptions
		23 33 & 34 53 92	13 11 9	No decline in status of rare or flagship species in pilot landscapes by end of project	Biodiversity assessment reports at TE

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Ecosystems
Policy Analysis

Objective/Outcome	Indicator	Baseline	Targets ³	Means of verification	Assumptions
Outcome 1 : An enabling policy and regulatory framework for multiple use forest management is developed		92 5. 4	1 0 0		<p>Outputs:</p> <p>1.1 Systematic assessment of values of forests and related ecosystem services for pilot landscapes (detailed) and Hyrcanian Forest landscape (high level), and externalities of deforestation and forest degradation incorporated into policies, plans and sector decisions and finance options identified to offset opportunity costs.</p> <p>1.2 Inter-sectoral coordination mechanisms established and national regulations and policies (inventory, function mapping and zoning, carrying capacity and utilisation plans etc.) for planning and management for Caspian Hyrcanian forest landscapes based on biodiversity mainstreaming needs reviewed and adopted</p> <p>1.3 Integrated, multi-purpose forestry strategy and plan, including sustainable land use plan for Caspian Hyrcanian forest, based on in depth biodiversity information, and management options analyses, that a) define biodiversity rich areas to be classified as biodiversity set-asides and secure financial resources for their management and b) lays out appropriate land-uses and management practices to be prescribed in the adjacent production landscape</p> <p>1.4 National and local operational guidelines in place to manage multiple land uses in forest landscapes including improved forestry, small holder agriculture and livestock practices</p>

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Objective Outcome	Indicator	Baseline	Targets ³	Means of verification	Assumptions
	key production sectors	and valuation studies completed. PES options scheme drafted.			that is required for mainstreaming biodiversity conservation into sector strategies and plans
Inter-sectoral coordination mechanisms established, national policy and regulatory framework is adjusted to meet BD mainstreaming requirements and is updated within operational procedures	FRWO and other sectors are not coordinated and lack inclusion of biodiversity conservation practices	Inter-sectoral coordination mechanisms established at Hyrcanian Forest and pilot landscape levels.	Government Orders or notifications, meeting records	Caspian Hyrcanian Forest stakeholders will embrace and take ownership of a multiple use approach to sustainable forest management	Support will be provided by FRWO and other land managers towards stronger degrees of coordination in multiple use management that promotes mainstreaming biodiversity conservation
		Regional Coordination Committee (RCC) established for whole of Caspian Forests, and Local Coordination Committees (LCC) established for each pilot landscape (4)	1 FRWO regulation on multiple use planning issued	Planned for 2017/18	There is interest and will to incorporate ecological values into the economics assessment of the key production sectors and modify plans strategies
Integrated, multi-purpose forestry strategy and plan, (including measures for replication upscaling of pilot integrated	No coordinated plan for production sectors in the Caspian Forests exists	Integrated, multi-purpose forestry strategy and plan, including Sustainable land use plan for Caspian Hyrcanian forest, that a) define biodiversity rich areas to be gazetted as new PAs and b) lay	Approved plan document	Approved integrated, multi-purpose forestry strategy and plan, including Sustainable land use plan for Caspian Hyrcanian forest, that a) define biodiversity rich areas to be gazetted as new PAs and b) lay	N. S. Shahrazad Blvd. Dardasht 43487394 Tehran/I.R.Iran (P.O.Box 15815-4557) Tel. (98 21) 2286 0631-4 286 0925-8 Fax (98 21) 22869547 Email: registry@undp-ir.org website www.ir.undp.org

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Objective/Outcome	Indicator	Baseline	Targets ³	Means of verification	Assumptions
	management plans and sustainable land use plans) that defines a clear direction for the Caspian Hyrcanian Forests and supports mainstreaming biodiversity conservation		out appropriate land-uses and management practices to be prescribed in the adjacent production landscape The Green Development Strategy for the Hyrcanian Forests is in final draft and awaiting approval		accordingly
Operational	Forestry, tourism and agriculture sectors lack a coordinated approach to management	At least 3 improved operational guidelines for: i) multi-purpose forestry; ii) sustainable small holder agriculture; iii) improved livestock practices and iv) sustainable tourism	Approved operational guidelines documents	Project reports	
Outputs:					
Outcome 2: Enhanced institutional and staff capacity for implementing a multiple use forest management plan					
2.1 Central and district staff of FRWO and other key stakeholders trained and able to apply / oversee multiple-use landscape level forest management, and training materials and best practices incorporated into FRWO staff induction courses					
2.2 Integrated management plan developed in a participatory way for each pilot landscape and operationalized with appropriate institutional arrangements, coordination mechanisms and adequate budget					
2.3. Effective monitoring and enforcement systems in place to control harvesting forest resources					
2.4 Best practices manual and guidelines for multiple-use forest landscape management prepared, tested and revised					
2.5 Sustainable land-use plan implemented in a pilot landscape to provide 'learning by doing' and replication plan for other pilot					

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Objective/Outcome	Indicator	Baseline	Targets ³	Means of verification	Assumptions
					landscapes (and input for the whole Caspian Hyrcanian forest landscape) initiated with secured resources from central and provincial government by the end of the project
Improvement in Total Capacity Development Score for multi-purpose forestry	10 (adapted scorecard gives revised baseline of 11)	26 at the mid-term evaluation course 42 at the final evaluation course	The mid-term Capacity Development Score is assessed as 30	Scorecards at Mid-term and Final Evaluation	<p>Institutions are unwilling to commit the expected number of personnel for training and capacity building</p> <p>Trained staff may not continue in current roles</p> <p>Sector representatives are committed to implementing the sectoral plans that form part of the landscape level Sustainable Land Use Plan for the Caspian Forests</p>

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Objective/Outcome	Indicator	Baseline	Targets ⁴	Means of verification	Assumptions
		Environment: 45 Local communities: 77 NGOs: 122 Private sector: 65 Health: 5 Islamic Devel. Org.: 160 Min Education: 52	Total: 878 (slight overestimation due to overlaps in individuals between courses)	At least 2 IMPs approved and being implemented Integrated management plans have been drafted for each of the four pilot landscapes and are awaiting approval. Quick wins have and are being implemented	Project reports Mid-term and terminal evaluation reports
Number of landscape level integrated management plans approved and being implemented	0			Lessons learned compendium will be compiled in 2017/18	

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Iran

Objective/Outcome	Indicator	Baseline	Targets ³	Means of verification	Assumptions
	Use of a community based, functional and effective monitoring mechanism for illicit felling and land clearing in the pilot landscapes	Does not exist	Effective monitoring systems in place to control harvesting forest resources To be developed during 2016 and 2017 - currently building trust with communities	Project reports Mid-term and terminal evaluations	
Outcome 3: Community based integrated forest management piloted	Outputs: 3.1 Public awareness raised and communities mobilised and empowered to contribute to multi-purpose forestry 3.2 At least 2 community-based FMPs (covering 30,000ha) developed and implemented that include prescriptions for sustainable use of forest resources, resource sharing mechanisms and responsibilities of the local communities for the implementation of the plan. 3.3 Alternative livelihood development plan implemented that includes agri-livestock based activities (independent to forest ecosystems) and also a NTFP enterprises development and value addition strategy				<p>Local communities are willing to participate in the conservation and protection of forests (the project addresses their livelihood needs and allays fears of loss of land for agriculture)</p> <p>The opportunities for economic activities would stimulate the poor natural</p>

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Bhutan

Objective/Outcome	Indicator	Baseline	Targets ³	Means of verification	Assumptions
Number of community based forest management plans developed, agreed by community management committees and implemented	0	34 53 92	58.5 54.0	2 community based forest management plans covering 30,660ha Community based Forest Management training has been given and CFFMPs initiated in 2 pilots	Project reports CBF management plan Mid-term and terminal evaluation reports
Number of persons involved in new sustainable livelihoods, and total additional \$ generated in their income in the pilot landscapes	0			At least 100 males and 100 females in 4 different types of sustainable livelihood activities Type (#Men, #Women) Handicrafts (9,82) Tourism (172,59) MedHerbs/Food (0,20) Wood processing (1,7) Tree nursery (6,0) IPM Rice (10,10) Comm. Forestry (194,5)	Project administrative records Mid-term and terminal evaluations

No. 8 Shabrad Dzong, Thimphu, 194a/7/29/11 (Dzong), P.O. Box 15876, 45577
 Tel: (98 21) 2786 0691-4, 286 01225; Fax: (98 21) 2286554; Email: npt@undp.org.bt www.undp.org

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Programme
Objectives

Objective/Outcome	Indicator	Baseline	Targets ¹	Means of verification	Assumptions
			<p>At least US\$ 200,000 generated</p> <p>Type (total US\$ earned)</p> <ul style="list-style-type: none"> Handicrafts (12,450) Tourism (5,500) MedHerbs/Food (800) Wood processing (2,200) Tree nursery (0) IPM Rice (0) Comm. Forestry (0) <p>TOTAL: US\$ 20,950</p>		

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ANNEX B: LIST OF DOCUMENTS TO BE REVIEWED BY THE EVALUATORS

- Project Original Document, Logframe
- Project Annual Work plan
- Project Annual & Mid-Year Reports
- Project MTE Report and Management response
- Project PIRs
- Financial Reports
- Project publications
- Project website
- Demonstration sites management plans
- Consultants technical reports (International and national)
- Annual Audit reports/ Management Responses

7, Vali-e-Asr Blvd, Darrous, 1948773911 Tehran, I.R. Iran (P.O. Box 15075-4557)
Tel: (98 21) 0691-4, 286 0925-8, Fax: (98 21) 22869547. Email: registry@undp.org, website: www.ir.undp.org

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ANNEX C: EVALUATION QUESTIONS

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?	• • • •	• • • •	•
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?	• • • •	• • • •	•
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?	• • • •	• • • •	•
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?	• • • •	• • • •	•

No. 8 Shahrzad Blvd Darrouz 1968772911 Tehran I.R. Iran (P.O. Box 15875-4557)
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UNDP
Iran
Country
Office

Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?

•	•	•	•
•	•	•	•
•	•	•	•
•	•	•	•

No. 8 Shahrzad Blvd. Darrous 194873911 Tehran I.R. Iran | P.O. Box 15875-4557
Tel: (98 21) 2236 0691-4, 226 0925-3 | Fax: (98 21) 22869547 | Email: registry@undp.org, website: www.ir.undp.org

www.ir.undp.org

ANNEX D: RATING SCALES

<i>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</i>	<i>Sustainability ratings:</i>	<i>Relevance ratings</i>
<p>6: Highly Satisfactory (HS): no shortcomings</p> <p>5: Satisfactory (S): minor shortcomings</p> <p>4: Moderately Satisfactory (MS)</p> <p>3: Moderately Unsatisfactory (MU): significant shortcomings</p> <p>2: Unsatisfactory (U): major problems</p> <p>1: Highly Unsatisfactory (HU): severe problems</p>	<p>4. Likely (L): negligible risks to sustainability</p> <p>3. Moderately Likely (ML): moderate risks</p> <p>2. Moderately Unlikely (MU): significant risks</p> <p>1. Unlikely (U): severe risks</p>	<p>2. Relevant (R)</p> <p>1.. Not relevant (NR)</p>
<i>Impact Ratings:</i>		
<p>3. Significant (S)</p> <p>2. Minimal (M)</p> <p>1. Negligible (N)</p>		
<i>Additional ratings where relevant:</i> Not Applicable (N/A) Unable to Assess (U/A)		



ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.



A handwritten signature in black ink, appearing to be a stylized 'B' or 'S' followed by a flourish.

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Evaluation Consultant Agreement Form⁴

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at *place* on *date*

Signature: _____

⁴www.unevaluation.org/uneccodeofconduct

ANNEX F: EVALUATION REPORT OUTLINE⁵

- i. Opening page:
 - Title of UNDP supported GEF financed project
 - UNDP and GEF project ID#s.
 - Evaluation time frame and date of evaluation report
 - Region and countries included in the project
 - GEF Operational Program/Strategic Program
 - Implementing Partner and other project partners
 - Evaluation team members
 - Acknowledgements
- ii. Executive Summary
 - Project Summary Table
 - Project Description (brief)
 - Evaluation Rating Table
 - Summary of conclusions, recommendations and lessons
- iii. Acronyms and Abbreviations
(See: UNDP Editorial Manual⁶)
- 1. Introduction
 - Purpose of the evaluation
 - Scope & Methodology
 - Structure of the evaluation report
- 2. Project description and development context
 - Project start and duration
 - Problems that the project sought to address
 - Immediate and development objectives of the project
 - Baseline Indicators established
 - Main stakeholders
 - Expected Results
- 3. Findings
(In addition to a descriptive assessment, all criteria marked with (*) must be rated⁷)
- 3.1 Project Design / Formulation
 - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
 - Planned stakeholder participation
 - Replication approach
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector
 - Management arrangements
- 3.2 Project Implementation
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Partnership arrangements (with relevant stakeholders involved in the country/region)
 - Feedback from M&E activities used for adaptive management
 - Project Finance:
 - Monitoring and evaluation: design at entry and implementation (*)

⁵The Report length should not exceed 40 pages in total (not including annexes).

⁶ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

⁷ Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues
- 3.3 Project Results
- Overall results (attainment of objectives) (*)
 - Relevance(*)
 - Effectiveness & Efficiency (*)
 - Country ownership
 - Mainstreaming
 - Sustainability (*)
 - Impact
4. Conclusions, Recommendations & Lessons
- Corrective actions for the design, implementation, monitoring and evaluation of the project
 - Actions to follow up or reinforce initial benefits from the project
 - Proposals for future directions underlining main objectives
 - Best and worst practices in addressing issues relating to relevance, performance and success
5. Annexes
- ToR
 - Itinerary
 - List of persons interviewed
 - Summary of field visits
 - List of documents reviewed
 - Evaluation Question Matrix
 - Questionnaire used and summary of results
 - Evaluation Consultant Agreement Form

ANNEX G: EVALUATION REPORT CLEARANCE FORM

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: _____

Signature: _____ Date: _____