

MENARID

**Institutional Strengthening and Coherence for
Integrated Natural Resources Management in Iran**



Mid-Term Evaluation Report



March-July 2014

Project Information

GEF Sec Project ID: 3732

GEF Agency Project ID: 3232

Country: Iran

Project Title: MENARID—Institutional Strengthening and Coherence for Integrated Natural Resources Management

GEF Implementing Agency: UNDP

ATLAS Award ID: 00059713

Project Id: 00074811

Executing Partner(S): FRWO under the, Ministry of Jihad Agriculture (Islamic Republic of Iran)

GEF Focal Area(S): Multi-Focal

GEF-4 Strategic Program(S): Ld-Sp1; Iw-Sp3; Cc-Sp6; Bd-Sp4

Name of Parent Program/Umbrella Project:

MENARID, Integrated Natural Resources Management in the Middle East and North Africa

Evaluation Team members:

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MTE duration:

March until July 2014

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0.1 Project Summary Table

Project Title:		Institutional Strengthening and Coherence for Integrated Natural Resources Management in Iran		
GEF Project ID:	3272	<u>at endorsement</u> (Million US \$)		<u>31, March 2014</u> (Million US \$)
UNDP PMIS ID:	3232	GEF financing:	US \$ 4,320,000	US \$ 1,510,432
Country:	Islamic Republic of Iran	UNDP TRAC I:	USD 200,000	US \$ 51,980
		UNDP TRAC II: (thru parallel funding to SMLWR):	USD 937,000	US \$ 431,249
Region:	Middle East and North Africa Regional Program	Government:	USD 14,600,000 Cash US \$ 9,000,000 in kind US \$ 5,600,000	Cash US \$ 1,506,943 In kind US \$ 252,913
Focal Area:	Multifocal Areas: Land Degradation (LD) Climate Change (CC) International Water (IW) Biodiversity (BD)	Other:		
FA Objectives, (OP/SP):	LD-SP1; IW-SP3; CC-SP6; BD-SP4	Total co-financing:	US \$ 15,737,000	US \$ 2,243,085
Executing Agency:	FRWO, Ministry of Jihad Agriculture, Government of Islamic Republic of Iran	Total Project Cost:	USD 20,057,000	US \$ 3,753,517
Other Partners involved:	Ministry of Jihad Agriculture Government, Private Sector, NGOs, Communities	ProDoc Signature (date project began):		July22, 2010 by GEF September28, 2010 by FRWO
		(Operational) Closing Date:	Proposed: Aug. 28, 2015	Extension requested: Dec 28, 2017

* Total co-financing=UNDP+Government+other

0.2 Background

1. The MENARID Institutional Strengthening and Coherence for Integrated Natural Resources Management in Iran (PIMS 3272) is a full-size UNDP/GEF project that officially commenced in September 2010 and is scheduled to conclude at the end of August 2015. This project follows the guidance of GEF 4 and is implemented by Forest, Range and Watershed Management Organization (FRWO) of the Ministry of Jihad Agriculture (MoJA), Government of Islamic Republic of Iran. The total project budget is USD20,057,000. GEF financial support is USD4,320,000, the regular UNDP TRAC I support is USD200,000 and UNDP TRAC II (through parallel funding to SMLWR II) is USD937,000. The government co-funding is USD14,600,000.

2. MENARID Iran is a core member of MENARID (Middle East North Africa Regional Integrated Development), a regional GEF-supported program. The objectives are twofold: to promote INRM in the landscapes of the MENA region, and to improve the economic and social well-being of the targeted communities through restoration and maintenance of ecosystem functions and productivity.

3. The purpose of the MENARID Regional Program Framework is overall guidance in identifying strategic priorities for GEF investments in integrated natural resource management (INRM) in the MENA region. These strategic priorities should maximize GEF's impacts in achieving global environmental benefits through evidence-based targeted downstream investments supporting the GEF focal areas, based on overall country risk context for land degradation, international waters, biodiversity and climate change, while contributing at the same time to improving livelihoods and reducing poverty.

4. In line with UNDP/GEF Evaluation Policy, GEF-funded projects are monitored and evaluated regularly. The mid-term evaluation (MTE) is intended to assess the relevance, performance and success of the project and support changes needed at mid-term. It aims at promoting accountability for achievement of GEF objectives through the assessment of results, effectiveness, processes and performance of the implementation to date. The MTE makes recommendations to improve the likelihood of expected outcomes. The following report is a detailed description of this evaluation, its methods and results, a summary of which is provided below.

5. In general, the evaluation explores the following criteria:

- Relevance: the extent to which the activities were suited to local and national development priorities and organizational policies, including changes over time;
- Effectiveness: the extent to which an objective has been achieved or how likely it is to be achieved;
- Efficiency: the extent to which results have been delivered with the least costly resources possible, also called cost effectiveness or efficacy;
- Results: the positive/negative and foreseen/unforeseen changes to and effects produced by a development intervention to date. (In GEF terms, results include direct project outputs, short-to-medium-term outcomes and longer term impact, including global environmental benefits, replication effects and other local effects);
- Sustainability: the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Projects need to be environmentally, financially and socially sustainable.

0.3 Findings

0.3.1 Relevance

6. The MENARID project in Iran entails a unique integrated planning approach to natural resources management focused on institutional strengthening for environmental, economic and social development objectives. The project deals with a need for inter-sectoral collaboration in management of land/water resources and a dynamic development and risky context across all pilot sites and activities. The project implementation and management focus can be enhanced, however, around risk identification, risk management, resilience and adaptation to climate change approach. Planning for INRM activities, especially at the community level, should be regularly informed by inclusion of dynamic and comprehensive risk analysis across the social, environmental and social landscape. Instilling a risk assessment framework, however, will require a project management shift in conceptual understanding from sustainable livelihoods to adaptive, collaborative capacities and livelihoods in a dynamic changing landscape and climate approach. Training on risk assessment/management as it related to project expected outcomes should be included to support project management in implementing this shift.

7. The relevance of the MENARID project is expressed by its unique design, which allows south-south triangular cooperation and the promotion of a national development model supporting sustainable social, economic and environmental human development goals (within the context of the national commission on SDGs). The project was designed appropriately to demonstrate upstream institutional change on INRM and downstream INRM practices and institutional linkages.

8. To address development challenges effectively in the Iran context for greening-inclusive growth, individuals, institutions and communities require *innovative capacities to collaborate across boundaries and adapt to complex environments*. MENARID is experimenting and having some observable success with these approaches.

0.3.2. Efficiency

9. Cost effectiveness, vision and knowledge about what works for community-level, focused and bottom up grassroots change are demonstrated under the renewed project leadership (Since 2012. a former staff member of Hableh-Rud SLM project with valuable experience in social and community mobilization work has been the new NPM.). The project has delivered on planned budgets since his employment. Under the renewed leadership, project implementation has utilized 93% of the GEF allocated budget for 2012 and 2013 even after delays. The activities reviewed relate to all three project components and were successfully implemented as planned (annexes 1 and 2). The project has also achieved on physical and financial fronts since inception.

10. MTE observed positive PMU team spirit towards project management and implementation arrangements. MTE found teams at PMU and provincial units organized around key project strategies: Women's Economic Empowerment, Knowledge Management (KM), Technology Transfer (TT) and Capacity Building (CB), Integrated Natural Resources Management (INRM), Livelihoods and Payment for Ecosystems Services (PES). Team spirit was observed to be supporting cost effectiveness and smoother national and international inputs. Initiatives were taken by the PMU to facilitate unique collaboration with other GEF projects and to add value in terms of promoting synergies and knowledge networking for INRM learning network, advocacy and longer-term capacity building. The PMU is adequately supporting important capacity development of the provincial implementation units and communities on INRM practices in four project sites visited. Efficiency in implementation could be facilitated by a more collaborative approach between all partners (GEF, UNDP, FRWO) facilitated by CTA and NPM.

0.3.3 Effectiveness

11. In the first half of implementation, the MENARID project management implementation focus has been to garner quick wins (small-scale development projects/cooperation and livelihoods/cooperative projects) and results in communities and at the provincial-level for INRM planning. This has helped to facilitate linkages and trust between government departments and communities, promote social cohesion and cooperation around development projects and mobilize communities in the local planning processes as priority action. The focus has been justified, forming the basis for programming in the second half around a focus on achieving quality pilots and institutionalization for INRM practices. (However, the decision to do so unilaterally has been questioned.)

12. A strategic approach is needed to implement this project. It is broad and technical in scope, and many partnerships, scientific and coordination inputs are required. While the first half was on garnering downstream enabling activities and local results, the second half focus must be on results-based implementation per agreed log frame, employing clear strategies and focus on quality programming/implementation. Putting in place an overarching capacity building framework is absolutely essential to guide efforts, garnering the right technical inputs where gaps are identified and completing INRM innovations, especially at the community level. The role of UNDP, GEF and CTA in facilitating south-south collaboration to find the right solutions to INRM problems remains essential.

13. Partnerships should be engaged for strategic implementation and greater impact. At the provincial level, partnerships are employed effectively for institutionalizing the MENARID approach, for working with government agencies and strengthening inter-sectoral planning mechanisms with the private sector and the scientific community in active research and in the livelihoods agenda as well as working with CBOs for capacity building through the learning-by-doing approach and NGOs/CBOs working directly with communities. The strategy documents that have been prepared at provincial level (for pilot watersheds) are being supported by the Governor's Office. This is unique.

14. The project is engaging in learning activities and knowledge management, but it can be more systemic (included as part of the INRM national capacity efforts in strengthening government-led INRM learning systems) with coordination and targeted knowledge sharing. Knowledge sharing and coordination are required across the pilot's communities, provincially and regionally (MENARID regional project, others) for effective and efficient technology transfer and dynamic learning. For capacity building, the project employs good effort and international expertise, setting the basis for more results. However, for sustainability of efforts and towards longer-term CB outcomes for NRM, CB can be thought of as a national learning system, and the project can link activities and implement them where possible through local and national learning institutions (This is beginning to happen, e.g. MOU with University in Yazd).

0.3.4 Provincial-level inputs

15. A strong relationship between PMU and the governors and provincial managers was observed in the provincial project sites (Kermanshah, Sistan-Baluchistan, Hableh-Rud and Yazd). A notable MTE highlight is that the project approach and concept has been integrated with provincial budgets in Kermanshah and Yazd. These have been integrated into local development plans and are funded by provincial budgets and as such are a tremendous achievement. In Kermanshah, the governor has requested extension of the MENARID planning and community engagement approach to 13 more watersheds (interview with governor).

16. Provincial INRM strategies (Strategy Doc) are being developed within the context of provincial technical committees (Kermanshah, Hableh-Rud, Yazd and Sistan). Cross-sectoral planning is building on existing mechanisms. For example, the Hableh-Rud project team has focused on developing a

multi-risk-based watershed management plan within the context of a project-established coordination center for conducting training and coordination workshops for managers and staff of Hableh-Rud project from three project sites. In terms of mechanisms that Hableh-Rud used to coordinate between different organizations and departments as basin stakeholders, Hableh-Rud has advanced efforts to change the government sectoral approach to a watershed management approach to integrated watershed management and has involved other stakeholders within the planning process (see annex 10 and 11). Hableh-Rud site is most advanced, in this regard. It is also most advanced from a risk identification and management perspective (land use, land degradation, climate change), and its experiences can be shared with the other project sites. Another excellent example of project-led strategic planning was observed in Sistan-Baluchistan province. MENARID and the nationally executed Conservation of Iranian Wetlands Project are entering an agreement to employ a common multi-stakeholder, participatory planning and ecosystem approach to restore the Harmon wetlands basin, a common site.

0.3.5 National level inputs

17. The project is working on INRM through close collaboration with the Hableh-Rud project and an INRM-initiated think tank group in preparing an INRM road map. In addition, a policy document on existing legal landscape has been prepared. In the second half, the conflicting policies are to be addressed.

18. The national level upstream policy work and related advocacy must be employed to augment institutionalization of the integrated natural resource management approaches piloted by the project. As a priority, an indicator “draft INRM policy framework developed and delivered to cabinet by end of project” can be included in the project monitoring framework. Secondly, the national INRM technical committee can be made operative. To date operationalizing the national technical committee (for reasons provided throughout this report) is on hold. Making the national technical committee operative will facilitate national level INRM inter-sector planning approaches. (This should be done in close partnership with the Department of Environment and other relevant members.) The constitution of the national committee can be reviewed by project management in consultation with a qualified institutional development advisor for membership and expected outcomes. It should be vetted by the Project Board (PB) as the project’s main oversight function. In addition, for future implementation, it is important to include influential national committee members engaged in project implementation on the project board to influence policy and to enable them with technical input for oversight and movement toward institutionalization post MENARID.

19. The Project Board (PB) is not functioning well. It is supposed to be the main oversight and planning function per project document. MTE found that project-related decisions are being made unilaterally by the PMU--government without inputs of the other main project partners, GEF and UNDP. This is a serious flaw in implementation and should be corrected. The Project Board has met only four out of a possible 14 meetings. The PB is thought of as a rubber stamp type meeting for project-related activities(interview with key project implementation stakeholders). This must change, and the Project Board must become the primary focus for MTE follow-up. Two suggestions include: 1. operationalize a project board secretariat that engages and prepares results-based meetings and provides a platform to establish links between the board members and the pproject activities and 2. immediately hold a tripartite meeting to discuss the roles and responsibilities i.e. include a review of its own constitution and expected outcomes.

20. Payment for ecosystem services (PES) is a key project strategy and implementation modality for instilling and scaling INRM. According to the project document, PES is a capacity-building and decision-making tool for empowering resource users on INRM decision-making and group organization (ProDoc). PES is also a tool for making the quantitative argument for MENARID approach at the national level (i.e. an economic case on business as usual, cost of conflicts,

increasing water scarcity and climate change, increasing food insecurity, increasing drought, etc. PES is thus at the core of a national livelihoods approach and can be engaged to influence the national accounts in favor of INRM. The project has engaged an international environmental economics expert who has vetted the two PES mechanisms implemented by the project (biodiversity conservation through range land management in Yazd and combating desertification by afforestation in Sistan & Baluchistan). The Hableh-Rud project staff slated to work on PES mechanisms in 2014. In addition, the project held training workshops on PES for technical committee's at all pilot sites, as well as in FRWO.

21. PES is working downstream and can be scaled across the pilots, but the PES can also be elevated to also engage nationally in an economic valuation (study of the national accounts) for the purpose of mobilizing support for a national INRM framework.

0.3.6 Local level inputs

22. The MENARID approach has been consistently reported across the stakeholders interviewed as "actions to facilitate linkages, trust and cooperation engagement" between communities and service providers in order to deal with adaptive livelihood issues, land degradation and water scarcity within watersheds at the demonstration sites. The community-based work has been foundational to garnering enabling environment for INRM changed practices. Project activities (under the current NPM's knowledge and leadership) were deployed to garner trust, strengthen community networks and enhance social cohesion. The downstream focus also facilitates linkages between communities with government extension service providers and promotes sector convergence to the policy makers. Without this, the project cannot succeed.

23. The Hableh-Rud project has demonstrated impressive environmental impacts on over 100 hectares. The site's focus and approach to water risk and management (i.e. water efficiency and improved land use and water management strategies, including conflict resolution) are resulting in enhanced trust, cooperation and socio-economic empowerment and environmental results in those communities. These experiences must be shared more effectively across all the MENARID pilot sites, nationally and internationally, through targeted knowledge management, learning activities, public relations and joint work planning.

24. The project is an incubator and documenter of community and province-led innovations and traditional methods, many with great potential for scale-up and replication (qanat system, solar technology, alternative livelihoods linked to INRM, conservation agriculture practices, wind erosion solutions and organic foods potential (Hableh-Rud and Kermanshah, among others). The innovations are being documented but can be more systematically collected, shared and leveraged for community support, political capital and resource mobilization through the global, regional and local knowledge networks.

0.4 Conclusions

25. MENARID Iran has potential as an umbrella sustainable development program for UNDP, GEF and GOIRI, capturing international resources like International Waters, REDD, CCA and bilateral support through coordinating and sharing lessons on environment and INRM projects, linking other social and economic development activities across sectors and serving the country's sustainable development programs through a systemic knowledge network approach. Such vision, nevertheless, needs renewed commitment, cooperation and common understanding from the three partner agencies, GEF, UNDP and FRWO, in order to realize the MENARID project's potential. A functioning Project Board and a directed, motivated and capacitated PMU is central to such a vision. Cooperation and close involvement of all partners (UNDP, FRWO and GEF) are needed to make it a reality.

26. This project is uniquely positioned to fill a major gap in strategic knowledge management and sharing across all GEF Iran initiatives for transformative change in national planning efforts in INRM. Through strategic knowledge cooperation and networking with GEF and other environmental, social and development projects, MENARID can systemically promote broad understanding of environmental, social and economic externalities in national, regional and local development planning through different entry points to make the case for more integrated planning approaches.

27. The MENARID project presents a unique, timely opportunity for the UN system, the GEF and the Government of Iran to showcase Iran's work on SDGs within the international arena in 2015. This is contingent on implementing MTE corrections and managing risks highlighted. Key recommendations include embarking on joint planning for an international knowledge sharing and learning seminar in 2015 with UNDP's support.

0.5 Main Recommendations

28. Grant the project an extension through December 2017. The project extension is justified because the project was delayed in start to its implementation.

29. The Project Board PB must begin to function. It must be reviewed for active membership. It must be reconstituted and supported by a robust INRM national technical committee and secretariat based at PMU for better decisions. The PMU will require training on how to hold and prepare for a good project board meeting.

30. In the second half, a strategic approach to implementation is needed toward the longer-term goals to instill INRM policies and practices across the society, including government and non-government sectors (civil society). The implementation can build on foundational work conducted in provinces and communities with a view to raising the quality (technical implementation and completion of successful piloting innovations begun for scale-up). The main strategy is promoting institutional coherence and a community-informed and multi-sectoral planning approach at national level. Key actions include 1. undertaking relevant training for project implementing staff, including risk identification and management; 2. revisiting and writing a project implementation strategy infused with the appropriate technical support for key areas: *Women's Economic Empowerment, Knowledge Management (KM), Technology Transfer (TT) and Capacity Building (CB), Sustainable Livelihoods and Payment for Ecosystem Services (PES), Institutional and Integrated Natural Resources Management (INRM), Integrated Water Resources Management (IWRM), INRM and Watershed, with focus on participatory monitoring and management of dry lands, biodiversity conservation through ecosystem management approaches and climate change adaptation.*

31. Future implementation must prioritize strategic partnerships with institutions and support of institutional contracts. The implementation focus should not be solely through small interventions and individuals, the outcome of which would be a greater focus on systems-level results (capacity of implementing partners for future). Such a shift would also free up valuable time for the project teams, who are rather engaged on hands-on delivery, to focus more on developing, monitoring and implementing strategies and building strategic partnership as opposed to implementing small-scale activities.

32. An area of priority post MTE is enhanced technical and implementation oversight. This is needed in advance of developing a second half implementation strategy. UNDP and GEF RTA can play a more significant "hands on" role in strategic monitoring through mechanisms set up (i.e. M&E, PB, etc. See monitoring sections). Partners must negotiate a plan for more joint technical and oversight monitoring including field visits. Key technical gaps identified can be validated and efforts made to include at different levels of implementation where there are gaps. Project management can

immediately vet the technical needs identified at MTE with CTA support and make a report to the project board PB.

33. The established think tank group and the draft INRM road map prepared by the PMU during first half is the basis for upscaling institutional strengthening work in second half. More project orientation, technical advice and support for INRM to the project team are required from international experts. Developing a technically vetted INRM plan with benchmarks and strengthening the INRM think tank group at national level are priority areas for PMU, UNDP, GEF and CTA support.

34. A knowledge management approach is essential for cost efficiency and effectiveness within such a broad-scope “transformation” mandate. The PMU can engage both a strategic knowledge management and a learning system advisor to help develop a master plan to leverage community, provincial, national and international-level knowledge and systematic technology knowledge exchange, research and scientific inputs into project activities, including dynamic public engagement and capacity building. Leveraging a targeted slate of KM products and services will strengthen learning and networking on INRM. A KM platform can support synergies and link national level GEF activities with global, regional and national/local networks, fulfilling a noted gap.

A detailed list of recommendations is included at the end of the report.

0.5.1 Rating of Progress (towards project objectives and outcomes, employing the six-point UNDP/GEF rating scale)

35. The MENARID project is expected to achieve most of its major global environmental objectives and yield satisfactory global environment benefits and GEF projects (CIWP). A **Satisfactory (S)** rating has been allocated by the MTE

Key focal areas	Key Comments- *These are further substantiated in the respective sections of the report.
<i>Project formulation</i>	Although institutional strengthening aspects were not well covered in the original ProDoc and LF, the project has taken the initiative to prepare strategy documents at watershed level as a mechanism for institutional strengthening. Concerted PMU needs to continue as well as PB work on articulating multiple strategies, taking into consideration the MTE recommendations for second half implementation. More upstream work is needed. Also due to late start of the project, a need for project extension and revising log frame indicators was expressed at MTE.
Implementation	<p>PMU is fully operational. Forming inter-sectoral mechanisms through technical committees at provincial level, the project is removing some of the barriers to INRM implementation in the pilot sites. Key experts from various sectors (water, energy, tourism, mines and industry, environment, etc.) are participating in implementation. Experts are working to prepare strategic documents for watershed management in all sites. This initiative is being supported by the governor’s office. In the second half, this activity needs attention of the national technical committee and should be an experience that is fed into the development of a draft policy on NRM. It can be included in log frame as an indicator such as draft policy on NRM. At field level, there is a need for more technical monitoring and inputs.</p> <p>Project Board must be enabled as a functional results-based oversight mechanism. The PMU must plan for strategic membership, and provide strategic preparation and technical inputs to PB. PMU should facilitate PB meeting in provinces and make strategic monitoring visits to project sites.</p>
Country Ownership/Driven-ness	<p>Project completely meets the needs and priorities of government, and government accepts its approach and modality and supports the project at different levels. As mentioned about government agencies and governor are supporting project activities. This ownership has also been witnessed at the national level in consultation across government ministries as departments (see details in report for more information).</p> <p>Excellent. Cooperation can be built upon to raise profile of UNDP, GEF and GOIRI work for resource mobilization (more GEF funding for IW, CC etc.) and south-south cooperation (MENARID).</p>

Key focal areas	Key Comments- *These are further substantiated in the respective sections of the report.
Stakeholder participation	The project teams have done a good job of engaging various stakeholders (government, NGO, CBO, academia, private sector, etc.). A notable success is that the project strategy for multi-stakeholder participation in planning services is unique in Iran and among GEF projects. All projected stakeholders are participating from various government organizations, NGOs, local community (at the local, provincial and even national level), private sector (Barij Esance company, carpet institute, Kafshdouzak, etc.), university (Yazd University), national organizations, like renewable energy organization, agriculture extension department and some international collaboration (SGP, ICARDA). More can be done to operationalize a multi-stakeholder technical committee at national level and include stakeholders for INRM policy development and technical implementation.
Replication approach	Project has great potential for the community- and provincial-based planning model to be scaled. (So far, five provinces have requested scaling up the MENARID approach, namely the institutional strengthening practice). Also in Kermanshah province, the governor asked the project to replicate its approach in 13 more watersheds. The project needs KM approaches to increase visibility and knowledge sharing across pilots.
Cost-effectiveness	Yes. Despite a slow start, the project has been able to deliver up to 90% of its original annual budget according to the annual work plans (2012 and 2013). Two annual audits have also been conducted, which have reflected cost-effectiveness. Continued risk and adaptive management are very important.
UNDP comparative advantage	<p>To provide more strategic support for policy, quality assurance and donor support, UNDP must be more involved in project implementation (in particular, technical and substantive support (soft policy work) and monitoring. Strong recommendations include the following shifts:</p> <ul style="list-style-type: none"> ▷ Provide support to the NPM on the conceptualization of micro-management of the technical institutional development work; be involved in the recruitment and selection of project activities, based on NEX guidelines' project ITA on Institutional Development (Public Policy professional with technical NRM thematic background). The UNDP Program officer should also be involved on the national technical committee as a substantive technical member; ▷ Continue with good work. It is critical to negotiate for the NPM to be immediately placed on a UNDP contract with direct reporting to UNDP and host government for the duration of the project; ▷ Hold a tripartite meeting to discuss the relevance and importance of UNDP's technical and substantive oversight role on behalf of UN and GEF to manifest through four UNDP contracted positions: program specialists at UNDP, ITA, CTA and NPM. Project supervision and monitoring, like all UNDP-supported contracts, provide cash and in-kind contributions .To date the PO has not been given an entry point to be substantively involved, and only the CTA has been actively involved but at arm's length. <p>Augmenting these changes will enable UNDP to become substantively—and from a fiduciary perspective—more involved in project implementation through initiation of a schedule of monitoring visits to provincial sites with technical involvement of an INRM think tank group supporting the GEF project network, to facilitate south-south collaboration of GEF, RTA and UNDP Program Officers in the national technical committee and as stakeholders. UNDP will additionally support planning of the 2015 international seminar.</p>
Linkages between project and other interventions within the sector	<p>The project is doing very well linking to GEF projects in an informal KM approach (knowledge sharing and management). Also, partnerships were built between MENARID and SGP to facilitate knowledge transfer on community-based approaches in Iran. Additionally, linkages were built with ICARDA and ICARDA-MENARID project (important to be more active in the MENA region).</p> <p>The engagement with other environmental, social and economic development projects can be explored to increase technical and operational implementation efficiencies. An international KM expert can be employed with a view to creating an inclusive sustainable development network.</p>
Project Management arrangements	NPM position can be formalized as project staff under UNDP contract to mitigate risk of dynamic changes in government that are threatening smooth implementation.
Financial planning	Audit reports in past two years show good financial planning. MTE finds a need for results-based linked financial planning.

Key focal areas	Key Comments- *These are further substantiated in the respective sections of the report.
Monitoring and evaluation	Needs focus on M&E for results. Log frame must be the project M&E management tool. Focus is needed on developing an M&E system for dry lands (can do in partnerships). ICARDA-MENARID has already built a platform for technical support, and training must be provided for exchange of M&E data on a regional level.
Execution and implementation modalities	These are found by MTE to be appropriate. For national capacity building, the project is employing a good effort and setting the basis for some results. However, for sustainability of efforts and toward longer term CB outcomes for INRM, project can be thought about as instilling a national learning system and can link activities and implement where possible through local and national learning institutions (This is beginning to happen: MOU University in Yazd). Teams must write down a strategy and begin to augment activities to date with plans to make concrete learning links to local and national universities, agricultural or business/other colleges.
Coordination and operation issues	Better coordination mechanisms between GEF, UNDP and FRWO are required. CTA could also help in this regard. International expertise also seems to be needed, as well as a KM system approach.
Identification and management of risks (adaptive management)	<p>Yes. From five risk categories identified in ProDoc, the project has done a good job in facilitating intersectoral collaboration and involving local communities. However, due to devaluation of RIs against \$ co-financing commitments, it is more challenging to reach. Also due to change in government, officials may continue, as well as environmental risks. In the second half, the project needs to focus on building resilience against each of these risks.</p> <p>Project Board and UNDP must have a rolling risk management matrix to monitor on a regular basis.</p>
Results	Moving forward with results (see log frame and the status of indicators). MTE recommendations should be followed to mitigate risks and increase results.
Attainment of objective	Moving toward this (See log frame and status of indicators annex 1, also annex 2).
Prospects of sustainability: 1. financial, 2, socio-economic, 3. Institutional framework and governance, 4. Environmental risks.	1-Co-financing needs to be reviewed and agreed on. 2-Socio-economic element is related to will for MENARID approach to continue. 3-Needs INRM think tank group to be strengthened to act as the technical committee and to start work on a draft INRM policy framework. 4-Requires more technical inputs and oversight in implementation to finish disparate activities and project-led innovations at pilot sites.

Criteria	Ratings	Comments
Monitoring and Evaluation: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of M&E	MS	PMU conducts regular M&E of project (QPRs, PIRs and APRs) performance through P-M&E workshops (quarterly) and weekly staff meetings, for the project to reach its objectives. However, a more technical approach is needed for MXE to become a core PMU function. An M&E plan should be drafted to monitor various project level outputs, using SMART indicators. The plan needs to be approved by PB, and necessary training should be given at various levels. This is highly susceptible to changing staff. M&E at project level must employ the approved log frame as the management monitoring tool. M&E at results level must focus on the dry land monitoring system development and train on GEF tracking tools. New ME officers should be trained on any system put in place.
M&E design at project start-up	S	
M&E plan Implementation	MS	
IA & EA Execution: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall Quality of Project Implementation/Execution	S	This is all satisfactory but contingent on risks of institutional shifts. It will be important to contract the NPM on UNDP contract and ensure PB becomes functional.
Country Ownership	HS	
UNDP Execution	S	
Outcomes: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall Quality of Project Outcomes	S	On the right track, with good leadership of project management, but needs more strategic approach and better joint partner monitoring during second half. UNDP, GEF, CTA and GOIR support to NPM and NPD is critical to increase efficiency of project. Also efficiency could be increased through enhanced team work at project level.
Relevance: Relevant(R) or not Relevant (NR)	R	
Effectiveness	S	
Efficiency	MS	
Sustainability: Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U).		
Overall likelihood of risks to sustainability:	ML	All sustainability is contingent on the project partners jointly taking forward the recommendation of the MTE.
Financial resources	L	
Socio-economic	L	
Institutional framework and governance	L	
Environmental	ML	
Impact: Significant(S), Minimal(M), Negligible(N)		
Environmental status improvement	M	Hableh-Rud has demonstrated impressive environmental impact on over 1000 hectares employing a similar approach. This project is on the right track. Much more learning and sharing is needed between Hableh-Rud and other project sites.
Environmental stress reduction	M	
Progress towards stress/status change	M	
Overall project results	S	Although the project has been given S- The rating is highly contingent on risk management and incorporating recommendations at MTE.

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Acronyms and abbreviations

ALD	Alternative Livelihood Development
APR	Annual Project Review
ATR	Action Taken Report
AWP	Annual Work Plan
BD	Biodiversity
BLS	Baseline Study
BTE	Bureau of Technical and Engineering
CB	Capacity Building
CBO	Community Based Organization
CC	Climate Change
CCA	Climate Change Adaptation
CP	Country Program
CPAP	Country Program Action Plan
CTA	Chief Technical Advisor
DG	Director General
DOE	Department of Environment
DWPA	Department for Women and Pastoral Affairs
EE	Environmental Economist
EB	Executive Board
FE	Final Evaluation
FRWO	Forest, Rangeland and Watershed Management Organization
GEF	Global Environment Facility
GOIRI	Government of Islamic Republic of IRAN
Ha	Hectare
HR	Human Resources
ICARDA	International Center for Agricultural Research in the Dry Areas
INRM	Integrated Natural Resources Management
IR	Islamic Republic
IW	International Waters
IWRM	Integrated Water Resources Management
KM	Knowledge Management
LD	Land Degradation
MDGs	Millennium Development Goals
MENA	Middle East and North Africa region
MENARID	Middle East and North Africa Regional Development Program for Sustainable Land Management
M&E	Monitoring and Evaluation
MFA	Ministry of Foreign Affairs
MIS	Management Information System
MOE	Ministry of Energy
MOI	Ministry of Interior
MoJA	Ministry of Jihad Agriculture
MOMs	Minute of Meetings
MOU	Memorandum of Understanding
MTE	Mid-Term Evaluation
MTR	Mid-Term Review
NAB	Nomadic Affairs Bureau
NEX	National Executed
NAPCD	National Action Program to Combat Desertification
NBSAP	National Biodiversity Strategy and Action Plan

NCCD	National Committee to Combat Desertification
NCSd	National Committee on Sustainable Development
NEX	National Execution Modality
NGO	Non-Governmental Organization
NPD	National Project Director
NPM	National Project Manager
NPMC	National Project Management Committee
NPP	Net Primary Productivity
NR	National Resources
NTC	National Technical Committee
PB	Project Board
PES	Payment for Environmental Services
PGIS	Participatory Geographical Information System
PIM	Project Implementation Manual
PIR	Project Implementation Review
PMC	Planning and Monitoring Committee
PMIS	Project Management Information System
PMU	Project Management Unit
POPP	Program and Operations Policies and Procedure
PPC	Provincial Planning Council
PPM	Provincial Project Manager
PPMC	Provincial Project Management Committee
PPMU	Provincial Project Management Unit
PPR	Project Progress Report
PPRC	Provincial Project Review Committee
PR	Public Relation
PRA	Participatory Rural Appraisal
PRF	Project Result Framework
ProDoc	Project Document
PTD	Participatory Technology Development
QPR	Quarterly Project Report
RDB	Rural Development Bureau
REDD	Reducing Emissions from Deforestation and forest Degradation
RTA	Regional Technical Assistant
SDGs	Sustainable Development Goals
SGP	GEF Small Grant Program
SLM	Sustainable Land Management
SMLWR	Sustainable Management of Land and Water Resources
SP	Strategic Program
TC	Technical Committee
TA	Technical Advisor
TT	Technology Transfer
ToR	Terms of Reference
UNCBD	United Nation Convention of Biodiversity
UNCCD	United Nations Convention to Combat Desertification
UNCED	United Nations Conference on Environment and Development
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
WUE	Water Use Efficiency

1. INTRODUCTION AND BACKGROUND OF PROJECT

1.1. Purpose of the mid-term evaluation

In line with UNDP/GEF Evaluation Policy, GEF-funded projects are monitored and evaluated regularly. MTE is a monitoring tool to assess project status and challenges and identify corrective actions to ensure that projects are on track to achieve planned outcomes. Through the MTE exercise, GEF aims to promote accountability for achievement of GEF objectives through the assessment of results, effectiveness, processes and performance of the partners involved in the GEF-supported activities to date and through recommendations on improving likelihood for expected outcomes by making adjustments if needed. The results need to be monitored and evaluated for their contribution to global environmental benefits, ideally based on quantifiable information that can lead to a robust assessment of these criteria and is delivered by the project monitoring system.

1.2. Expected outputs and how they will be used

The main products expected from the MTE include the following:

- The Inception Report (within 5 working days of signing the contract), containing details of the methodological approach used by the evaluator to undertake the study and including an evaluation matrix.
- The Draft MTE report (not later than four weeks after mission), including evaluation scope and method, findings, conclusion and recommendations.
- A Mid-Term Evaluation Report of approximately 40-50 pages, excluding Annexes. It is a revised version of MTE draft report that takes all comments from PMU, UNDP and GEF technical adviser into consideration.
- A PowerPoint presentation (at least 10 slides), covering the key points of the MTE with the main findings and recommendations.

Findings of this evaluation will be incorporated as recommendations for enhanced implementation during the final half of the project's term.

1.3. Scope and methodology

A detailed methodology was developed in advance of an evaluation mission on April 18-May 1, 2014. It was approved as inception report by the evaluation partners including FRWO, GEF and UNDP on April 18. The evaluation team was comprised of one international and two local experts. The mission was backstopped by MENARID focal point (M&E)ⁱⁱ. The independent international expert - team leader coordinated the national consultants to ensure quality and timely submission of the evaluation reports. The national experts provided supportive roles, in terms of professional backup, national contextual understanding and translation. The entire MTE team worked with extended project partners (UNDP, GEF, national counterpart (FRWO) and other key stakeholders) to plan the evaluation mission, coordinates the necessary meetings and field visits, provide supporting documentation and help review the recommendations for implementation. The owners of the evaluation will take forward the recommendations; therefore, their involvement was essential to forming conclusions and making implementable recommendations.

A desk study, (including review of the project documentation provided by the PMU and the local UNDP office), was conducted in advance of the in-country mission. The documentation reviewed (see detailed list annex and in MTE inception report) included UNDP and GEF MTE evaluation policy,

the project document, annual project reports, project steering committee minutes and decisions, budgets, work plans, files, reports, project implementation reviews (PIRs), UNDP guidance documents, national legislation relevant to the project and any other material considered useful (annex 9). A survey on the project's accomplishments and lessons was developed and delivered to the PMU staff in a workshop.

Stakeholders consulted (annex 10) included project partners, UNDP, GOIRI, GEF and members of the project board/technical committees, experts (national and international), academic and learning community, the PMU at national and provincial levels, representatives from relevant ministries at national and provincial-level (including governors in provinces, national NGOs, CBOs), managers of other GEF projects and the project beneficiaries in the project areas. Semi-structured interviews were designed. A mixture of participatory evaluation techniques were used to gather and analysis data, including community group dynamics analysis, observations in community group settings (i.e. mosques, community halls and informal community lunches). Focus group discussions and questionnaires were prepared for adaptation to the different groups.

1.4. Limitations

The main limitation was the security restriction at the project site in Sistan and Baluchistan. The international consultant was unable to visit this project site. This limitation was dealt with by the two national consultants and managed effectively. The work of the province was included in final analysis and report.

Evaluation was originally planned February and March 2014, but due to a time-consuming process for the international consultant's visa and coincidence of the mission with the Iranian New Year holidays, the evaluation field mission was postponed to April. This prolonged finalization continued through May and June.

MTE mission days of international and national consultants were different (annex 14), while they worked together simultaneously. This was overcome by regularizing the consulate contracts - payment schedules and considering the enlarged evaluation scope adding days to adjust to the actual the work involved.

1.5. Structure of the Evaluation Report

The report has six main sections: 1. Introduction; 2. The Project Description and Development Context; 3. MTE Findings, including Sections *3.1. Formulation*, *3.2. Implementation* and *3.3. Results*; 4. Conclusion; 5. Recommendation and Lessons Learned; 6. Annexes.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1. Project Start and Duration

The project was developed through UNDP-GEF Project Preparation Grant (PPG) during 2009-2010. The PIF was approved on February 19, 2008, and PPG was approved on July 14, 2008. The project document was endorsed by the GEF Secretariat on July 22, 2010, and agreement was signed between the UNDP and Government of Islamic Republic of Iran on September 28, 2010. Implementation of this project started in December 2010 with the assignment of a National Project Director (NPD), National Project Manager (NPM), three Provincial Project Managers (PPMs) and recruitment of a Chief Technical Advisor (CTA). The inception workshop/first operational planning was conducted in Tehran, January 18-19, 2011. Thereafter, operational planning and project activities formally began. The project had very slow implementation due to a number of factors reported to the MTE, including operationalizing PMU, initial management performance/delivery issues and turnover of NPDs and NPMs. Under new project management in July 2012, the delivery improved and the new PMU began to implement at full capacity from 2012 onwards. A description of all activities conducted since inception per outcome and the percent of delivery rates are provided.

2.2. Implementation Status

The project is midway in time implementation. However, due to reasoning provided in this report, it has achieved delivery of 1/3 of the GEF resources. Based on audit report 2011, the delivery rate during first year implementation was 36%. The AWP was revised on September 28, 2011, to USD521, 750, and the actual expenditure was \$188,344 (p. 14, audit report 2011). For 2012, the delivery rate was 99%. The AWP was revised on December 19 to \$618,400, and the actual expenditure was \$612,210 (p. 20, audit report 2012). In 2013, the delivery rate was 98%. According to the AWP dated December 19, 2012, budget for year 2013 was \$693,000. Actual expenditure amounted to \$682,736 (98% of budget spent). The project achieved 98% delivery based on what was originally planned (p. 1, 2013 audit report). All these are good signs that the project is on track in terms of delivery as per stated work planning. The delivery per outcome was also analyzed per year (see tables and more commentary on p.23).

2.3. Problems the Project Sought to Address

INRM in Iran is limited by knowledge barriers, policy barriers and technological barriers as mentioned in the ProDoc.

a. Knowledge Barriers

Although initiatives have been taken in Iran on sustainable natural resources management, they are localized and scattered, and sometimes information is inaccessible, with little impact processes and learning. There is no common understanding of INRM between specialist and stakeholders. Regarding the nature, extent and severity of natural resource degradation in different parts of the country, the information is limited or out-of-date. As a result, focus tends to address visible symptoms of degradation rather than the underlying causes.

b. Policy Barriers

Although the government of Iran has formulated several policies to address natural resources and environmental degradation, lack of a consistent policy framework for a coordinated and integrated approach among stakeholders has been an important barrier for the INRM. Often the policies of some departments do not conform with, and are sometimes against, the policies of other departments.

Attempts at integration have suffered due to poor political and institutional commitment. Improved capacity and political commitment are required to implement and sustain integration and coordination between sectors and departments for INRM.

c. Technological Barriers

The local community uses old agricultural implements with heavy dependency on machines (tractors and tillers that are not in good shape), resulting in an increased land degradation and pollution. An example is area of uplands cultivated with tractor-drawn disc ploughs, which cause significant soil erosion by wind and water, reduced soil moisture and low crop yields. These implements are also largely responsible for the conversion of forests and rangelands and loss of biodiversity.

These barriers come with a backdrop of the Iran –Iraq eight-year war (1979-1987), economic sanctions in recent years, the devaluation of RIs against dollar and finally, the development of renewable energy sources and practices has been very slow, causing environmental degradation.

2.4. Immediate and Development Objectives, Outputs/Activities

The project has an overall objective to contribute to the removal of barriers to climate-resilient, sustainable land, ecosystem and water management and integrated natural resources management (INRM) in Iran by enhancing coordination mechanisms, raising public awareness and participation, reducing vulnerability to drought, promoting cross-sectoral cooperation and ecosystem-service-based approaches, policies and inventories of good practice, degradation assessments and capacity building. Participatory, gender-sensitive, community-driven demonstration activities are undertaken in four watersheds (Razin in Kermanshah, Hamoon in Sistan-Baluchistan, Hableh-Rud in Semnan/Tehran and Behabad in Yazd provinces), representing a range of mainly dry lands and situations.

The project goal is to provide a strong base for sustainable development through instilling INRM nationally while providing a range of global benefits to the MENARID region (ProDoc). In order to overcome the barriers and address the corresponding programmatic gaps, the specific objective of the Iran full-size project is that of an institutional strengthening plan, supported by the implementation of pilots of demonstrated good INRM practices.

By building a proven, replicable INRM model and strengthening the capacity and knowledge needed for subsequent mainstreaming of the approach across the country based on MENARID experiences and lesson learned, project implementation is expected to make a direct contribution to the country's poverty reduction strategy, to its food security policy and to the fulfillment of its National Action Program in response to the UN Convention to Combat Desertification (UNCCD), UN Framework Convention on Climate Change UNFCCC and UN Convention on Biodiversity UNCBD.

2.5. Expected Results

Outcomes and Outputs: The project's results are summarized in three major outcomes and several key activities (ProDoc):

Outcome 1: Enhanced, engendered knowledge and understanding of the drivers of land-use change, causing land, ecosystem and water degradation with consequent impacts on ecosystem services and local livelihoods

Output 1.1 Monitoring and information system for land use change, land and water and ecosystem degradation assessment

Output 1.2 Documented analysis and results of the economic, non-monetary and trade-off costs of the degradation within watersheds and landscapes at demonstration sites

Output 1.3 Inventory of best practices from research, farmer innovation, PTD and local knowledge

Output 1.4 Increased awareness at all levels from community to national stakeholders of the need for and benefits from integrated approaches to natural resources management.

Outcome 2: An enabling environment for the INRM and the use of the enhanced knowledge from Component 1

Output 2.1 Community-based demand for INRM, supported by coordination committees and planning across sectors

Output 2.2 Evidence-based examples of new policies, laws and regulations for INRM

Output 2.3 Demand for assessments of the degradation status of lands in watersheds, including specific ecosystems and land uses, along with trade-offs between land uses and the impact of changing land use on other parts of the landscape

Output 2.4 Community-driven demand for information on approaches and technologies that integrate best practice across watersheds and landscapes.

Outcome 3: Community-driven, climate-resilient approaches and techniques for sustainable land and water management demonstrated through INRM practices

Output 3.1 Quantitative calculations of global environmental benefits to be derived by integrated approaches to INRM in watersheds and landscapes in Iran and the impact that could be derived by upscaling from the demonstration sites using cross-sectoral coordination

Output 3.2 Implementation of land use and water management practices that are people-friendly, cost-effective and climate-resilient and that can also improve returns within the constraints of local agro-ecological conditions

Output 3.3 Payments for Environmental Services schemes that are operative at the demonstration sites or nearby, where financial benefits accrue to local land.

2.6. GEF Alternative/Global Benefit

The GEF alternative for this project is the enhanced capacity for ecologically sound dry-land management practice across the region and institutional strengthening coherence for IWRM in Iran and across the region. The project strategy involves a *three-pronged approach for GEF increment*:

(1) integrate state-of-the-art knowledge on INRM into government policy and institutional planning, (2) help reverse negative impacts of current legal and policy instruments by promoting policy and legislative reform in favor of integrated approaches to INRM that combine developmental and environmental objectives and (3) work in demonstration sites to promote innovative solutions that are suitable for upscaling in Iran as well as for replication across the MENARID region.

2.7. Main Stakeholders

The project implementation approach is contingent on healthy stakeholder participation. A multi-sectoral participatory approach is essential for addressing the barriers and bottlenecks to scaling up

INRM practices within the country and enabling institutional, policy and legislative environment at the national and local government levels. The project (based on ProDoc) is expected to prioritize engagement and mobilization of the concerned stakeholders (including local communities). The project implementation does include a broad list of stakeholders observed to be active at three levels of implementation, including government agencies for INRM service delivery and planning; provincial-level groups for technical and monitoring committees and a cross-sector and partner-based project board for policy and decision-making (ProDoc). As per the project document formulation, key stakeholders are found to be women's communities, NGOs and community-based organizations (CBOs) as INRM user groups.

3. MTE FINDINGS

3.1 PROJECT FORMULATION

3.1.1 Design

The project formulation/conceptualization, design and subsequent log frame revision (annexes 1, 3) were reviewed against overall expected project outcomes. The design process included a root cause and barrier analysis, cross-sector coordination and downstream demonstration for provincial-level policy learning and institutional reform linked to the economic, social and environmental situation. The comprehensive design aptly illustrates the need for integrated planning and approaches involving fields in environmental governance, capacity building and learning to influence enabling environment and a general renewed INRM mindset for sustainable development planning. MTE found that, while cross-sector coordination for INRM was highlighted, strategies and indicators for institutional INRM were weakly articulated by the project document.

Iran's agricultural area is highly irrigated, and climate change is having impacts on the levels of annual precipitation (ProDoc). A design focus on local innovation, technology transfer and learning for improvements in resource use efficiency, water use/watershed management, farming/range management methods and conservation agricultural is appropriate.ⁱⁱⁱ

3.1.2 Log frame analysis (See proposed MTE, Log frame—annexes 1 and 3)

Many project indicators and the log frame are inconsistent with stated intentions of the ProDoc. For instance, INRM requires indicators on what constitutes the success of project efforts, which is not clear in the narrative or the log frame of the original document. Four key log frame design issues highlighted below are corrected at MTE, and the proposed log frame for approval of the project board is included in annex 3.

Firstly, MTE learned that the inclusion of the project baselines into log frames in year one was delayed. During the project inception workshop, the baseline figures were expected to be incorporated within one year of inception (interviews PMU and inception report), pending further studies and research. According to CTA and PMU interviews (MTE), the MENARID team (NPM, PPMs and Executive Committee members) discussions in early 2011 began about conducting the baseline survey. ToRs and survey formats were developed. Three consultant companies were recruited: Andishmandane-sabz (Yazd), Jame Iran (Kermanshah) and Shil-Amayesh (Sistan-Baluchistan). The baseline studies (according to the contract) were decentralized to provincial technical committees, under the supervision of the project M&E expert, provincial technical committee and PPMs. The studies respond to the actual project needs and indicators, in areas such as land degradation, biodiversity assessment, water resource management, carbon sequestration, NRM laws and regulations, etc.. These figures were incorporated into the proposed log frame at MTE (annex 3).

Secondly, there is a need for smarter indicators. The log frame overemphasizes the mainstreaming of women's issues into the table, which has diluted the results framework (as a project management tool) to primarily woman focus. It is better to use the word "engendered" or "people."^{iv}

Thirdly, for results on INRM, the log frame should include an indicator for INRM institutional policy framework. Currently the log frame is missing a concrete indicator for bridging and building institutional linkages between communities, provincial and national level activities (in particular, a mechanism to facilitate institutional feedback). A cross-sector and multi-stakeholder technical committee, spearheaded at national and provincial level by FWRO, provides a mechanism for this, but it is insufficient to articulate and promote the institutional arrangement (see section below that consider the technical gaps in this regard--Institutional Development requires expertise and strategy) for INRM work.

Finally, an indicator on knowledge management should be added. The project is a capacity development project and learning across four pilots and from other countries is essential. To facilitate an INRM learning network – a KM strategy with concrete action are needed.

3.1.3 Project Strategies

As per ProDoc, the overarching project strategy (theory of change) is upstream on enabling environment and downstream on local area system strengthening for INRM and pilots demonstrating good INRM practices at community and government levels. Implementations are based on preliminary root cause, scientific baselines and institutional barrier/bottleneck analysis. Other implementation strategies (ProDoc) include 1. targeting and economically empowering women; 2. encouraging adaptive and sustainable livelihoods linked to cost benefit analysis and payment for ecosystem services; 3. knowledge management, capacity building and learning systems; 4. promoting national and local government services integration, system strengthening and cross-sector planning; and 5. community mobilization, cohesion and participation.

Payment for Ecosystem Services is a clear project strategy. PES is mentioned explicitly in the ProDoc as a strategy and measurable output in outcome three. However, PES is also an implementation modality for influencing upstream an INRM policy shift to back up implementation supporting people's knowledge of the cost benefits and tradeoffs around good natural resource management.^v In addition to PES as projects, the MTE suggest carrying out a national level economic valuation, results of which will inform decisions made at national level that will incorporate environmental externalities into economic decision making.

MTE observed project-led provincial INRM watershed level strategic planning in all provinces since 2013. This is an indirect result that can be built upon and strengthened. The strategic planning exercises need additional technical support to cover the four project focal areas, i.e. land use planning and baseline surveys and support on strategic planning in general. MTE learned that Iran has not engaged in strategic planning at provincial level in the past (Interview with NPM). The project can learn from Hableh-Rud. The MTE team observed strategic planning meetings in Yazd and Kermanshah. In Sistan, the MTE observed integration with GEF-supported project, "Conservation of Iranian Projects" at wetlands' DOE. The two projects are working together cooperatively on the Hamoon wetlands area based on a common wetlands-watershed strategic plan, the INRM planning approach.

3.1.4 Risk Management

The risks highlighted in the project document (annex 5) were as follows:

- Sectoral departments fail to meet their commitments to collaborate and coordinate integration of climate-resilient INRM principles in their work;
- Participation of land-user groups, especially the poor, who are the primary target group of the project, is limited through fear that their access to natural resources may be restricted;
- Climate change and climatic variability has adverse impacts on food security and ecosystem services;
- Stated co-financing commitments have not materialized;
- Lack of adequate inclusion of traditional knowledge and previous experience gained through UNDP/GEF Environment program exists;
- Participatory and decentralized approaches are not taken to full-scale;
- Gender analysis of INRM and gender concerns/needs is not integrated.

Although these risks are not systemically monitored, approach taken observed to mitigate key institutional risks has been the downstream implementation focus on mobilizing the communities in concrete projects and planning exercises; enacting the provincial planning technical committee; introducing the MENARID approach at local levels; preparing inputs for participatory and multi-stakeholder strategic planning in provinces; applying a community-based approach to mobilizing communities and establishing a knowledge sharing network to cooperate and leverage results from other GEF/UNDP supported projects.

Based on interviews/consultation with project stakeholders, the day-to-day government business includes frequent changes in positions (interviews with NPM). The project is facing key risks to implementation through; changes in project management; studies to inform the provincial strategic planning; and studies to help systemically identify the poor as a primary target group of project.

Risk management is a core element of the implementation and monitoring modality based on the institutional and environmental context (elaborated in analysis of enabling environment and Capacity building approach). The risk matrix/management plan should thus be reviewed and updated by NPM and NPD and presented to the project board with regular updates.

3.1.5 Country Ownership

The MTE observed a unique sense of country ownership of the MENARID project (the UNDAF, interview with MFA and other stakeholders (annex 10)). The government stakeholders interviewed reported it is a government-owned project and instills pride. UNDP staff interviewed expressed a sense of pride and joint ownership of its design, approach and implementation. Others interviewed like the focus on rural women's economic empowerment, KM, CB and coordination, integrated planning, community empowerment and emerging MENARID brand (planning linking economic, social and environmental issues) for a human development theme.

Government stakeholders (MFA, provincial governor and FRWO seniors) stated that they were satisfied with the project's progress, especially the tangible initial results. The project is providing hope to communities that are grappling with a rapidly changing environment and threats to their livelihood. The government service providers like the cooperative approach to small infrastructure projects, including the small-scale check dams, the wind breaks for increasing land productivity and the income generation. Finally, collaboration for provincial-level strategic planning based conjointly on priorities of people and

government at provincial and national level was noted a good development.^{vi} In government circles, the MENARID project is a brand synonymous with good local development planning, trust between communities and government, linking real problems with community needs (gaining important traditional knowledge from land owner and/or land users) and more effective government planners and service providers through bottom up planning (interviews across all stakeholders).

3.1.6 Replication approach

The project's purpose is to develop a model for replication across Iran (ProDoc). MTE concurs that the MENARID approach is unique and timely. Participatory planning with community involvement in natural resources management decision-making) is the key, given the inter-linked problems experienced economically, socially and environmentally. Facilitating an enabling environment for cross-sector work and community involvement in government-led planning exercises deems institutional readiness and instills dynamic learning approach to create demand for environmental and social governance in the longer term. The work institutionalizing integrated natural resource management is a big challenge, but piloting through a participatory approach working directly with communities and involving environmental, economic and social perspective and evidence based planning is central. The field level activities are concentrated in four demonstration sites (Hableh-Rud, Razin, Behabad and Hamoon watersheds). Once the community-based approach has been validated, this can be scaled up and replicated across the whole country in relevant agro-ecological sites. The project has upstream and downstream components and activities to promote civil society participation in INRM (see preliminary observations at pilot sites, annex 11), government practices and ways of working. This approach can potentially be replicated in other regions especially MENA region.

3.1.7 Linkages and Synergies

FRWO is running a concurrent project with UNDP, "Sustainable Management of Land and Water Resources in Hableh-Rud Basin," (SMLWR Phase I Project, 1999-2004, and Phase II Project, 2012-2016) for capacity building and developing a model on sustainable management of land and water management Hableh-Rud implemented in Tehran and Semnan provinces also under national implementation modality with a budget of USD937000. These projects are joined by common management (same NPM and NPD) and have similar approaches. Hableh Rud is an example of SLM and WUE and has same basic components as the MENARID project. Integrating the outputs and outcomes of Hableh-Rud into MENARID work plans enables joint approaches and learning. Through more strategic knowledge sharing, learning between these projects can be improved.

The team noted excellent advancement of knowledge networking initiated by the project team to ascertain synergies and cooperation between Iranian GEF projects. As most GEF projects are implementing in DOE, the initiative is facilitating enhanced cooperation between DOE and FRWO in terms of INRM, sustainable development and climate change resilience. Through informal networking meetings initiated by project team, a thematic task force is working on sustainable livelihoods, sharing common experiences, technical support and approaches and sharing experiences and forum for debate. The group has also initiated the innovative design and development of financial software for supporting GEF/UNDP implementation.

Global and regional level partnerships have been formed, i.e. with the GEF Small Grants Program (through its country office in Iran) and the ICARDA-MENARID project (Jordan). Both partnerships are central for the project. SGP in Iran has a strong program active for the past 12 years and working with and through NGOs and CBOs. Much knowledge and experience can be transferred to the MENARID project and vice-versa (Interviews with DOE employees). In addition, the ICARDA-MENARID project has

been a central partner bringing MENARID Iran project experiences to the regional level (re: invitation to regional workshops, exposure visits to Iran, Gateways M&E database) and vice versa.

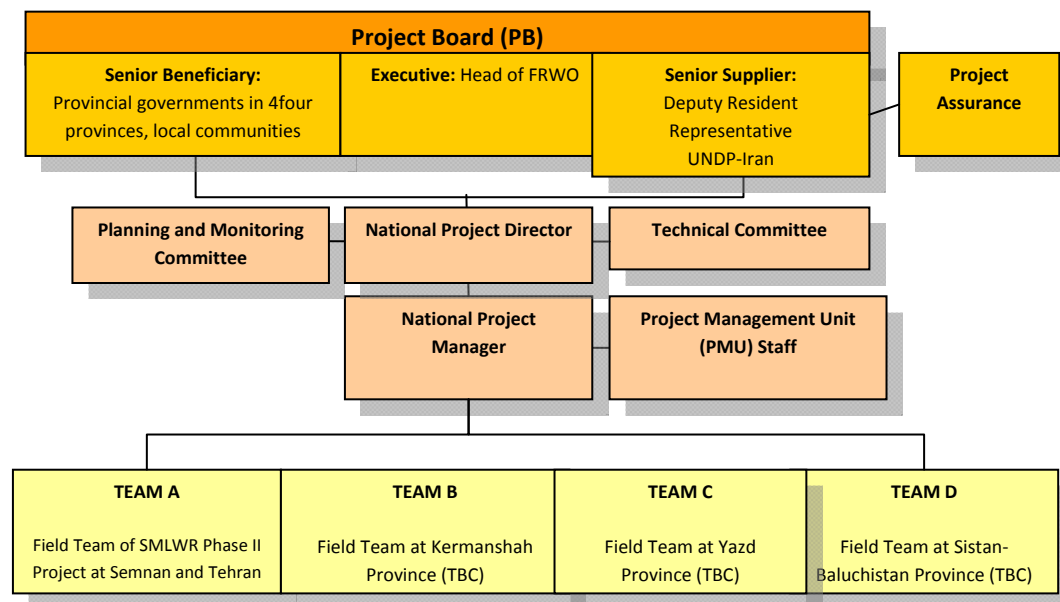
At provincial level, the project teams can develop an approach to mobilize resources and influence cooperation with like-minded organizations, especially those working within the MENARID project sites. In Sistan and Baluchistan, for example, DOE requested support for a visitor center Hamoon wetlands. In Yazd, potential cooperation with local tourism organizations is needed to help develop the capacity of eco-tourism. In Sistan and Baluchistan, similar support for coherence and joint cooperation is needed and possible for revival of Hamoon Lake. In a similar view, the project in Kermanshah, through a knowledge networking and partnership approach, might add value to a local agriculture center by enhancing the already established “incubation center” to promote livelihoods and sustainable use (annexes 9, 10, 11, and 12). This aspect can be addressed by a KM and CB strategic plan.

3.1.8 Execution and Implementation Arrangements

MENARID is a National Executed (NEX) project as per host country agreement. The implementation is guided by a project implementation manual, POPP, which was developed by UNDP and the Islamic Republic of Iran in defining the agreement for cooperation. It stipulates that the execution and implementation arrangements in the case of NEX are preceded by a capacity assessment.^{vii}

FRWO within the Ministry of Jihad Agriculture is the Executing Agency (UNDP Implementing Partner) for the project and responsible for its overall implementation and advances toward meeting the pursued objectives. The government has appointed a senior official (Deputy for Watersheds of FRWO) as National Project Director (NPD) within the Ministry of Jihad Agriculture with overall responsibility for managing the project funds and overseeing delivery of outputs. The project is adopting a sector-wide approach to address issues of sustainable land and ecosystem management across several sectors: agriculture, rangeland and forestry. FRWO is the ideal host for the project because it has a cross sectoral mandate and links to other departments.

Project Organization Chart in ProDoc



The project has established a **Project Management Unit (PMU)** consisting of the National Project Manager (NPM) and a full slate of project support staff including experts and operational support (annex 8). The NPM's role is to ensure the project delivers results specified in the project document to the required standard of quality and within specified constraints of time and cost. NPM is responsible for the daily project operations, financial accounts, periodic reporting to UNDP-Iran and allocation of the GEF grant according to the quarterly work plans and budgets in coordination and partnership with UNDP-Iran. Team learned that the project experienced change in management twice in early 2012. However, since, issues that had arisen about management and low implementation have been addressed (interviews with all stakeholders).

An issue has been identified that the NPM's contract is under risk for a third project management turnover. The NPM position is a crucial management role and so can be hired by UNDP for sustainability; the appropriate contracting of the NPM should be corrected as a priority post MTE.

3.1.9 Technical Committee and Project Board

Technical Committee

At the provincial level, the project has set up Technical Committees (TC) in Kermanshah, Yazd and Sistan-Baluchistan provinces comprising experts across sectors and departments with expertise in land and water management, biodiversity conservation, climate change/carbon sequestration and other relevant fields. These committees are important for demonstrating the institutional arrangement and cross-sector coordination at provincial level. The TCs are also expected to provide inputs on the development of the longer-term institutional arrangements, including drafting the INRM strategy and policy document.

At national level, the technical committee is the mechanism for INRM institutional operationalizing for policy and programming (budgeting) coherence. A functioning TC at national level enables integrated and more informed decision-making regarding INRM policies and strategies.

Before the current NPM arrived in 2012, a TC was operational at national level, but not functioning very well (Interview with NPM). Reportedly, the FRWO officials transferred all responsibility for technical decisions to provincial technical committees, and it was unilaterally decided to temporarily suspend the activities and focus on establishing provincial TCs. The NPM decentralized the decision-making related to work planning processes to provincial level and focused on establishing and improving the effectiveness of the provincial TC. The MTE attended these meetings at Yazd and Kermanshah, determining that they are established and operative. The MTE noted, however, that while the shift may have been correct given the justifications, unilateral decision-making is not justified since all partners must be engaged in decision making.

At *all* levels, the institutional development focus can be augmented. The project must undertake concentrated efforts to understand INRM relationships, map and link the established local planning processes to provincial and national planning activities and initiatives of project to making positive impacts on INRM policies and mechanisms. Several activities and studies have been completed that can naturally feed into an operational national technical committee NTC debate and the work plan (ProDoc). For example, the project teams can immediately re-establish and revitalizing the national TC. By reviewing and augmenting the INRM think tank group (recently set up by the NPM) potentially with an expert technical advisor on INRM. In addition, where the teams have successfully established

community groups, including natural resource users, women, men and rural development committees (annex 11, mission reports, witnessed across the pilots visited), these can now be reviewed, consolidated and augmented by formally proposed linkages either to village and or rural development offices. This formal mechanism when set up will help villagers systemically influence local and provincial development issues (namely at watershed level).

Project Board

The main project oversight function lies with *the Project Board (PB)*, as stipulated by ProDoc and POPP^{viii} which comprises the head of FRWO as its chairperson, NPD as secretary, UNCCD focal point, Directors General (DGs for Natural Resources) from project provinces, the NPD/NPM of the SMLWR Phase II Project, one representative each from Planning and Strategic Supervision of the President, Department of Environment (DOE), Ministry of Finance and Ministry of Energy and UNDP Resident Representative or his/her appointed representative.

Although the project board is an important oversight and influence mechanism, based on interviews with project management, the timing was perceived not good for influencing pre MTE. MTE noted that this decision was made unilaterally rather by all three project partners. Reportedly, it was hard to gather members from different departments and organizations and engage them regularly during a period of intense political activity (NPM interview). The project coincided with presidential election, and there were many changes in key governmental positions at all levels. Only four of a possible fourteen PB meetings were conducted as per Project plan and have not been effective based on reports (see minutes of project meetings). The PB must be reviewed, corrected and elevated as the primary oversight and decision-making mechanism for project works plans, strategies and changes.

3.1.10 Provincial Project Review Committee and Project Board

A Provincial Project Review Committee (PPRC) was highlighted in the project document as a key institutional arrangement. This did not occur. However, MTE had a chance to meet with provincial governors (highest authority for decision-making at provincial level) who reflected that they were familiar with the project, fully supportive and, in fact, ready for the MENARID approach to be replicated in some other watersheds (re: formal letter from the governor's office in Kermanshah).

At the provincial level, the *Planning and Monitoring Committee (PMC)*, comprising representatives from local communities, relevant provincial government sectors, NGOs and academic institutions, is established jointly for this project and the SMLWR project to advise and monitor quality. The committee could be actively developing annual and quarterly work plans, setting criteria and indicators for monitoring INRM/SLM activities and monitoring, evaluating and reporting the progress/results of both projects. The PMC must be made to serve better as a function under supervision of the PB.

3.2. PROGRAM MANAGEMENT AND IMPLEMENTATION

According to the project document, the key implementation strategies are knowledge management, INRM capacity and learning to enable environment for INRM and demonstration pilots at provincial and community levels. The idea is to implement strategies across the three components simultaneously as a response to deal with the INRM barriers identified toward an entire INRM system level transformation.^{ix}

3.2.1. Adaptive management

Adaptive management is demonstrated in the project implementation through methods and processes, including decision-making mechanisms for the project partners to convene and agree on changes as per

ProDoc and its log frame. The key mechanisms for adaptive management are the project board, the provincial and national technical committees and project monitoring and oversight committees.

Firstly, the project document, with the complexity of its strategies and other issues, is perceived by most stakeholders involved in implementation as a major problem. Implementing partners are finding it difficult to translate the document into work and monitoring programs. With four technical areas and a complicated transformative institutional change mission, the complex document complicates national implementation. Post MTE, PMU should lead on interpreting the ProDoc (as a general international document) into a much simpler format with an updated log frame (to be used as the management and monitoring tool) and proceed with a streamlined and results-based work plan, including activities at national, provincial and local level (vetted by project board). This will ensure that all national stakeholders understand what needs to be done for future project implementation.

The MTE team learned that the PMU strategy for adaptive management (interview with PMU) was to establish the provincial-level technical committee, watershed-level committees and Rural Development Offices to facilitate communications horizontally and vertically and work towards a functioning PB gradually. The NPM's idea was, rather than to establish the institutional planning and support mechanism top down, to have project PMU focus on preparing conditions and strengthening capacity for stronger, more engaged provincial TC. MTE found evidence to this effect. For example, CBOs/NGOs have been invited to the PB and TC at provincial levels. Watershed level and provincial level technical committees are active.

Adaptive management was championed as a key problem by all partners interviewed. All stakeholders are requesting enhanced joint oversight and cooperation (interviews with NPM, PMU staff, GEF RTA; PIR report 2013, UNDP PM). MTE recommends a tripartite meeting to get clarity on roles, cooperation needs and the articulation of a joint monitoring framework that includes M&E and regular UNDP and RTA monitoring, field visits and periodic tripartite meetings (mentioned by UNDP representative).

3.2.2. High level mechanisms HLM (influence for INRM policy shifts)

A project strategy central to achieving institutional results is to employ existing mechanisms, including the National Committee for Combating Desertification, the High Council of the Environment (both chaired by the President) and the High Council of Forest, Range and Watershed. These mechanisms are important for influencing policy and for nudging institutional shifts.

Due to a late start of implementation and baseline information recently input (see proposed log frame-annex 3), the planning for influencing and engaging high-level mechanisms (as per project document) was delayed (interviews with national project manager and MTE stakeholder). Since the project has achieved tangible outcomes at the local level with lessons learned and evidence, this can be compiled, disseminated and appropriately demonstrated to support national policy/institutional level outcomes. Concretely, linking these entities to the national technical committee through their involvement as members and strengthening partnership through planning knowledge events i.e. an international MENARID learning seminar suggested by MTE.

In addition, at provincial and local levels, the project can employ similar thinking (how the project involves the village and city council, district, township and provincial governor and the representative of PMU attending related committees and officially working for provincial development). Learning based on the Hableh-Rud experience can be shared with the other sites.

3.2.3. Capacity Building and Learning Systems

The capacity building approach focus was focused downstream for reasons and justification provided by CB Expert and NPM during MTE. The reasoning for a shift in focus is also substantiated in the technical committee report section. The approach taken (also observed through field visits, consultations and desk review by the MTE - annex 11) includes hosting multi-stakeholder learning workshops and working with communities directly in a learning-by-doing approach through setting up women's groups, community resource users groups, farmer field schools and INRM demonstration through provincial incubation centers (Kermanshah is a notable good practice in this regard). For example, for the women INRM CB focus, the approach was three pronged (see also annex 6):

1. invite women from target villages to these events (to speak out for themselves or demo their own products as an exhibitor or even to sell);
2. share lessons learned by presenting (ppt) in conferences, etc.;
3. directly support rural women so they can be active in project implementation (which would be a demo for site visits by experts and policy makers).

Through these and other project employed CB methods, the project teams have been providing excellent resources and training on conservation agriculture (Kermanshah incubation centers and trainings), livelihoods (all sites), alternative plants and animals for sustainability and livelihoods (all sites), women's empowerment (all sites), community self-sufficiency and local enterprises. All these can be further promoted and scaled up in a more systemic approach (see below and also review annex 6).

Learning Systems

The absence of a written strategy in the ProDoc for the upstream and downstream capacity building activities is limiting due to a lack of shared understanding of the learning system vision. Although acceptable at initial stages of project implementation, the INRM "mindset and approach" must be imparted to provinces with a view to creating a dynamic learning system.

A systemic approach to capacity building and learning is needed. Capacity strengthening activities for INRM needs a dynamic and continuous learning given the integrated and changing nature of the NRM problems. The environmental, economic and social landscape and the climate are changing. Therefore, constant environmental and social monitoring is required. CB initiatives must consider sustainability of efforts and view the longer term impacts on the country's development trajectory. *A systematic approach linking to institutions of learning and research for dynamic community knowledge, science to assist policy planning and a practice feedback loop can support such goals and embed process level results.* The PMU is already engaging in developing these strategic partnerships at national and provincial levels with key institutions, including CBOs, NGOs, universities and government ministries, which help to implement the project (annexes 4 and 7). The strategic partnership work with universities is excellent in this regard (also see results section). MTE believe similar work with local agricultural colleges can be enhanced.

The project team must develop an all-encompassing comprehensive capacity development strategy with benchmarks and end-of-project targets to advocate for and guide the CB and ensure sustainable results work.

3.2.4. Technology Transfer TT and Innovation

Technology transfer (within and externally to country) is an important strategy and implementation and learning approach (ProDoc). The active promotion of south-south cooperation for technology transfer has been a key feature of MENARID. The project team initiated a study visit to India in November 2011 (India study visit report, p. 15) and identified relevant dry land technologies. Subsequently, the head of FRWO (MENARID, NPD) led a high delegation to India as an exposure visit (second report on India visit

(Jan. 29-Feb. 5, 2012). In December 2013, a group of Iranian experts visited China and identified technologies that could be relevant to the Iranian context (i.e. solar greenhouses). As MOU with the Iranian Ministry of Agriculture already exists, the project can begin to advance bilateral cooperation.

The project PMU is also preparing a strategy (maybe through collaboration with UNIDO office in Tehran). MTE recommends that, based on foundational work, the team develop a plan for international and south-south cooperation for technology development projects for each site linked to demonstrations livelihood incubation centers already set up.

3.2.5. Operations and Human Resources

The project established PMU in year one of implementation. Project managers have recruited many consultants, including operational, technical and advisory support in line with original ProDoc and Annual Work Plans. A list of PMU staff, contract modality and length are attached (annexes 8 and 10). The short-term contract modalities lead to abrupt departures, interrupting consistency in implementation. However, short contracts have an advantage of leverage to use the best available expertise in the country (adaptive management approach). Instituting a performance management plan for all staff will help alleviate this problem in relation to expected results.

National level

The PMU at the national level is providing project administration, management and technical support to the NPM and the Project Board. Its role is to support strategic programming implementation planning, supervision, reporting and administrative tasks. The PMU shares a pool of technical inputs, staff, consultants and advisors with the SMLWR Phase II Project. To the extent possible, qualified national consultants have been recruited; however, international expertise is incorporated in key technical areas, i.e. environmental economics, etc.. CTA services are provided when required by the project (e.g. to facilitate south-south collaboration).

Feedback from PMU workshop

Several insights emerged on HR and operational implementation during the capacity and implementation assessment exercise conducted with the PMU (Tehran, April 29, 2014). PMU staff expressed difficulty with the project document, reported to be complex for national consumption. PMU national staff members are engaging heavily in execution at the provincial and community level (work plans, project reports and observation). This is justified for a program getting started, generating a baseline and obtaining quick wins. However, with a better understanding of what is needed as highlighted throughout the report at MTE, it's time for a strategic implementation approach.

The PMU can be reoriented (under its new management strategy and incorporating specific recommendation of MTE). Staff can be taught the contracting significance and the progression and change of their roles against the project's main objectives and expected outcomes. The PMU experts' roles are focused on national and provincial-level policy/strategic issues. Training should be given for staff to develop partnerships and ToRs, good briefing and coordination of institutional contracts, etc. CTA needs to play a leadership role, facilitating team work and providing more hands on training in project M&E (annex 6).

3.2.6. Technical and Scientific Inputs

The project is requires technical input from other disciplines and sectors from inside and outside the country. The implementation efforts employ several models, including shadowing, i.e. CTA and KM expert, EE and international PES expert, government sector focal point with project experts, workshops

and active implementation of project-led innovations. There is no best model. A range of models is, however, central to the project learning approach. The long-term engagement of a part-time capacitated CTA is to actively support NPM and the local experts with their choice for CB and to identify gaps in technical implementation.^x The CTA or other technical advisor must continue to provide rolling technical support to help local managers determine the best way to bring about these important inputs.

^{xi}

TA Engagement

For a multi-focal GEF project, technical support is necessary on key social, economic and environmental areas. The project is engaged in An array of technical activities (needs and scale) (Policy- INRM, nationwide review of the natural resource laws to identify the gaps, community based planning activities at local and provincial levels, establishing CBOs, research - PES studies, baselines that consider environmental risks in four focal areas). Technical needs have become more apparent through technical implementation.

Activities are being undertaken, including engineering in check dams and themes (four focal GEF areas). It is time to undertake a comprehensive technical needs and gaps analysis. The project should undertake a mid-term TA assessment to complete and review activities to ascertain the value in terms of the interventions in line with project outcomes.

MTE identified the following technical gaps: M&E training, knowledge management and learning systems for INRM, institutional development, environmental economics PES for national accounts, alternative and sustainable livelihood strategies (ongoing support needed in all pilots around plant optimization, cooperatives, etc.), international watershed management, biodiversity and conservation agriculture-optimal plants, climate change adaptation and risk management (national, international or both), rigorous environmental and disaster risk assessment across the four areas, a micro-credit scheme and land degradation assessment/early warning system (SLM-GIS system development-related, in country).

3.2.7. Partnership Strategies

Project partnerships are central to support implementation and for meeting the overall goals and objectives. According to the ProDoc, partnerships should be developed in line with all implementation strategies. A list of initiated MOUs has been reviewed (annex 7). The project teams have begun to develop strategic partnerships at all levels: regional (ICARDA-MENARID project), national (GEF Small Grants Program), provincial (Governor's Office), in addition to private sector and research institutes (annex 11 attached). This can be consolidated and made more strategic in second half for example work with academic and learning institutions. Commentary on work to date with NGOs and private sector relationships follows.

NGOs/CBOs

The ProDoc, paragraph 54, states that civil society/NGOs will have a significant stakeholder role in promoting awareness of INRM, especially in project sites and for developing capacity and linkages to human welfare, and to sustainable resources, the ecosystem and environmental management. ProDoc highlights civil society/NGOs will play a significant role promoting awareness and building local capacity of INRM.

NGOs were active and involved in the development of the ProDoc and implementation. They are developing synergies and cooperating at project sites and helping facilitating bridges between the

indigenous and scientific knowledge informing INRM planning at provincial level¹¹. They are engaged in implementation for research, training, and capacity building workshops and monitoring visits. In Kermanshah, for example the NGOs' role was supporting the situational analysis of the local communities.

In Yazd, Emam Sadegh NGO, a scientific and research institute, was contracted for "training and strengthening of participatory approaches and developing local projects based on priority of local communities." The cooperation began in 2013 in project pilot sites Asfij, Karimabad and Banestan. According to the progress reports and interviews, analyzed the women's situation and established equipped and strengthened capacity of the Rural Development Office/Group. It facilitated the design and implementation of local or livelihood initiatives with participation of local communities and government and collaborated with national and provincial experts under contracts to facilitate a presence in villages and conduct a training workshop on life skills (Banestan and Kamkoyeh), first aid (Kamkoyeh) and team work (Kamkoyeh and Asfij).

In 2014, MENARID teams participated with the Iranian Rainwater Catchment Systems Association, a scientific institute under Ministry of Science. A conference entitled "Second Iranian National Conference on Rainwater Catchment System" took place on February 20, 2014, in Khorasan province. A second IRCS training seminar was held in Kermanshah on February 23, 2014, on a rainwater catchment system for natural resource department experts at provincial level.

NGOs outside Tehran are not generally capacitated to carry out key tasks for implementation, i.e. strategy development, systematic planning, identifying and utilizing available funds, institutional development, communication and sound self-management. NGOs, and in general civil society, have just emerged from an eight-year-long hibernation and are now reorganizing for useful participation/collaboration. Some government-oriented/supported NGOs/CBOs, however, such as Red Crescent, National Youth Organization, Students' Organization, Islamic City and Village Councils and the Rural Cooperatives Organization, are well organized/equipped and preferred/supported by the government.

MENARID can seek NGO support for capacity building and other community-related affairs. MENARID can continue to partner with NGOs and CBOs with common causes on environmental, economic and social issues at national and provincial level. They can be involved to strengthen their capacity, their organization, registration and empowerment. Project can teach NGOs how to have constructive dialogues with the government (most failures happen at this very point).

The PMU can involve NGOS/CBOs on the Planning and Monitoring Committee. The PMU project board secretariat can also invite NGOs to the project board as participants/observers. The PMU, however, must be systematic in its NGO/CBO approach across the provinces in an overall partnership strategy. The Small Grants Program of GEF is a key partner to help draft and implement a NGO/CBO strategy.

Private Sector

MTE learned private sector involvement had been debated in September 2009 in the PPG phase. CTA facilitated a multi-stakeholder workshop on October 17, 2009, and included NGOs, private sector, research institutes, universities and government. The group identified roles of different stakeholders (meeting PowerPoint presentation). The private sector engagement was also elaborated during the PES Assessment study (reviewed by MTE).

PMU has involved the private sector Moshir company since 2013 (annex 11) to conduct training workshop on carpet weaving. The private sector guaranteed to buy the products. In Sistan-Baluchistan,

for example, the private sector, CBO, and the MENARID team facilitate a win-win situation. Such arrangement (project as facilitator) is also applied in Kermanshah to connect to market an independent group of carpet weavers directly or through the private sector (interview with NPM and capacity building experts).

Another initiative taken is work with the Barij Esance pharmaceutical company, famous for its medicinal essence and products. The company was engaged to guide the farmers on which medicinal plants appropriate in their natural conditions and are market-friendly for cooperatives.ⁱⁱⁱ

A risk emerged that the approach may be creating labor groups for the private sector. The approach should be mutually beneficial. That is, rather than having private sector buying products and providing markets. Two pronged strategies are suggested: using existing marketing channels by negotiating mutual sharing of profit and creating a new market and market line. The foundations are in place, but the project team must review the consequence of private sector activities and immediately develop a coherent and informed strategy toward a long-term vision, striving for a win-win situation.

3.2.8. Monitoring and Evaluation

MTE reviewed the M&E system against two key areas: project-level M&E and INRM and environmental issues. M&E performed as per expected results, including how the log frame is used as a management tool and the NEX Capacity building approach. At the *Project level*, the M&E work is described in the ProDoc (Section 5, annex 7.7, and Table 8) and against which the following has been prepared and/or completed since project inception:

- a. Inception workshop report (January 18-19, 2011)
- b. Quarterly Progress Reports (QPRs) for 2010-2014 (1st quarter)
- c. Annual Project Review (APRs) for 2010-2013
- d. Project Implementation Review (PIRs), two
- e. Annual Work Plans (AWPs) for 2011-2014
- f. PB meeting minutes (four meetings so far)
- g. Risk log updates in ATLAS (by UNDP)
- h. Site visit reports (by consultants/experts)
- k. Financial monitoring reports (CDRs, audit reports for 2011-2013 by Finance Unit and UNDP).

The mid-term evaluation and terminal evaluations are included in the M&E requirements. The M&E expert of MENARID was MTE focal person. To monitor and evaluate the day-to-day activities of the project, four initiatives were undertaken since September 2013:

- Weekly staff meetings and preparation of a check list of things for every person at PMU to do;
- Quarterly participatory M&E workshops to prepare quarterly reports and plan for the next quarter with participation of provincial project managers;
- An electronic calendar that announces events of the week to all staff;
- Project representation in a regional M&E initiative by ICARDA-MENARID on M&E of all MENARID projects in the region.

Other initiatives undertaken in the M&E included preparation of the baseline studies (consultancy reports), preparation of an M&E framework, preparation of a Management Information System and participation in regional meetings (ICARDA-MENARID project). For technical monitoring aspects, no training was provided regarding implementation of M&E. This is an area which needs support from CTA and GEF (as noted by M&E expert).

As per the earlier review of project log frame in the findings section, the MTE team observed that indicators in the log frame are not always relevant or measurable (confirmed in meeting with project staff and in terms of MTE results assessment). During MTE, indicators have been revised to allow for better monitoring of the project progress (annexes 1 and 3).

The M&E system and process (project and technical level) should be updated regularly, but first the M&E staff needs training and technical support to set up a full-scale M&E system that correctly identifies M&E needs and for enabling users.

A proposed simple M&E system (interview with M&E expert):

No.	Responsible sections	Key Activities	Delivery times
1	PMU (NPD, NPM, M&E Expert, CTA, UNDP Iran)	a-Quarterly Progress Reports (QPRs) b-Annual Project Review (APRs) c-Project Implementation Review (PIRs) d-Annual Work Plans (AWPs) e-Staff meetings (check list table) f-Participatory M&E workshops (report) ¹ g-Project Board meetings (MoMs)	End of each quarter End of each year End of June End of each year Weekly End of each quarter Every quarter
2	Provincial project offices (PPMs) and local offices of MENARID in pilot sites	h-Participation in PM&E workshops with provincial QPRs and its presentation. i-M&E meetings at governor's office (MoMs) j-Technical Committee meetings (MoMs) k-Township level meetings (MoMs) l-Field projects (mission report, site visit reports, workshop reports, performance reports)	End of each quarter Every quarter Every month Bi-weekly As per work plan
3	Local (rural development offices)	m-Measuring project Indicators (logs) n- Document all activities in details	Daily to monthly (depending on indicators)

In considering the environmental impacts and the NEX Capacity building, a broader view of the M&E system is required at PMU to measure the progress of the project toward its outcomes. Environmental indicators have just been established. For appropriate monitoring of the environmental issues of project demonstration sites, community-based monitoring of simple indicators is recommended.

More technical monitoring aspects, such as developing an early warning system and mechanism to track land use and land changes, need to be outsourced to consultancy firms or research institutions. More systemic M&E thinking is needed about land and land use change and review of the work completed on PGIS. The CTA can be requested to provide advice on preparing the ToR for work planning and GEF monitoring tools (if these are absent: METT etc.).

3.2.9. Stakeholder Participation

A basic premise of INRM is that it is multi-stakeholder, cross-sector work including private sector and non-governmental actors with a participatory planning approach and a consultative process for decision-making concerning natural resource management along with a socio-economic aspect. The

ProDoc defined key project stakeholders from different types: government, public bodies, autonomous and civil society and anticipated roles for them (annex 4). As per project design, the key actors for promotion of INRM nationally include: natural resource users, community Islamic councils, ministries, the Department of Environment, UNDP, NGOs and pastoral and development agencies. A broad group of stakeholders spanning policy, science, academic and community areas were constituted during the project design phase (interviewed with CTA). The stakeholder groups have a continued and important role (and stake) in implementation.

The manifestation of the different stakeholders' roles in actual implementation is as follows. The project has been able to work with a diverse range of stakeholders at multiple levels, including internationally through its work with ICARDA on impact studies, nationally with other GEF projects, provincially by engaging other departments and locally by mobilizing the community resources and people (annexes 4, 7, 11). The NPM has a background in social mobilization and community-based participatory work based on previous work (Hableh Rudd project), and is able to utilize such assets to mobilize various stakeholders including for committee work and r facilitating bridges to engage government service providers and experts in community based participatory planning for NRM activities.

The stakeholder list (annex 4) originally proposed in ProDoc can be reviewed. Newly recognized stakeholders such as social welfare, health and education are included in order to including research and the perspectives of the social dimensions of local development according to the outcome goals and implementation strategies...

3.2.10. Financial Management and Planning

Cost effectiveness

A list of project activities per output per delivery percentage year was developed for analysis purposes (forwarded as separate annex- see also Table2 and 4). Based on the evaluation team's review of the activities and achievements as per the costs incurred, MENARID project is cost-effective. However, more strategic programs and technical oversight are needed to manage the institutional risks identified and to lead the project to a sustainable result.

The review of activities and project implementation shows the project has delivered approximately a third of the GEF resources and is on track for delivery pending approval of an extension due to its slow start (also explained throughout document). For Outcome 1, 68% (proposed financing) and 51% (disbursed amount) has been delivered. For Outcome 2, 38% (proposed financing) and 8% (disbursed amount) has been delivered. For Outcome 3, 42% and 21% (disbursed amount) has been delivered. For PMU operations, 88% (proposed financing) and 20 % (disbursed amount) has been delivered.

There has been fairly even delivery since 2012 when the project implementation actually began across three outcomes (exception of outcome two with a lower investment to date). The PMU costs are noted substantive (more on this point below). Reasoning provided was that a capacitated and functioning PMU is needed to support the broad technical scope including many pilot innovations and capacity strengthening work in villages and at provinces to create an enabling environment for implementation, (ideally in the future more results based, and through larger institutional contracts with implementing partners) (PMU staff workshop and key financial oversight stakeholder's interviews). The outlier in the tables is lowest expenditure on Outcome 2 INRM enabling environment. Outcome 2 is linked to the upstream coordination and policy work and will be the source of budget from which many of the post MTE policy work and national technical committee activities can begun to be implemented.

The PMU costs were noted as high and reportedly because the salaries of some of its experts i.e. Public Relations are paid through PMU budget. However, the public relations expert's work is directly related to Output 1.4 under Outcome 1. The payment for outcome linked expertise should be corrected linked for the purposes of financial monitoring against results. This should be reviewed and corrected.

Co-financing (Table 1- and 2 Below)

The project was audited in 2012 and 2013. Issues with financing were raised in relation to fluctuating exchange rates, which have created a rise in real costs of co-financing for government. The co-financing and appropriate project budget breakdown should be reviewed and agreed on through a post MTE tripartite meeting.

Summary

For future implementation, project activities can be planned and linked to outcomes per financial delivery and financial monitoring and planning. All activities must be justified and considered from a program results perspective. The main recommendations are to enhance the financial monitoring of activities linked to expected results. The beginning result based financial monitoring was started with a baseline created during MTE in consultation with the financial expert.

TABLE 1 - PROPOSED BUDGET AND ACTUAL DELIVERY BY PROJECT PARTNERS

Co-financing (Type/Source)	Government		GEF		Other Sources- UNDP TRAC I		Other Sources- UNDP SMLWR II		Total Disbursement	
	(USD)		(USD)		(USD)		(USD)		(USD)	
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual
Grant	9,000,000	1,506,943	4,320,000	1,510,432	200,000	51,980	937,000	431,249	14,457,000	3,500,605
Credit										
Loans										
Equity										
In-kind	5,600,000	252,913								
Non-grant instruments										
Other Types										
TOTAL	14,600,000	1,759,856	4,320,000	1,510,432	200,000	51,980	937,000	431,249	14,457,000	3,753,518

TABLE 2: PROJECT EXPENDITURES PER OUTCOME

Outcome	Initial/planned allocation	expenditures to end December 2012 ()	Percentage expenditure	
			Of the proposed financing amount	Of the disbursed amount
Outcome 1	\$1,124,370	\$765,472	68.08%	50.68%
Outcome 2	\$308,210	\$116,466.88	37.79%	7.71%
Outcome 3	\$781,100	\$323,894.69	41.47%	21.44%
PMU	\$345,870	\$304,598.71	88.07%	20.17%
Total	\$21,100	\$51,980	246.35%	

TABLE 3: WORK PLAN BREAKDOWN EXPENDITURE PER OUT COME AND FUNDS

Year 2014 (Jan-30 March)	GEF FUND					TRAC FUND	Total Budget
	Outcome 1	Outcome 2	Outcome 3	PMU	Total		
Budget (AWP)	265,000	118,000	255,000	101,000	\$739,000	20,000	\$759,000
Budget for 1st quarter	57,625	21,250	94,125	28,000	201,000	8,500	209,500
Exp	35,597	2,573	15,814	24,608	78,592	2,529	81,121
Percentage					39.10%	29.76%	38.72%

Year 2013 (Jan-Dec)	GEF FUND					TRAC FUND	Total Budget
	Outcome 1	Outcome 2	Outcome 3	PMU	Total		
Budget (AWP)	\$346,500	\$33,000	\$229,000	\$82,500	\$691,000	\$2,000	\$693,000
Exp	\$322,674	\$19,738	\$185,127	\$127,570	\$655,109	\$25,627	\$680,736
Percentage					94.81%	1281.35%	98.23%

Year 2012 (Jan-Dec)	GEF FUND					TRAC FUND	Total Budget
	Outcome 1	Outcome 2	Outcome 3	PMU	Total		
Budget (AWP)	\$318,120	\$91,210	\$122,600	\$85,870	\$617,800	\$600	\$618,400
Exp	\$296,613	\$82,445	\$97,834	\$111,713	\$588,605	\$23,606	\$612,211
Percentage					95.27%	3934.33%	99.00%

Year 2011 (Jan-Dec)	GEF FUND					TRAC FUND	Total Budget
	Outcome 1	Outcome 2	Outcome 3	PMU	Total		
Budget (AWP)	\$194,750	\$66,000	\$174,500	\$76,500	\$511,750	\$10,000	\$521,750
Exp	\$110,588	\$11,710	\$25,120	\$40,708	\$188,126	\$218	\$188,344

Percentage	36.76%	2.18%	36.10%
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3.2.11. UNDP country office contribution

UNDP is an excellent partner to FRWO, GEF and social, economic and environmental stakeholders vested on sustainable development and green growth issues. UNDP manages a broad portfolio of social development, environment, energy and conservation projects, ranging from climate change, to energy, to water management—including this project. All projects inherently link to an inclusive growth and sustainable human development.

UNDP’s country program in Iran has recently matured and has been reclassified to middle-to-high income. Since then, the UNDP core resources available for projects have been reduced (interview with MFA and UNDP team). This trend justifies a realignment of support to more strategic areas, including south-south cooperation, bilateral and international agency resource mobilization (e.g. mobilizing more GEF resources linked to MENARID implementation on four focal areas) and international negotiations for government counterparts as they become greater players on the international development stage.

UNDP has two clear roles in MENARID, oversight and strategy in implementation in the context of the host country cooperation framework agreement and global GEF implementation agency. As a GEF implementation agency, it acts as a fiduciary agent for MENARID against cost efficient implementation and results.

MTE held a group discussion with GEF/UNDP-supported projects hosted by DOE concerned with the overall project concept and implementation approach. Managers from other GEF projects, such as Conservation or Iranian Wetlands, Conservation of Asiatic Cheetah Project and Conservation of Biodiversity in the Central Zagros Conservation Landscape Zone, were included. The NPMs provided the following constructive feedback:

- UNDP’s role is changing, and its comparative work is viewed as a current support role versus its former perspective as an implementing agency or donor;
- DOE and FRWO have good cooperation at provincial level, but their relationship at national level is not strong enough regarding common environmental issues;
- No attempts were made to convene GEF projects before MENARID initiated the new process of knowledge sharing (a good development);
- UNDP should bring more technical assistance for GEF projects;
- UNDP should develop strategy for post-project activities. Usually there is no follow-up or assessment per UNDP outcomes and impact of the completed projects;
- UNDP doesn’t have a strategy for new projects ideas, based on outputs of finished projects;
- GEF/UNDP-supported projects are disconnected from GEF; they merely send reports and don’t receive any feedback from GEF or its regional experts;
- Generally PMs were satisfied with their current situation and the conditions that GEF and UNDP prepared in terms of filling some gaps in government themes, providing budget for innovation and new approaches and seeing the government priorities and linkage with international environmental activities.

UNDP fiduciary controls are robust and adequate for sound financial implementation and cost effectiveness (desk review, interviews and PB minutes). However, UNDP could play a more strategic role for programming results and provide strategic level soft assistance for upstream policy interventions linked to INRM institutional capacity strengthening post MTE. The MENARID project has potential to be a showcase of UNDP's work with the Iranian government on green inclusive growth and sustainable development issues, with more cooperation among FRWO, GEF and UNDP on implementation. This showcase work can enable concrete benefits by linking Iran to other countries for south-south cooperation and resources, opportunities for CC on negotiations and promotion of Iran's role on the international/regional development stage, among others.

UNDP can consider the value added of MENARID implementation arrangements for cross-sector learning and integration of other project lessons into new sustainable human development SHD type activities and projects. It can also provide a critical link to the knowledge-sharing function of the GEF and other international agencies for lessons learned and technology sharing globally. The KM approach and institutional development activities of MENARID are a logical area for future UNDP special support.

3.3. RESULTS

The team reviewed progress against the overall project development goals and objectives. The project activities according to the project document should focus on systemic INRM learning for impact and policy change and provision for provincial and community-level scalable models. In both cases, the project is making advances. However, shifts are needed, including project focus to include policy and institutional change at the national level. More institutional development expertise, work planning and technical support are needed in order to achieve these two key objectives before the end of the project period.

3.3.1. Outcomes/Delivery

Outcome 1: Enhanced engendered knowledge and understanding of the drivers of land-use change, causing land, ecosystem and water degradation with consequent impacts on ecosystem services and local livelihoods

OUTPUTS	INSIGHTS
<p>Output 1.1 Monitoring and information system for land use change, land and water and ecosystem degradation assessment</p>	<p>Monitoring officer was recruited in 2012. The key task was setting up a project baseline and monitoring system. Baseline studies were completed in Yazd and Kermanshah sites in 2012. In Sistan-Baluchistan, baseline studies were completed in 2013 (re: APR 2013). In addition, M&E framework was prepared with CTA support, which is being implemented. New M&E expert (since Sept 2013) has focused on quarterly P-M&E workshops for preparing QPRs and QWPs, as well as weekly staff meetings to assess expert's performance. Current M&E was also heavily involved in preparing for Mid-Term Evaluation.</p> <p>Technically, one of the project activities under this output was early warning system for Land Degradation. However, due to the complexity of this work, it has been postponed until now. It needs to be outsourced to a consultancy firm or a research institute.</p> <p>In 2012, in two sites, Yazd and Sistan-Baluchistan, participatory GIS maps were prepared by two provincial consultants. In Yazd province, land surveys were completed on Kamkoyeh village. In Sistan-Baluchistan province, PGIS was prepared for the whole site.</p>

<p>Output 1.2 Documented analysis and results of the economic, non-monetary and trade-off costs of degradation within watersheds and landscapes at demonstration sites</p>	<p>A local and an international environmental economist were recruited to support this output. The work has been focused largely on cost-benefit analysis of proposed livelihood activities at the village level and at a higher level, assessment studies of land degradation and related costs. For a second phase, this can be focused upward by focusing more on national level externalities, such as food, water, etc. to influence policy on INRM institutional development at national level.</p> <p>There are four reports by a national consultant on land degradation trend assessment and its impacts on people livelihood and ecosystem services for each pilot sites.</p> <p>There are two PES mechanisms implemented in two sites (biodiversity conservation through range land management in Yazd, combat to desertification by affore station in Sistan & Baluchistan). Project team has facilitated a study on carbon sequestration.</p>
<p>Output 1.3 Inventory of best practices from research, farmer innovation, PTD and local knowledge</p>	<p>In 2012, three consultancy firms were recruited to prepare an inventory of best practices at provincial level. They prepared reports on different practices, such as seven practices in Sistan-Baluchistan about watershed management, wind breaking and tree plantation; three practices in Kermanshah about integrated pest management, conducting a mushroom workshop and vermi compost; and nine practices in Yazd about grant assistance for grassroots human security, an incubation center for women, greenhouse integrated management, water efficiency, agriculture traditional knowledge, farm integrated management system, vermi compost, underground water and water desalinization.</p> <p>Also with ongoing collaboration with SGP (which took 2 years to materialize despite PB approval), many more lessons learned and best practices are documented in SGP, are synthesized and shared (training modules possible) with the MENARID project through NGO involvements.</p> <p>ICARDA-MENARID is supporting an impact study for MENARID best practices, which is to be shared in the MENA region.</p> <p>PMU plan for 2014 is to hire an expert to work on best practice reports to be further used in terms of information for visual design.</p> <p>In the absence of a KM strategy and action plan, it is a challenge to set up an INRM learning system for project learning for scaling up activities and good practices.</p>
<p>Output 1.4 Increased awareness at all levels from community to national stakeholders of the need for and benefits from integrated approaches to natural resources management</p>	<p>There is ample public awareness and training and skill-building workshops and activities, including stakeholder consultation meetings and workshops at national and provincial levels; encouraging and facilitating visits of TV and print media to project sites; translation and publication of many books; exposure visits within Iran and to India, China and Turkey; producing a quarterly newsletter; establishing a website publishing a guide book about project sites; arousing public awareness and extension services for community youths and attending and presenting the MENARID approach and activities in different seminars. These activities are having an impact as audiences seem very aware of the MENARID brand and approach.</p> <p>Public awareness can be linked to CB and KM approaches.</p>

According to the ProDoc description of outcome one, the main goal is to support a change in INRM mindset and institutional practices. This includes development of an INRM knowledge base, a dry lands and environmental monitoring system and providing capacity building to garner widespread support for practice of INRM (vertically and horizontally). The outputs are thus interlinked and activities should overlap.

Project (INRM) Baselines

The establishment of a project baseline was to feed into work planning and national monitoring system, a key output (1.1). The dry lands monitoring system was not implemented due to difficulty in applying the concept of an early warning system that was part of the annual work plan in 2013. The key work areas for dry lands monitoring include system for information on land use and degradation, water use and scarcity, soil and biodiversity, i.e. environmental monitoring. The project has undertaken excellent and innovative work on PGIS in Behabad district and Sistan-Baluchistan, which can be scaled up. Baseline Land use survey is an important input for INRM monitoring.

At the national level, the baseline studies included in output 1.1 are completed, and benchmarks for main project indicators were reported as established. The new log frame inputs need to be vetted by PB.

Awareness Raising

There is much public awareness, training and skill-building workshops and activities documented, including reports of stakeholder consultation meetings and workshops at national and provincial levels, encouragement and facilitation of visits of TV personal and print media to project sites, translation and publication of books, learning visits within Iran and to India, China and Turkey, quarterly newsletter, website, guide book about project sites, public awareness and extension services for community youths and attending and presenting the MENARID approach and activities in different seminars. These activities are having an impact, as during MTE audiences interviewed are aware of the MENARID brand and approach. The MTE team reviewed hard copies of all related publications and reviewed the PDFs file. The trainings are explained in greater detail in the outcome and delivery tables recently PMU submitted.

The capacity development and CB/learning approach is apparent but can be systemic oriented. The project team's work in this area is highly commendable. The capacity-building work environment-based community development projects and establishment and functioning of a provincial incubation center for village group's exposure to learn about renewable energies, best practices and technologies.

The local project strategies and activities at the provincial and community levels involve a learning and knowledge transfer focus. Teams have undertaken numerous workshops and provided exposure to project activities and concepts for government officials and all stakeholders in many forms. Project-led liaison and networking with other MENARID regional and GEF projects, policy-level workshops and conferences promoting valuable technical inputs for project and for national benefits of south-south cooperation.

The project teams have conducted a series of national and provincial-level workshops for policy makers and senior government officials to strengthen capacity and for awareness of the multiplier effects of financing women's productive activities. Results of workshops are reflected in observable and active involvement of government officials in women's empowerment and promotion of women-led business development.

The project promotes traditional knowledge and learning into new practices, such as organic agriculture (Seman province- passion fruit and Kermanshah potential being tapped). Traditional knowledge is

visibly a key emphasis for livelihoods at the provincial level and was observed in Kermanshah and in Hableh-Rud implementation activities (cooperative development linked to local area-based biodiversity conservation through selling medicinal plants).

Information on existing best practices at national and provincial levels on INRM and water resources management was collected and documented by MENARID regional activities. MENARID regional KM project completed a best practices report on collecting the community level project innovation, the indigenous knowledge and activities. The report should be translated and put on the website.

INRM Strategic Planning

At national level, an INRM think tank group was formed by the PMU in 2013 to prepare a road map as a visual common ground between the experts to negotiate and reach consensus on the meaning of INRM. The roadmap was the result of joint efforts between Hableh-Rud and MENARID projects and is vetted by NPM and NPD is being shared at provincial levels (PMU-MTE workshop).

At the provincial level, the technical and strategic planning committee’s capacity has been strengthened. The staff members at the province and district levels are working employing a MENARID approach (facilitation joint science and community based planning between individuals, groups and government departments and levels). This is primarily through the INRM strategic planning exercises conducted regularly in late 2013 and early 2014 at provincial levels and through implementation of joint project activities.

In Yazd and Kermanshah, the project initiated two contracts with local university professors. They are contractually responsible to establish multi-disciplinary teams to draft strategic plans for each water shed basin. These professors are working in collaboration with provincial technical committee and communities and presenting their work –drafts regularly in provincial technical committee for discussion and approval (MTE participated in technical meetings on INRM strategic planning in Yazd). In addition, MTE was present and observed a MOU signing between MENARID project and a local university to undertake action research to develop livelihood strategies in Yazd. In addition demonstration incubation centers for INRM practices are set up attached to MOJA in Yazd and Kermanshah.

At the community level, MENARID led capacity building workshops and technical support for livelihoods projects are linked to good INRM practices. The process includes first providing a platform for the community to choose its activities (based on sound environmental considerations) which are then vetted by experts in government and other departments (technically sound). The implementation of the activities is then supported by extension workers and PMU experts (EE expert provides cost-benefit analysis) with cooperation of community and community based inputs. The INRM component of these activities is assessed by the local level Technical Committees. The issue identified by the MTE is that that the process is still rudimentary and the planning needs more technical guidance. The strategic plans must therefore be rolling and contently updated by technical inputs and studies.

Outcome 2: An enabling environment for INRM and the use of the enhanced knowledge from Component 1

OUTPUTS	ACTIVITIES
Output 2.1 Community-based demand for INRM supported by coordination committees and planning across sectors	Recruited national INRM expert, 2011, who was replaced in 2013. Regular meetings with local communities were held in all provinces at various levels, especially Technical Committee

	<p>meetings, watershed level committee meetings and community level meetings. These meetings have been significant in institutional strengthening and encouraging collaborative work between multiple stakeholders while focusing on INRM.</p> <p>INRM think tank group at national level also falls under this output.</p> <p>Also an innovative strategy under this output has been to link with other GEF projects to exchange lessons learned and best practices.</p>
<p>Output 2.2 Evidence-based examples of new policies, laws and regulations for INRM</p>	<p>An assessment study on conflicting policies of different government departments was implemented by the project in 2013 (draft policy report) and is reviewing meetings and workshops at township, provincial and national committees to identify conflicting policies and make the necessary policy recommendations for INRM implementation.</p> <p>Engaged INRM expert to work with policy expert to identify such policies, law and regulations.</p>
<p>Output 2.3 Demand for assessments of the degradation status of lands in watersheds, including specific ecosystems and land uses, along with trade-offs between land uses and impact of changing land use on other parts of the landscape</p>	<p>There were many exposure visits to best practices (i.e. carbon sequestration, rural cooperatives, saffron plantation, etc.) and awareness/training workshops (i.e. ALD, participatory planning, PES, etc.) have been organized by the project to raise demand for more environmentally friendly approaches to land/water and natural resources management.</p>
<p>Output 2.4 Community-driven demand for information on approaches and technologies that integrate best practice across watersheds</p>	<p>Following the same approach as above, through awareness raising and exposure visits, the project has been able to raise demands for technology at community level. For example, a site visit by Asfij local community was made on May 27, 2012, and as a follow up, solar technology was introduced based on local community demand. Also saffron plantation in Behabad was the result of an exposure visit by local community to southern Khorassan.</p> <p>Many activities have been conducted in this regard, but more technology transfer is needed through south-south collaboration, while quality assurance is also needed for sustainability.</p>

The enabling environment for INRM has supply-side and demand-side barriers. *For supply side barriers at the national level (institutional development, participatory planning and coordinated government technical and extension services, a policy framework has not yet been conceived or developed.* The institutional environment, however, is demonstrated through the project implementation approach at the provincial level through provincial- and village-level INRM technical committees. At the provincial level, MTE observed experts are active from different organizations in technical committee INRM

planning exercises (annex 10). Experts are working with communities, utilizing their knowledge and skills to support the community-based plans. MTE witnessed provincial-level stakeholder activity in cross-sector planning and active technical committees (Yazd, Kermanshah and Sistan-Baluchistan). Changes are occurring as government's are investing their own budget and staff, and there is scaling up in the project idea/concept, e.g. the project-supported activities to augment the “rural development office” work by inviting other organizations, such as “Komite Emdad” (a charity) to cooperate on grassroots and collaborative services delivery through this office. MTE learned that if other organizations enable others to share their duties, the charity or NGO then becomes a recognized RDB partner, enabling NGOs to continue their work officially and sustainably.

For demand side barriers, the strategy and activities have been to strengthen capacities of communities around environmental and social cost benefits. Project activities at the provincial level are supporting community organization (resources user group formulation) and improved government extension and services through project supported “incubation” demonstration centers. Communities and local governments are cooperating, and building small-scale infrastructure, rehabilitating unused community centers and engaging in sustainable development-related learning activities. The provincial DGs for natural resource management and provincial project managers in Hableh-Rud, Yazd and Kermanshah are active participants in the activities and are champions of the project. It is not common practice among management-level persons to interact with the local people in the field (interview with government and NGOs).

At the community level, the implementation strategy and related activities are to empower communities with capacity and build trust. This is through engaging with government planning processes and services delivery. Work has also been focused on linking communities to local support institutions (NGOS/CBOs) and as private sector and research/learning institutions. User groups are formed in the provinces through rural development offices and micro-credit funds.

Outcome 3: Community-driven, climate-resilient approaches and techniques for sustainable land and water management demonstrated through INRM practices—Rating

OUTPUTS	ACTIVITIES
Output 3.1 Quantitative calculations of global environmental benefits to be derived by integrated approaches to INRM in watersheds and landscapes in Iran and the impact that could be derived by upscaling from the demonstration sites using cross-sector coordination	In 2012, a new local and an international economist were recruited to support this output. A study on the quantitative calculation of potential global environment benefits from integrated INRM in demonstration sites conducted by an international environment economics expert. It is, however, too early to look for any tangible outputs in this regard as the project is still in mid-term.
Output 3.2 Implementation of land use and water management practices that are people-friendly, cost-effective and climate-resilient and can also improve returns within the constraints of local agro-ecological conditions	Project recruited an international expert to conduct a study at demonstration sites on ALD practices that are economically viable, environmentally friendly and socially acceptable, sharing international best practices in ALD. Then the project started to recruit livelihood experts at the provincial level. Technical expertise on alternative livelihoods and market-based approaches is very important and should be ongoing in the development of the provincial pilot sites. Capacity building, livelihoods ALD and national and international EE experts were largely responsible for design and implementation of community level activities. More synergies and a clear strategy are needed for systemic linkages into their planning for community work to provincial-level teams for

	<p>system level capacity strengthening.</p> <p>Some of the community-based projects were conducted with NGO support. Some others were conducted with government support through TC mechanisms. For example, at the Yazd site, two projects were implemented: water piping projects in Kamkoyeh and Behabad with collaboration of Yazd (MoJA) and implementation of an alternative livelihood project (beekeeping) in Behabad.</p> <p>Two bakery shops in Sistan were established with governmental budget, and arrangements for launching a promotional and alternative livelihood complex in Sistan were made.</p> <p>In Kermanshah site, launching the incubation center for promotional and alternative livelihood was finalized with support from MoJA. A series of meetings was held with Barij Esance company in order to further development of planting roses in the Razin site.</p> <p>Some other initiatives are in collaboration with private sectors, such as carpet, kilim, giveh weaving in Razin site. Here also, people cultivate medicinal plants. Also, a series of sewing, cooking and tailoring workshops were organized purposefully to engage women in community-based work.</p> <p>PCM projects were also implemented in all project sites (Kermanshah, Yazd and Sistan-Baluchistan) with strong local community participation (with support from an expert facilitator).</p>
<p>Output 3.3 Payments for Environmental Services schemes operative at the demonstration sites or nearby where financial benefits accrue to local land</p>	<p>PES mechanisms have been established with support from an international environmental economist. Two PES projects were implemented in rangeland management in Yazd and combating desertification in Zabol. (Re: Carbonium Newsletter).</p> <p>In addition, studies on assessment of carbon sequestration potential in Kermanshah site has been conducted as a potential PES mechanism. Assessment on biodiversity and carbon sequestration potential in Behabad site was done by Yazd University.</p> <p>Training workshops have been conducted on PES in all project pilot sites, as well as in FRWO in 2013. There is need for strategic and provincial-level capacity building approach. MTE team noted excellent efforts on conducting activities, including workshops, consultation meetings and workshops at national and provincial levels; inception workshops in provincial and national level; sharing knowledge and experiences with SGP, CSP, Zagros, and Hableh-Rud and other projects and training. Assessment of key government officials at the national level, English classes for project staff, organizing exposure visits of project team and government officials, encouraging and facilitating visits of TV and print media to project sites, publishing quarterly newsletters and designing a website and developing and circulating suitable IEC materials are needed.</p>

Outcome 3 includes a collection of outputs with activities to support institutional, community and individual behavioral change at the provincial and community level. The activities to date facilitate cooperation and help communities organize around real experienced problems with their local development. The project has facilitated and bridged communities and government and to strengthen local networks in efforts to establish trust. The project national experts (EE, CB, and NPM), in collaboration with provincial experts and NGOs, act as facilitators. The project by design promotes facilitation and bridging between communities and government to strengthen social networks and trust. MTE observed INRM practices have been strengthened through approach taken working on problems constructively with communities.

Output 3.1 is a quantitative indicator. Cost benefit information on the environmental tradeoffs helps communities understand agriculture and development decisions, as community-based work—as opposed to individual resource management. The benefits of collective work through community cooperation are a part of the MENARID approach ‘to facilitate changes’ (stakeholder interviews with provincial departments and observation in villages).

Project economists are working with communities to undertake local-level quantification of environmental cost benefits. These activities are resulting in changes to practice as a new understanding of the "value of the land and/or resources" (interview with the international EE expert, May 8, 2014) and in time decisions based on informed individual and collective level risk analysis and tradeoff will be day-to-day. The PMU-based environmental economics expert worked with the international consultant to conduct an assessment study on potential PES projects. Study entitled ‘PES mechanisms designed under the MENARID project: three case studies March 2014’.

The international and local environmental expert assisted field offices to design and implement the PES mechanism at two demonstration sites (Sistan-Baluchistan and Kermanshah). This work is having a knock on benefits (stronger understanding and capacities on social, economic and natural risks observed in talking with villagers). The project staff can document and engage more media focus around the cost-benefits analysis at the community level and raise the PES mechanism to the level of the nation- (do a economic valuation study) for public relations and broader awareness rising.

The MENARID field teams began three water resource management projects with local communities at the demonstration sites in Kermanshah and Behabad. Water use strategies are the basis for planning, based on private use to provincial-level water use efficiency. A pilot project on alternative (solar) energy was implemented in Asfij village in Behabad, and water resource management projects were established at Zamaleh village in Razin watershed and Kermanshah.

There is a balance of soft (capacity building, strategy and policy-type) and hard physical activities focus on using low and traditional technologies to enact positive changes and adaptation based on the changing natural environment (see annex 11). More work can be undertaken however on local level risks in communities with their involvement through assets mapping.

Social mobilization with a focus on women’s empowerment is apparent in communities. Gender results were observed through much project-led economic empowerment work with women on micro-enterprises and livelihoods (see list of activities in annex 11). For example, women’s empowerment is through project and social activities including: cooking, sewing and INRM-based micro-finance activities.

Local women engaged in the project activities interviewed during MTE requested training on higher value-added crafts, i.e. Persian carpet making versus folk rugs.

For livelihoods, as highlighted earlier there was a question of using a cooperative versus a private sector model. Finally, the project teams are attempting to demonstrate joint government extension work through incubation centers built and more can be done to promote systemic intersectoral –institutional collaboration at community level. The project can do more to focus and document the institutional capacity work with local level technical extension teams to work together in providing relevant services.

3.3.2. Prospects of Sustainability Rating-ML¹

The project's sustainability is dependent on a combination of five contributing elements: continued availability of financial resources for process and structural changes, the socio-political dimensions, the will for conducive institutional framework for INRM governance (new processes, systems and structures), managing environment and environmental risks.

→ Financial Sustainability Rating—ML

In terms of financial sustainability, the co-financing agreement needs to be reviewed and agreed to in relation to issues raised about exchange and the relations of GEF to government findings for activities. This is dependent and contingent on the necessary upstream work, e.g. the technical committee and work on an INRM policy framework.

→ Socio-Political Dimensions Rating—ML

The social-economic dimension is related to the will for the MENARID approach to continue. More technical inputs are required in implementation to finish disparate activities and project-led innovations. It is also dependent on a conducive, enabling political environment for a new institutional framework for INRM (new processes, systems and structures).

→ Environmental risks Rating—ML

Project baseline on environmental conditions and status are a matter of priority. NPM should vet the quality and advise the TCTC on the need to undertake proper follow-up baseline analysis (CTA, UNDP, RTA, and NPD).

¹ SUSTAINABILITY RATINGS: L=Likely (negligible rates to sustainability), ML=Moderately Likely (moderate risks), MU=Moderately Unlikely (significant risks), U=Unlikely (severe risks)

4. CONCLUSIONS

The first half implementation has focused efforts on concrete engagements at the community level. This is justified because important trust within and between communities and with government service providers is a prerequisite to success. The MENARID learning approach has been focused on increasing community awareness, local-level cost benefit analysis and actions for development in relation to the degradation experienced within the watersheds and landscapes at demonstration sites. The project manager is taking a pragmatic perspective on implementation with a focus on community engagements and garnering important local government support for the MENARID project ideas and approaches to INRM and community development.

The project contributes to the enabling environment through demonstration models in project sites and a cross-sector planning mechanism for INRM. To augment support around the upstream institutional capacity building work, project teams can employ a systematic approach. This will lead to project efficiencies, technical sharing and sustainability of efforts. In this regard, a systematic approach to knowledge management, sharing and learning can be instituted immediately. On the second development objective, to generate a scalable model, the project teams are having successes, but much more needs to be done to refine the work in progress and to formalize institutional arrangements—making linkages of village planning committees and resource user groups to provincial planning committees and then linking to a national institutional enabling environment.

MTE noted excellent provincial-level efforts on institutional development through the establishment of technical committees for planning and technical guidance (international experts, others). The recent development in provinces visited in cross-sector strategies for watershed management is a key feature that can be built upon with further technical support and rigor. More cross-provincial sharing is necessary between more advanced provinces, such as Hableh-Rud, and the provinces just beginning to embark on such exercises.

MENARID has potential as an umbrella sustainable development program for UNDP, GEF and GOIRI, capturing international resources like UN-REDD program, CCA and bilateral support through coordinating and sharing lessons on environment and INRM projects, linking other social and economic development activities across sectors and serving the country's sustainable development programs through a systemic knowledge network approach. Such vision, nevertheless, needs renewed commitment, cooperation and common understanding from partners GEF, UNDP and FRWO, in order to realize MENARID project potential. A functioning Project Board and a directed, motivated and capacitated PMU is central to such a vision. Cooperation and the close involvement of all partners are needed to make it a reality.

This project is uniquely positioned to fill a major gap in strategic knowledge management and sharing across all GEF Iran initiatives for transformative change in national planning efforts. Through strategic knowledge cooperation and networking with other GEF and environmental, social and development projects, MENARID can systemically promote broad understanding of environmental, social and economic externalities in national, regional and local development planning in all provinces through different program entry points.

The MENARID project presents a unique, timely opportunity for the UN system, GEF and the Government of Iran to showcase Iran's work on SDGs within the international arena in 2015. This is, however, contingent on implementing MTE corrections and managing risks highlighted. Key recommendations include embarking on joint planning for an international knowledge sharing and learning seminar in 2015, with UNDP's special planning support.

5. RECOMMENDATIONS AND LESSONS LEARNED

5.1. Corrective actions for the design, implementation, monitoring and evaluation of the project

- 1. As an immediate action, develop a toward end-of-project and sustainability strategy, including revisiting the log frame targets and work plans at national and provincial levels in light of recommendations arising from the MTE (PPUs, PMU and PB);*
- 2. Grant a project extension (CTA justification, March 10, 2013). Extension is to be discussed and approved by the project board through August 2015 (PMU and PB). Premature replication should not occur (i.e. request was for 14 sites in Kermanshah).*
- 3. Develop a training package including a replication manual for upscaling activities at the provincial and community level. The project should focus on quality results, including training packages, and after terminal evaluation, decisions can be made about scaling up. Now it is better that the project focus on increasing the quality of implementation, training and documentation and identifying impact of the activities on natural resources, including linkage with INRM (PPU, PMU).*

Project Formulation/Strategy

- 4. Develop strategy for INRM institutional development, including a draft policy framework as a project success indicator (PMU, NPM, support by CTA);*
- 5. Update baseline information upon approval from PB. (GEF, RTA, UNDP, NPD, PB);*
- 6. Mitigate key project risk (continuity of implementation) by instituting an operational National Technical Committee as a target for national capacity building support. NTC to oversee development of an institutional framework on INRM with concrete activities focused on the evidence for change, analysis and actions around fragmented and conflicting INRM policies. Include INRM framework in the project log frame through PMU, guided by substantive and resource support of UNDP program manager).*

Project Implementation

PMU risk mitigation strategies

- 7. Contact the NPM to ensure sustainability of results. Establish a recruitment modality for current NPM on the UNDP contract, sending a letter to NPD requesting NPM's release from his current government duties to be hired formally by project (UNDP, NPD);*
- 8. Engage CTA to facilitate south-south collaboration and technology transfer (PB, CTA);*
- 9. Make risk identification and management a key feature of the project implementation strategy, (elaborated in analysis of enabling environment and capacity building approach). Partners can review the risk matrix at each project board as key oversight criteria for dynamic review and monitoring. This can be included as a standing item on the agenda.*

10. *Train PMU on how to be a better project board secretariat, i.e. by organizing an excellent agenda and meetings.*

PMU quality improvement strategies

11. *Host a staff retreat. Host a post MTE project team learning and orientation workshop, including history of project, concept and MTE recommendations (PMU, provincial units supported by GEF NPMs, UNDP).*
 - a) *Undertake preparations for a technical workshop, bringing in appropriate technical inputs with the expected outcome of implementation strategies for key areas knowledge management, INRM, M&E training, livelihoods including micro finance schemes and capacity building of INRM learning network (CB, PES, etc.). Involve technical support from FRWO, GEF, other sectors and external international support if necessary, i.e. institutional development, development economist, KM specialist, to help do this;*
 - b) *Obtain correct mix of technical support (national and international) for strategic planning;*
 - c) *Undertake separate PMU training on strategic planning, risk identification, planning and management, adaptive management and results-based management, sensitized role clarity, post MTE and probably adjustment to the ToR based on MTE findings.*
 - d) *Provide project staff/close partners training on risk assessment rational and methodology.*
12. *Operationalize a national technical committee for upstream implementation, engage UNDP (post MTE) to substantively support the strategic objectives of the INRM National Technical Committee in line with MENARID institutional development objectives;*
13. *Institute a performance-based monitoring system linked to project results at PMU (PMU, UNDP);*
14. *Have the project board lift the international security clearance requirement so that technical advisors can visit the sites, forestalling disadvantage to the project.*
15. *Hire (RE-HIRE) International specialist in key thematic areas such as Climate change, PES, INRM and KM.*

Knowledge sharing, project generated learning, visibility strategies

16. *Develop KM, CB and public awareness strategy and undertake training on these linked to second half strategic implementation;*
17. *Translate all project reports to English and avail on website for researchers and others; prepare good quality PowerPoint in both Farsi and English for presentation in relevant gatherings (PMU and provincial units PMU);*
18. *Develop project website and project storage portal to enact efficiencies for project operations, including promote less travel between national and provincial level, and strategically position knowledge sharing and public relations/visibility as a core strategy for the implementation approach and results (KM);*

19. Undertake planning and hosting of an international showcase event on MENARID in 2015 and invite other MENARID regional project countries. Develop an inclusive multi-sectoral steering committee and leverage the project as a country contribution to sustainable development planning globally in advance of post 2015 (UNDP, PMU, NPD, MFA, GEF NPMs).
20. Turn public relation unit into “public relations and international affairs,” or engage an additional person for international affairs with responsibilities for searching and finding the related international events that are opportunities for MENARID attendance and presentation/sharing its lessons learned. This would also bring the other project lessons learned to MENARID (PMU).

Accountability strategies

21. Have UNDP involved in project monitoring (including field visits) concerning strategic goals, i.e. National Technical Committee (UNDP, NPM);
22. Develop a technical monitoring plan (CTA, GEF/RTA, UNDP and NPM);
23. Train PMU staff on NEX guidelines (CTA, GEF/RTA and UNDP).

Project monitoring strategies

24. Prioritize updating of baseline work. Have PMU vet the quality and advise PB on the need to undertake proper follow-up baseline analysis (CTA, UNDP, RTA, NPD);
25. Review and finalize co-financing for second half with PB support and inputs (PMU, GEF, UNDP, NPD and PB). The MTE enforces the idea that the co-financing has been reviewed and agreed to through a tripartite meeting;
26. Engage experts in designing a drought monitoring system (M&E, PMU). Regarding monitoring land degradation in project sites, try to outsource the design of an early warning system and mechanisms to track land changes to experts. The project is to see whether it is possible to develop the initiative of PGIS in order to use it as a system for M&E;
27. Enact the national project-level M&E system and conduct training to ascertain results (M&E, PMU);
28. Have a stakeholder’s analysis, get the list updated by project M&E processes regularly and add new recognized stakeholders with whom the project could establish good partnerships and benefit from contributions;
29. Provide training for project staff on Mx&E and KM.
30. Put in M&E ToR activities linked to ME processes and regularly update the table of the project’s key stakeholders and their roles, the project’s risk and assumption table and status of indicators in the log frame. Allocate all project activities on log frame. This process could extract data, policy, information, figures and lessons learned from all project reports and activities for development and input into the content of upscaling components, like INRM policies and conditions for replication.

Stakeholder involvement, planning and monitoring

31. Vet national and provincial technical committees to ensure the correct mix of experts from sectors and non-governmental stakeholders for INRM expected results (PMU-CTA);

32. *Strengthen the GEF project learning and sharing network, share GEF new approaches (in new manual on MENARID approach and resources) and mobilize and influence GEF pipeline for future GEF projects (PMU);*
33. *Establish concrete cooperation with the meteorology organization and scientific centers for conducting climate change resiliency studies, possibly also as PhD thesis (NPM,CB, KM);*
34. *Ensure common strategies for cooperation between FRWO and DOE (NPM, PMU, KM and CTA-INRM specialist);*
35. *Provide training on international negotiation for Multilateral Environment Agreements (MEAs) (MFA interview) as part of MENARID's KM agenda, i.e. provide training on MEA negotiations in climate change, biodiversity and desertification (PMU, UNDP);*
36. *Promote the cause of the MENARID approach beyond pilot sites as INRM at national level requires improved capacity and political commitment to implement and sustain integration and coordination between sectors and departments.*

5.2. Actions to follow up or reinforce initial benefits from the project

Outcome 1: CB/KM/INRM “mindset and changed local, provincial and national planning and implementation practices”

37. *Develop a manual on the “MENARID approach” and related training packages; share broadly. Focus on principles, i.e. trust, community engagement, cross-sector institutional work, etc.); involve other GEF NPM building upon their learning, including case studies on other GEF projects in country (GEF RTAs, CB experts, NPM, CTA, PMU, UNDP);*
38. *Develop a capacity building strategy (involve key experts in livelihoods, PES, KM) for all levels of project implementation and include strategic partnership for implementation at all levels, in particular at the local level (CB, KM, PES, INRM, new livelihoods specialist, CTA, UNDP);*
39. *Plan and host an international learning seminar on MENARID and involve regional MENARID and GEF experts in four focal areas (UNDP, GEF, PMU, NPD and MFA);*
40. *Complete a technology transfer as mentioned in project output 1.3. MTE recommends that the project develop PTD projects in project site to make added values to the promotional livelihood incubation centers.*

Outcome 2: Enabling environment

41. *Operationalize national INRM Technical Committee. The ToR of the technical committee should be reviewed and revised with a focus on INRM (PB PMU);*
42. *Prepare a strategic plan for M&E and develop a rigorous project and results-based monitoring system, including links to scientific community for ongoing dry land assessments (PMU, M&E, all experts and CTA);*
43. *Bring in international consultant for PES national accounting for policy support to land degradation, alternative and land values, water strategies versus business as usual, etc. (EE expert, PMU and CTA);*
44. *Get UNDP support in environmental coordination work of MENARID project with other GEF projects. It should be featured as the central networking part of the PMU knowledge management strategy for INRM systems and knowledge network development (PMU, KM expert);*

Outcome 3: Impact at community and local government level (institutional and otherwise)

45. Document selected provincial successes (for Hableh-Rud, do a process of change case study immediately). Do case studies on promising and failing innovations to share and for inclusion in the defining MENARID Iran manual, i.e. solar, women's work on medicinal plants, learning in incubation centers and how the project made the "rural development office" more official by inviting other organizations, such as "Komite Emdad" to hand over some parts of its duties in the rural area to this office (KM);
46. Ensure that PES becomes a modality at all levels of implementation (EE, PMU and CTA);
47. Undertake studies on climate change impact and do future studies to identify the poor as a primary target group of the project;
48. Have MENARID teams and FRWO-based UNDP/GEF projects identify ways to undertake joint activities to ensure cooperation. Synergies can be realized through development of joint work activities for 2014 and 2015 with all other GEF projects within FRWO;
49. Enact a strategic approach to knowledge sharing, technology transfer and learning for enhancing technology transfer and institutional learning systems development (NPM, KM, PPMS and project experts with CTA input);
50. Develop a strategy at provincial level with national and international INRM planning for institutional development focus on village level experts (INRM, CTA, NPM and PPMS);
51. Scope and report on MTE highlighted technical gaps (highlighted in MTE report) in implementation strategies (PMU and PPU's project experts with CTA input);
52. Undertake scoping exercise on related innovative practices globally/regionally for INRM around four focal areas; deliver and share a report (KM, PR expert, UNDP and CTA or other expert);
53. Have international INRM specialist, KM and M&E and expert M&E committees develop a strategy to scale up the PGIS work across projects (provincial units, PMU/KM/CB).

5.3. Best and worst practices in addressing issues related to relevance, performance and success

In general, the project has generated excellent lessons.

- ⇒ *Building trust is the key in community-based collaboration efforts.*
- ⇒ *Studies on vulnerability and poverty as baseline analysis for INRM projects are important.*
- ⇒ *Preparation and Involvement of people in planning and management of local activities and at provincial project is significant.*
- ⇒ *Building on existing institutional mechanisms, such as RDB boards enacted through MENARID, is essential.*
- ⇒ *Farmers learn best from each other and through the "learning-by-doing" approach.*
- ⇒ *Project documents should be simpler and culturally sensitive.*
- ⇒ *The project demonstrates that the local capacity building approach for changing practice is best as the interchange among farmers. Related local study tours have been very useful, producing good results. In fact, study tours between villages were perceived by farmers interviewed as most effective for learning and sharing new technologies and innovations for changing their current practices and for the community organization work.*

- ⇒ *Soft and cheap learning activities have big impact, i.e. coordination and KM approach is producing learning efficiency and effectiveness around shared goals in conservation and expansion of protected areas.*
- ⇒ *Sustainable livelihoods are quickly becoming adaptive livelihoods in a dynamic climate.*
- ⇒ *Creating learning systems is important for a dynamic changing environment and social and economic needs.*

6. ANNEXES

ANNEX 1 – LOGFRAME RESULTS ANALYSIS BY INDICATOR

Particular	Key Indicators	Baseline Status	Mid-Term Status
<p><i>Project Objective:</i> To remove barriers to Integrated INRM by developing and strengthening institutional knowledge capacity and coordination, and by demonstrating and upscaling successful sustainable land and water management practices</p>	Hectares of land where climate-resilient INRM is demonstrated for further replication in other areas	0 hectares	<p>MENARID approach is being demonstrated in 40000 ha of land</p> <p>5 provinces made request to replicate the MENARID approach</p> <p>A request was put forward by Kermanshah governor's office to replicate the MENARIC approach in 14 townships base on provincial budget</p>
	Overall decrease in trend and/or severity of land degradation as measured by % increase in NPP (Net Primary Productivity) and/or RUE (Rain Use Efficiency)	NPP was not measured due to lack of information in project sites	<p>Difficult to measure NPP, therefore, no. of hectares under SLM practices is reported:</p> <p>Total: 1867 ha Sistan: 33 ha Yazd: 218 ha Kermanshah: 1416 ha</p> <p>SMLWR: 200 ha (phase II)</p>
	Enhanced carbon sequestration in soil and vegetation across landscape in project demonstration sites	<p>Kermanshah: 3614 tons/year Yazd: 1678 tons/year Sistan-Baluchestan: 1000 tons/year</p>	<p>Total increase in CS:12000 tons</p> <p>K: 10000 tons Y: 1000 tons Z: 1000 tons</p>
	Change in proportion of project participants in demonstration sites who are vulnerable to climate change and who are living below the locally-accepted poverty line	Total Active population in project pilot sites: 3039	Total number of participants: 1847 people (approx. 60 % of active population)
	Overarching improvement in water resource management, quality and availability through appropriate demonstration project execution and concurrent reforms in policy, legislation and institutional arrangements	Weak policies, communication & coordination resulting in fragile or non-existent IWRM & WUE approaches in place	<p>Four demo projects in MENARID: a-Check dam in Zameleh b-Spring revival in Zameleh and Sarzameleh c-Water transfer through pipes in Kamkuyeh d-Same in Karimabad</p> <p>SMLWR drafted one policy on IWRM</p>
<p><i>Outcome 1:</i> Enhanced engendered knowledge and understanding of the drivers of land-use change causing land, ecosystem</p>	The project includes gender analysis of drivers of land-use change causing land, ecosystem and water degradation and	None	Three analytical NGO reports produced

Particular	Key Indicators	Baseline Status	Mid-Term Status
and water degradation with consequent impacts on ecosystem services and local livelihoods	measures to identify and address women's specific needs and contributions in INRM.		
	There is evidence of increased awareness at national/provincial level on the gendered impact of environmental finance and the multiplier effects of financing women's productive activities.	Very low awareness on INRM among public and policy makers	By taking the following measures, the project has tried to raise awareness at national and provincial levels about the MENARID approach: 100 news published 10 books (8000 disseminated) 4 Newsletter published (2000 disseminated) 5 research paper developed 13 brochures published (7000 disseminated) 10 news in provincial TV channels Promotional items produced and distributes (4 item in 9000 copies) Design and update of website (3 yrs) More than 150 visitors from outside of the project 10 training manuals Participated in 3 major exhibitions Participated in 4 national conferences
	Gender-sensitive monitoring and information system for land-use change and land and water degradation assessment	None	Two P-GIS projects undertaken in Yazd and Sistan-Baluchestan provinces
	Number of engendered INRM and water management best practices characterized in 4 provinces	Limited and dispersed	IPCM: 4 cases PES: 2 cases Watershed management Rangeland management: 4 cases
	Number of market-based (financial), non-monetary and trade-off assessments of the loss of ecosystems services (provisioning, regulating, cultural) in 4 provinces	None	Four Land degradation trend assessment reports with its effects on ecosystem services (one for each site)
<i>Outcome 2</i> An enabling environment for INRM and the use of the enhanced knowledge from Component 1	Number of natural resource planning and coordination entities working cross-sectorally at national, provincial and local levels	National: 1 Provincial: 4 Local: 0	National: 3 active cross-sectoral mechanisms (PB, INRM think-tanks, GEF projects network) Provincial: 8 active (Technical and M&E) Sub-provincial: 4 (Watershed levels) Local: 9 (in MENARID)
	Cross-sectoral mechanism for INRM established at national level to link SLM and IWRM planning processes	None	See above

Particular	Key Indicators	Baseline Status	Mid-Term Status
	Government agencies' and women's organizations systematically engaged in dialogue on INRM	None	<p>Women have been systematically included in dialogues related to INRM at local, provincial and national levels, namely:</p> <p>a-Process of preparing 2 Strategy Documents (Yazd and Kermanshah)</p> <p>B-Watershed management committees established in each site.</p> <p>c- Regular government meetings at committee levels (80 meetings)</p> <p>d-Training, capacity building and consultation meetings re project formulation related to INRM (e.g. cultivation of medicinal plants, biodiversity conservation, vermi-composting)</p> <p>e-From 37 community groups involved in the MENARID project: Y: 128 men and 84 women Z: 110 men and 124 women K: 143 men and 216 women</p>
	Women consulted in policy-making processes so that their knowledge and interests are reflected in INRM	None	Women consulted systematically at local, provincial and national levels
	Number of policies on approaches and practices involving INRM arising from activities at the project demonstration sites	None	<p>2 Strategy Documents prepared at Provincial level (Yazd and Kermanshah) +</p> <p>Land Use plan prepared for Hableh-Rud Watershed</p> <p>One report prepared on INRM policies to determine conflicting policies</p>
	Number of requests and/or database access events for information on INRM originating from national and provincial stakeholders and other relevant parties, including the private sector and other projects	Originating from: National: 0 Local/prov: 0 Others: 0	<p>Total: 7200 requests recorded at MENARID website</p> <p>Also, information requested by MENARID-ICARDA regional project</p> <p>Private sector: Barij Essence Co. (Herbal Essence), Carpet companies</p> <p>Universities: Yazd Univ., Zahedan Univ. and Research Centre in Kermanshah</p> <p>NGOs: Through SGP and others</p>
<i>Outcome 3</i> Community-driven, climate-resilient approaches and techniques for sustainable land and water management demonstrated through INRM practices	Increase in global environmental benefits with co-benefits for local development in demonstration sites.	None	<p>Increased CS: 12000 tons 1000 tons reduced C from Solar water heaters (= \$74100)</p> <p>One biodiversity-friendly mechanism in Yazd</p> <p>Check dam construction in Zamele: 216 ha</p>

Particular	Key Indicators	Baseline Status	Mid-Term Status
			Water transfer by piping (kamkooye & Karim-Abad): 86 ha 3 Rangeland management cases in Kermanshah, Yazd & SMLWR
	Increase in best-practice, organic and traditional/local innovations for rangeland, rain-fed farming and irrigation	3 best practices maintenance of the Qanats, Pistachio cultivation to use less water, and participatory cleaning the canals called Hashar	IPCM: 4 cases PES: 2 cases (Y+Z) Watershed management Rangeland management: 4 cases (K+Y) Incubating and extension center for INRM
	Increase in best-practice management of water resources (surface and groundwater) to mitigate floods and drought, increase groundwater recharge and reduce sedimentation and pollution	Same as above	Check dam construction in Zamele: 216 ha Water transfer by piping (Kamkuye & Karim-Abad): 86 ha Resistant varieties of crops (medical plant cultivation, wild almond cultivation, pistachio and saffron cultivation to use less water): 100 ha
	IWRM and WUE strategies in place, with institutional ownership secured and best approaches mainstreamed into national and regional planning frameworks by end of project	Weak policies, communication & coordination resulting in fragile or non-existent IWRM approaches in place Water Use Efficiency is poorly understood and often not considered in water management decisions	This is to be reported at the end of project, however: At present, 2 Strategy documents prepared (in Yazd and Kermanshah) and Land-Use plan in SLMWR Joint planning on Hamoun Wetland with DoE Joint planning SLMWR with the national level project on IWRM
	Number of PES schemes established (or firmly planned) that bring benefits for local livelihoods through INRM	None	Two PES mechanisms undertaken (Rangeland management in Yazd and Desertification Combat in Zabol)
	Measures in place, including affirmative action, to increase access by women-led businesses and women's organizations to finance for INRM	None	In MENARID 14 women-led businesses being developed, such as: essence extraction local poultry, mushroom production, carpet making, bread making, vermi-compost, packaging of herbal plants, bee-keeping and cultivation of medical plants.

Particular	Key Indicators	Baseline Status	Mid-Term Status
	Climate change and mitigation policies and programs are developed that reflect women's concerns and interests and are monitored for their impact on women's lives so that equality of outcome is achieved	None	Policy impacts not measurable at this point
	Gender-responsive policies in place, linking women's use of natural resources and environment services with their roles and interests in sustainable livelihoods and small business promotion	None	Policy impacts not measurable at this point

ANNEX 2- PROJECT RESULTS FRAMEWORK

Project Title: MENARID Institutional Strengthening and Coherence for Integrated Natural Resources Management, Iran				AWARD ID: 00059713 Project PIMS ID: .3232		Date:			
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Sectoral focus of government departments working on INRM may hinder coordinated approach	26/09/2010	Strategic	Current sectoral focus, if maintained, may undermine the integrated approach of the project and make it difficult to achieve project objective P = 3 I = 2	Sectoral department representatives will be included in Project board and Technical Committee Provincial-level staff from these departments will be involved in PPRC as well as in all demonstration and capacity building activities Commitments will continue to be sought at local, provincial and national levels that the integrated approach is to be preferred and that actions to mainstream it will follow.	FRWO	PMU	30/05/2014	<i>Representatives of various departments are members of Project Board (4 meetings to date); in addition, provincial M&E Committees are formed which include members of key organizations at the Governor's Office level; representatives of various departments are members of Technical Committees at each pilot province (10-20 meetings so far in each province); at sub-provincial level also Watershed Committees are formed with representatives from various sectors Preparation of Strategy Documents at provincial level with Governor Office support shows commitments towards integrated approach. Accordingly necessary budget will be allocated (Re: letter from Governors Office in Kermanshah).</i>
2	Weak participation of poor local people because of suspicion that their natural resources may be alienated or their access restricted.	27/09/2010	Operational	Weak participation impacts on local ownership of INMR practices, jeopardizing the sustainability of project interventions. P = 2 I = 3	Project will develop social communication and Participatory techniques used by other GEF projects to engage with village leaders, social groups and local community. Fair and equitable benefit sharing mechanism will be instituted, including PES. Project will ensure that decisions about rights and access to natural resources are taken at community level.	FRWO	27/09/2010	27/09/2010	<i>At local levels, participatory and bottom-up approaches have been used to engage local communities in project activities; many local level meetings have been held to build trust and gain collaboration of local communities, esp. women. From 37 community groups involved in the MENARID project, more than 50% are women. PES mechanisms have been established with support from an international env. Economist. Two PES projects implemented in rangeland management in Yazd and combat to desertification in Zabol. (Re: Carbonium Newsletter)</i>

					Reduced dependency on natural resources will be offset by alternative income generation activities based on sustainable resource use.				<p><i>Micro-credit funds have been established by local communities at project's pilot villages. Also Rural Development Offices have been established.</i></p> <p><i>Alternative income generation activities have been identified and implemented in pilot villages. (eg. essence extraction, local poultry production, mushroom production, carpet and shoe-making, bread making, vermi-compost, packaging of herbal plants, bee-keeping and cultivation of medical plants.)</i></p>
3	Impact of climate change on Iran's dry land causes more frequent droughts and water shortage, floods and reduced viability of farming and loss of livelihoods	27/09/2010	Environmental	Climate change, including increased variability, impacts the ability of the rural poor to cope with decreased food security and reduced provisioning services from ecosystems. P = 2 I = 4	The project will strengthen monitoring and information system and integrate it with early drought warning system of National Centre for Agriculture Drought Management (NCADM). Additional national resources will be Mobilized to mitigate impact of serious drought. All demonstration interventions and practices to be inventoried will be assessed for their Climate-resilience and their climate resilience will be enhanced through build-up of carbon with co-benefit of increasing plant-available water and nutrients.	FRWO	27/09/2010	27/09/2010	<p><i>An early drought warning system exists (NCADM) at national level, which already collects data from project sites, however the project is trying to identify a mechanism to revert back this information to local community level (early warning system to inform communities about drought).</i></p> <p><i>Provincial budget have been allocated for control of floods and erosion.</i></p> <p><i>Some climate resilience interventions have been identified and implemented (eg. rangeland revival, selective crops, renewable energies, IPCM). Carbon sequestration has increased by 12000 tons in project sites. Project reduced C by using solar water heaters (total value of \$74100).</i></p>

4	Co-financing commitments may not appropriately materialize.	27/09/2010	Financial	Absence of appropriate co-financing may jeopardize project implementation and reduce inputs and activities to a level at which beneficial change cannot be delivered. P = 1 I = 4	The national government and the provincial governors have Committed to dedicate resources to the project from their budgetary allocation. Proper and timely communication will be maintained so that the co-financing is obtained on time as per commitment	FRWO	27/09/2010	27/09/2010	<p><i>The Governors Offices have committed to use MENARID approach in other watersheds and allocate resources to the project from their provincial budgets (eg. Kermanshah and Yazd).</i></p> <p><i>Due to devaluation of Rials compared to \$, government cofounding commitments have substantially increased, however the project is hopeful that these figures will be materialized by the end of the project.</i></p>
5	Staffing and leadership changes in key government department's cause reduced priority on building capacity to handle INRM.	27/09/2010	Organizational	These changes may undermine project objectives, affect the priority accorded to integrated approaches and reduce the opportunities to scale-up project lessons. P = 1 I = 2	<p>The institutional capacities assessment has identified the capacities need of the government departments involved.</p> <p>Proper implementation and monitoring of training program will be done to ensure that the needed capacities are built and utilized</p> <p>The responsible authorities/expert will receive training/ Orientation regularly with continuous guidance and advisory services.</p> <p>UNDP inputs to be sought proactively by FRWO in capacity building and institutional strengthening.</p>	FRWO	27/09/2010	27/09/2010	<p><i>A need assessment has been conducted by the project's CB expert at provincial level. Many training workshops (eg. PES, ALD, Participatory Planning, etc.) were organized for experts. Also many site visits were organized by the project to learn from best practices in the country. Exposure visits were also conducted to India, Turkey and China.</i></p> <p><i>Monitoring training will be conducted once the new log frame is approved. Training for other capacities is at PMU level will be followed by KM expert.</i></p> <p><i>UNDP support is sought in the area of INRM road map, green banking, further collaboration with Ministry of Interior and Budget & Planning Organization.</i></p> <p><i>Technically, CTA and GEF support to the project could be strengthened.</i></p>

ANNEX 3 - PROPOSED REVISED LOGFRAME MTE 2014

Particular	Indicator	Baseline		Targets end of project		Justification for change in Log-frame	Current status	Source of verification
		Before baseline study	Reported in the baseline study	Original	suggested			
<p>Project Objective:</p> <p>To remove barriers to Integrated INRM by developing and strengthening institutional knowledge capacity and coordination, and by demonstrating and upscaling successful sustainable land and water management practices</p>	Hectares of land where climate-resilient, INRM and dry land technologies is demonstrated and replicated through cross-sectoral mechanism in other areas	0 hectares	0 hectares	4 watersheds totaling 49,230 hectares of forest, range, rain fed agriculture, irrigated land use and water (rivers, groundwater and surface reservoirs)	40,000 hectares of land where MENARID approach is demonstrated through cross-sectoral mechanism	While total target, remaining the same, subdivided into directly through pilot projects, and through replication through government	<p>MENARID approach is being demonstrated in 40000 ha of land</p> <p>5 provinces made request to replicate the MENARID approach</p> <p>Project approach to be replicated in 14 township at provincial level in Kermanshah</p>	Reports from community-based monitoring system; APR & PIR; mid-term and final independent evaluations
	Overall decrease in trend and/or severity of land degradation as measured by no. of hectares under SLM practices	Baseline to be measured in Y1	<p>MENARID: 0 ha</p> <p>SMLWR: 8 village: 50000 ha (Phase I)</p>	10% increase in NPP and land productivity over baseline at project demonstration sites; 10% increase in RUE	4000 hectares at 4 demonstration sites under SLM	Difficult to measure NPP, therefore, suggested including no. of hectares under SLM practices	<p>Total: 1867 ha</p> <p>Sistan: 33 ha</p> <p>Yazd: 218 ha</p> <p>Kermanshah: 1416 ha</p> <p>SMLWR: 200 ha (phase II)</p>	Field surveys; Project monitoring reports

Particular	Indicator	Baseline		Targets end of project		Justification for change in Log-frame	Current status	Source of verification
		Before baseline study	Reported in the baseline study	Original	suggested			
	Enhanced carbon sequestration in soil and vegetation across landscape in project demonstration sites	Baseline to be measured in Y1	Kermanshah: 3614 tons/year Yazd: 1678 tons/year Sistan-Baluchistan: 1000 tons/year	10% increase of total system carbon at project demonstration sites	60,000 tons increase of total system carbon at 4 demonstration sites	Target revised based on potential for carbon sequestration at demonstration site, as mentioned in baseline study report	Total increase in CS: 12000 tons Kermanshah: 10000 tons Yazd: 1000 tons Sistan-Baluchistan: 1000 tons	Field surveys of changed practices (e.g. no-till, not burning residues; rangeland rehabilitation); GEF Carbon tracking tool
	Enhanced resilience to climate change at demonstration site due to adaptation and mitigation measures (e.g. resistant varieties, vegetative buffers, and wind erosion control)		0 hec		At least four types of resilience-enhancing measures employed in 10,000 hec at 4 demonstration sites	New indicator included to make explicit focus on GEF focal area on CC	Wind erosion control Sistan: 30 ha Flood control Kermanshah & SMLWR: 1000 ha Soil erosion control: Kermanshah & SMLWR: 500 ha Resistance varieties (Medical plant cultivation, wild almond cultivation, pistachio and saffron cultivation to use less water): 100 ha Demonstrating Renewable energy: 24 households in Asfij	

Particular	Indicator	Baseline		Targets end of project		Justification for change in Log-frame	Current status	Source of verification
		Before baseline study	Reported in the baseline study	Original	suggested			
	No. of project participants (women and men) in demonstration sites who are vulnerable to either LD, CC, IW and BD loss as measured through membership to community groups*	0	Total: 3039 (active population in project pilot sites)		50% of vulnerable resident population between 18 years - 60 years (women and men) in 12 villages at demonstration sites involved in project through community groups (Village Development Committees, women groups, etc.)	More relevant and measurable indicator has been included	Total: 1847 people (approx. 60 % of active population)	Vulnerability assessment exercise Socio-economic survey of beneficiary groups conducted as part of monitoring activities
	Overarching improvement in water resource management, quality and availability through appropriate demonstration project execution	Weak policies, communication & coordination resulting in fragile or non-existent IWRM & WUE approaches in place	Weak policies, communication & coordination resulting in fragile or non-existent IWRM & WUE approaches in place	IWRM and Water Use Efficiency Strategies in place	4 projects on IWRM in 12 villages at demonstration sites to lead towards WUE Strategy	More relevant and measurable indicator	Four demo projects in MENARID: a-Check dam in Zameleh b-Spring revival in Zameleh and Sarzameleh c-Water transfer through pipes in Kamkuyeh d-Same in Karimabad SMLWR drafted one policy on IWRM	Project midterm and end term evaluation report
Outcome 1: Enhanced engendered knowledge and understanding of the drivers of land-	The project includes gender analysis of drivers of land-use change causing land, ecosystem and water degradation, and measures to identify and	None	None	Integration of gender analysis in the project analytical reports.	Gender analysis report in demonstration sites		Gender analysis reports prepared by NGOs at pilot sites	The project analytical reports

Particular	Indicator	Baseline		Targets end of project		Justification for change in Log-frame	Current status	Source of verification
		Before baseline study	Reported in the baseline study	Original	suggested			
use change causing land, ecosystem and water degradation with consequent impacts on ecosystem services and local livelihoods	address women's specific needs and contributions in INRM.							
	There is evidence of increased public awareness at national, provincial and local levels on INRM, gendered impact of environmental finance and the multiplier effects of financing women's productive activities.	Baseline to be measured in Y1	Very low awareness on INRM among public and policy makers	10% increased national awareness of the gendered impact of environmental finance and the multiplier effects of financing women's productive activities.	Increased awareness at different levels on INRM, and gendered impact of environmental finance and the multiplier effects of financing women's productive activities, as measured through No. of articles/news in print and TV media, attendance in conferences, seminars, workshops on above, and no. of requests on further information.	As baseline suggested more qualitative indicator, target has been revised accordingly	100 published news 10 published books (8000 disseminated) 4 published newsletters 13 brochures published (7000 disseminated) Promotional items produced and distributed Design and update of website Participated in 3 major exhibitions Participated in 4 national conferences Most events documented as film/photo to produce Multi-media CD	1 survey and research paper, Publicity Campaign, on INRM, gendered impact of environmental finance and the multiplier effects of financing women's productive activities
	Gender –sensitive monitoring and information system on dry land agriculture, and drought early warning system for land-use change, and land and water degradation assessment	None	None	System developed and verified; RS/GIS techniques applied on gender sensitive monitoring and information system.	System developed and verified on drought early warning system; PGIS/GIS techniques applied on gender sensitive monitoring and information system.	Indicator on dry land agriculture, and drought early warning included in earlier indicator	2 PGIS projects in Yazd and Sistan-Baluchestan	Reports on MIS system, Provincial technical committee MOM APR & PIR Midterm & final evaluation

Particular	Indicator	Baseline		Targets end of project		Justification for change in Log-frame	Current status	Source of verification
		Before baseline study	Reported in the baseline study	Original	suggested			
	Number of engendered INRM and water management best practices characterized in 4 provinces	Limited and dispersed		At least 3 practices per province with capability for up scaling; most derived from demonstration or adjacent sites.			IPCM: 4 cases PES: 2 cases Watershed management and rangeland management: 4 cases	
	Number of market-based (financial), non-monetary and trade-off assessments of the loss of ecosystems services (provisioning, regulating, cultural) in 4 provinces	None	None	Four comprehensive, integrated assessments of market based, non-monetary and trade-off in ecosystem services.	Four comprehensive, integrated assessments of market based, non-monetary and trade-off in ecosystem services.	No change	Four Land degradation trend assessment reports and its effects on ecosystem services (one for each site)	Market Based methodology assessment reports
Outcome 2 An enabling environment for INRM and the use of the enhanced knowledge from Component 1	Number of institutional mechanisms on natural resource planning and coordination working cross-sectorally at national, provincial and local levels	National: 1 * Provincial: 4 * Local: 0 * see risk and assumption col.	National: 1 * Provincial: 4 * Local: 0 * see R&A col.	National: 2 active Provincial: 4 active Local: 4 active	National: 2 active Provincial: 4 active Local: 4 active	No change, only synonym	National: 3 active cross-sectoral mechanisms (PB, INRM think-tanks, GEF projects network) Provincial: 8 active (Technical and M&E) Sub-provincial: 4 (Watershed levels) Local: 9 (in MENARID)	Project final evaluation

Particular	Indicator	Baseline		Targets end of project		Justification for change in Log-frame	Current status	Source of verification
		Before baseline study	Reported in the baseline study	Original	suggested			
	INRM policy prepared at the national level	None	None	One	National: 1 (delivered to cabinet/council members by end of project)	New indicator included for INRM policy paper Included in earlier indicator on institutional mechanism	2 reports (conflict and legislation + INRM road map) 2 Strategy documents prepared at provincial levels	INRM Policy document, Minutes of Cabinet/council meetings
	Government agencies and representatives of community organizations are systematically engaged in dialogue on INRM	None	None	One consultation mechanism is established	One institutional mechanism is established at each province including representative from communities, government and other stakeholders	More neutral sentence used	Women have been systematically included in dialogues related to INRM at local, provincial and national levels, namely: a-Process of preparing 2 Strategy Documents (Yazd and Kermanshah) b-Watershed management committees established in each site. c- Regular government meetings at committee levels (80 meetings) d-Training, capacity building and consultation meetings re project formulation related to INRM (eg. cultivation of	Project mid-term and final evaluation

Particular	Indicator	Baseline		Targets end of project		Justification for change in Log-frame	Current status	Source of verification
		Before baseline study	Reported in the baseline study	Original	suggested			
							medicinal plants, biodiversity conservation, vermi-composting)	
	Community organizations, including those representing marginalized, established to contribute actively to planning, implementation and management processes for INRM.	None	None	One consultation mechanism is established	37 active groups of women and men are established	More gender neutral sentence used	In total 805 people, in 37 community groups have been formed. Yazd: 128 men and 84 women Sistan-Baluchistan: 110 men and 124 women Kermanshah: 143 men and 216 women	Project mid-term and final evaluation
	Women are consulted in policy-making processes so that their knowledge and interests are reflected in INRM.	None	None	One consultation mechanism established	One consultation mechanism established		Women participated in provincial coordination committee, local committee and project board. Women participated in capacity building workshops. Women participated in designing INRM projects and mechanism. (Eg. Medical plant cultivation, biodiversity conservation, vermin-compost)	

Particular	Indicator	Baseline		Targets end of project		Justification for change in Log-frame	Current status	Source of verification
		Before baseline study	Reported in the baseline study	Original	suggested			
	Number of policies on approaches and practices involving INRM arising from activities at the project demonstration sites	None	None	At least three per demonstration site	At least three strategy documents (one per demonstration site)	Change made only on wording	2 Strategy Documents prepared at Provincial level (Yazd and Kermanshah) + Land Use plan prepared for Hableh-Rud Watershed One report prepared on INRM policies to determine conflicting policies	Strategy Documents

Particular	Indicator	Baseline		Targets end of project		Justification for change in Log-frame	Current status	Source of verification
		Before baseline study	Reported in the baseline study	Original	suggested			
	Number of requests and/or database access events for information on INRM originating from national and provincial stakeholders and other relevant parties, including the private sector and other projects	Originating from: National: 0 Local/prov: 0 Others: 0	Originating from: National: 0 Local/prov: 0 others 20	Originating from: National: 100 Local/prov: 50 Others: 20	Originating from: National: 100 Local/prov: 50 each others 20	No change	Bilingual website established and 7200 visits to the MENARID project website recorded Also, information requested by MENARID-ICARDA regional project Private sector: Barij Essence Co. (Herbal Essence), Carpet companies Universities: Yazd Univ., Zahedan Univ. and Research Centre in Kermanshah NGOs (through SGP and others)	Information system on website ; compilation of written requests; Survey conducted as input to final evaluation

Particular	Indicator	Baseline		Targets end of project		Justification for change in Log-frame	Current status	Source of verification
		Before baseline study	Reported in the baseline study	Original	suggested			
<p>Outcome 3</p> <p>Community-driven, climate-resilient approaches and techniques for sustainable land and water management demonstrated through INRM practices</p>	Increase in global environmental benefits with co-benefits for local development in demonstration sites	Baseline measured in Y1	None in selected sites	<p>a. 180,000 tons increase in total system carbon</p> <p>b. irrigation area of 4000 hectares rehabilitated and delivering 30% increased water use efficiency</p> <p>c. rain fed agriculture area of 4000 hectares has water and/or wind erosion rates reduced by 20%</p> <p>d. forest land cover in project area increased by 10%</p> <p>e. 20% decrease of sediment into reservoirs and rivers</p>	<p>a. 73,000 tons of carbon, valuing USD416,000 (@US\$5.7 per ton) through sequestration of 60,000 tons and emission reduction of 13,000 tons of carbon</p> <p>b. Two (2) PES mechanisms support conservation and promote biodiversity-friendly alternative livelihoods at demonstration sites</p> <p>c. 4 sub projects at demonstration sites for rehabilitation of irrigation and rain fed areas of 4000 hectares rehabilitated and delivering 30% increased water use efficiency</p> <p>d. 4 sub projects at demonstration site for improving resilience to climate change forest and rangelands cover in project area increased by 10%</p>	More realistic figure used	<p>a- Increased CS: 12000 tons 1000 tons reduced C from Solar water heaters (= \$74100)</p> <p>b- One biodiversity-friendly mechanism in Yazd</p> <p>c- Check dam construction Zamele: 216 ha Water transfer by piping (kamkooye & Karim-Abad): 86 ha</p> <p>d- 3 Rangeland management cases in Kermanshah, Yazd & SMLWR</p>	<p>a) Carbon – GEF CBP tracking tool farmer estimates d) Forest land cover – NDVI remote sensing</p>

Particular	Indicator	Baseline		Targets end of project		Justification for change in Log-frame	Current status	Source of verification
		Before baseline study	Reported in the baseline study	Original	suggested			
	Increase in best-practice, organic and traditional/local innovations in land and water management, biodiversity conservation and climate change resilience ,	Current use measured in Y1	3 best practices maintenance of the Qanats, Pistachio cultivation to use less water, and participatory cleaning the canals called Hashar	Increased by at least 100%	8 innovations at demonstration sites	More realistic target used	IPCM: 4 cases PES: 2 cases Watershed management and rangeland management: 4 cases Incubating and extension center for INRM	Field Survey, photo and video documentation, Survey with local communities ; inputs to information system
	Increase in best-practice management of water resources (surface and groundwater) to mitigate floods and drought, increase groundwater recharge and reduce sedimentation and pollution*	Current use measured in Y1	it is removed			Already included in earlier indicator		

Particular	Indicator	Baseline		Targets end of project		Justification for change in Log-frame	Current status	Source of verification
		Before baseline study	Reported in the baseline study	Original	suggested			
	IWRM and WUE strategies in place, with institutional ownership secured and best approaches mainstreamed into national and regional planning frameworks by end of project	Weak policies, communication & coordination resulting in fragile or non-existent IWRM approaches in place Water Use Efficiency is poorly understood and often not considered in water management decisions	Weak policies, communication & coordination resulting in fragile or non-existent IWRM approaches in place Water Use Efficiency is poorly understood and often not considered in water management decisions	IWRM and Water Use Efficiency Strategies in place. Technical, management, participatory and advocacy lessons from demonstration sites developed into presentation packages with best practices mainstreamed into national and regional approaches by end of project	IWRM and Water Use Efficiency Strategies in place. Technical, management, participatory and advocacy lessons from demonstration sites developed into presentation packages with best practices mainstreamed into national and regional approaches by end of project	No change	2 Strategy documents in Yazd and Kermanshah and Land-Use plan in SLMWR Joint planning on Hamoun Wetland with DoE Joint planning SLMWR and the national mega project entitled integrated watershed management	Midterm and end term evaluation reports Regional partnership meetings and workshop reports.
	Number of PES schemes established (or firmly planned) that bring benefits for local livelihoods through INRM	None	None	Four	Four (including two on biodiversity)	No change, made more exclusive	2 PES (Rangeland management in Yazd and Desertification Combat in Zabol)	Project final evaluation
	Measures are in place, including affirmative action, to increase access by women-led businesses and women's organizations to finance for INRM.	None	None	Four	Four	No change	In MENARID 14 women-led businesses being developed, such as: Essence extraction local poultry, carpet and giveh making, bread making, vermi-compost, packaging of herbal plants, bee-keeping and cultivation of	Project final evaluation

Particular	Indicator	Baseline		Targets end of project		Justification for change in Log-frame	Current status	Source of verification	
		Before baseline study	Reported in the baseline study	Original	suggested				
							medicinal plants.		
	Climate change adaptation and mitigation programs are developed that reflect women's concerns and interests, and are monitored for their impact on women's lives so that equality of outcome is achieved.	None	None	Four	Four	More specific indicator	Same as above	Project final evaluation	
	Gender-responsive policies are in place, linking women's use of natural resources and environment services with their roles and interests in sustainable livelihoods and small business promotion.	Totally removed (in Iran, women and men have equal rights regarding natural resources and environmental services, Article 50 Constitution)							

* Green= added indicators, Yellow= removed indicators

ANNEX 4 - STAKEHOLDERS' ROLES AND ENGAGEMENT PLAN

This table needs to be updated by project M&E mechanisms regularly

Stakeholder	Type	Role in project
Forests, Rangelands and Watershed Management Organization (FRWO)	Government	National Executing Agency of the project Overall responsibility of project implementation Member Project Board Intra/inter-sectoral coordination and information sharing Project risk management Ensuring integration of INRM approaches into policies and programs through approval of policy guidelines and modification of programs Providing leadership on furthering sustainable livelihood diversification strategy Ensuring that committed co financing is provided in a timely manner Conservation, rehabilitation, reclamation, development and sustainable use of natural resources
Ministry of Jihad Agriculture (MoJA)	Government	Member Project Board Ensuring that committed co financing is provided in a timely manner Ensuring integration of climate-resilient approaches into departmental policies and programs through approval of policy guidelines and modification of programs Providing leadership on project activities aimed at strengthening rain-fed agriculture and sustainable land management approaches Provincial and local level staff participation in relevant demonstration/ capacity building activities
Department of Environment (DOE)	Government	Member Project Board Ensuring that committed co financing is provided in a timely manner Coordination and information sharing on development projects with mutual focal areas Promoting biodiversity Advising on environmental policies concerning natural resources management and sustainable development
Ministry of Education (at site level)	Government	Member Project Planning and Monitoring Committee at site level Education and improvement of the cultural level for students and, indirectly, the families
Ministry of Power	Government	Member Project Board Member Project Monitoring and Planning Committee at site level Ensuring integration of water resources conservation/protection/development IWRM Coordination and information sharing on development project with mutual focal areas Ensuring integration of INRM approaches into policies and programs through approval of policy guidelines and modification of programs
Ministry of Road and Transportation	Government	Infrastructure development and public services Ensure integration of INRM approaches into policies and programs through approval of policy guidelines and modification of programs
Ministry of Industry & Mining Operation	Government	Infrastructure development and public services Ensuring integration of INRM approaches into policies/programs through approval of policy guidelines and modification of programs
Ministry of Tele-communication	Government	Infrastructure development and public services Ensuring integration of INRM approaches into policies/programs through approval of policy guidelines and modification of programs
Ministry of Oil	Government	Providing advice and policy direction on energy efficient resources for local communities Infrastructure development and public services Ensuring integration of INRM approaches into policies and programs through approval of policy guidelines and modification of programs
Animal Husbandry Department & Nomad Organization	Government	Member Project Board Providing policy guidance on sustainable development of mobile pastoralists (settlement of nomads), meat/dairy production, development of industrialized and semi-industrialized animal husbandry Providing leadership on project activities aimed at improving resilience and sustainability of the livestock component of the local agricultural system

Stakeholder	Type	Role in project
		Participation of provincial and local level staff in relevant demonstration/capacity building activities
Ministry of Foreign Affairs	Government	National GEF Operational focal point Member Project Board Ensuring integration of INRM approaches into policies and programs through approval of policy guidelines and modification of programs Coordination/cooperation in hiring international experts
Provincial Government	Government	Providing policy guidance and direction at provincial and local level Ensuring integration of climate-resilient INRM approaches into provincial government programs
Deputy on Soil and Water	Government	Member Project Board Land leveling and consolidation, agricultural water supply development, maintenance of traditional water resources system
Meteorological organization	Public Bodies	Member Project Board Providing policy guidance on early warning system for natural resources degradation/desertification Providing climatologically data and analysis of drought and wet season
Banks and foundation organizations	Autonomous	Providing policy guidance on sustainable financing mechanism Providing micro-finance and related services for financial inclusion of poor and marginalized
Universities and research centers	Autonomous	Member Project Advisory Committees at national, provincial and local level Providing guidance and carrying out research, primarily centered around dry land farming, livestock development, biodiversity, development, sustainable agriculture, forestry, etc
Local politicians and religious leaders		Providing guidance and support in carrying out project activities Mobilizing active local community participation in implementation, monitoring and maintenance Influencing policies for sustainable development
NGOs	Private	Providing capacity building support to national and provincial-level government agencies Participating in policy discussions/providing advice on policy development/modifications Conducting training/capacity building program for local communities
Local communities		Representing local and provincial-level committees on the Project Board Benefiting directly from project activities Particular emphasis on ensuring successful participation of women through the application of gender-focused participatory methodologies

ANNEX 5– KEY PROJECT RISKS AND THEIR MITIGATION MEASURES

This table needs to be updated by project M&E mechanisms regularly

Risks	Risk Level	Mitigation Measure
Sectoral focus of government departments working on INRM may hinder coordinated approach	Medium	Sectoral department representatives will be included in Project Board and Technical Committee Provincial-level staff from these departments will be involved in PPRC as well as in all demonstration and capacity building activities Commitments will continue to be sought at local, provincial and national levels; the integrated approach is to be preferred and actions to mainstream it will follow.
Low levels of participation by poor local people because of limited personal and family resources, suspicion that their natural resources may be alienated or their access restricted.	High	Project will develop social communication and participatory techniques used by other GEF projects to engage with village leaders, social groups and local community Fair and equitable benefit-sharing mechanism will be instituted, including PES Project will ensure that decisions about rights and access to natural resources are taken at community level Reduced dependency on natural resources will be offset by alternative income generation activities based on sustainable resource use.
Impact of climate change on Iran's dry land causes more frequent droughts and water shortage, floods and reduced viability of farming and loss of livelihoods	Medium	The project will strengthen monitoring and information system and integrate it with early drought warning system of National Centre for Agriculture Drought Management (NCADM). Additional national resources will be mobilized to mitigate impact of serious drought. All demonstration interventions and practices to be inventoried will be assessed for their climate-resilience, and their climate resilience will be enhanced through build-up of carbon with co-benefit of increasing plant-available water and nutrients.
Co-financing commitments may not appropriately materialize.	Medium	The national government and the provincial governors have made commitment to dedicate resources to the project from their budgetary allocation. Proper and timely communication will be maintained so that the co-financing is obtained on time as per commitment
Staffing and leadership changes in key government departments lead to lack of continuity and reduced priority on building capacity to handle INRM.	Low	The institutional capacities assessment has identified the capacity need of the government departments involved, factoring in staffing changes. Proper implementation and monitoring of training program will be done to ensure that the needed capacities are built and utilized Responsible authorities and expert will receive training and orientation regularly together with continuous guidance and advisory services. UNDP inputs will be sought proactively by FRWO in capacity building and institutional strengthening.

ANNEX 6 - PROPOSED ADJUSTMENTS TO PMU STAFF MEMBER ROLES

- Knowledge Management KM – To have a more strategic approach. The idea of MEARID can be conceived as a knowledge network. The work of KM should contribute to the outcomes and seek to create a sustainable and lasting input for ideas and coordination of knowledge. It should enact knowledge sharing and technology transfer including the south-south triangular international sharing (one of key task of CTA is bringing international knowledge and learning. KM expert and CTA are engaging with ICARDA, KM expert immediate tasks should be finalize and implement KM strategy, prepared by earlier KM expert, manage knowledge generation, documentation and utilization at different levels. KM should be coached and guided by CTA at international level, capacitated. This post should undertake guidance of the GEF coordination network for synergies etc.
- Capacity Building CB- More strategic approach. Working together with KM expert to coordinate and enact capacity building/learning systems as key project output in provinces i.e. MOUs with universities and Jihad agriculture for extension, etc. NGO capacity building strategies. (Current CB expert must be coached to learn how to do doing MOU/ToR, etc. CTA has been supervising these with concerned experts, e.g. With EE, CB for training/workshop, etc.)
- Monitoring and Evaluation Enact M&E- Log frame As a management tool; coordinate and enact dry lands monitoring system, i.e. early warning, PGIS-links to provincial and national systems, climate risk assessments, monitoring and reporting of project strategies/activities to ensure if these are in line with project goal and objectives
- INRM –Expert to coordinate and enact strategic policy work with an INRM technical committee at provincial and national levels. Also providing technical support to provincial staff to design INRM strategies/activities. Try to implement the INRM road map and link it to NTC.
- EE—Expert to coordinate inputs for and enact the cost benefits analysis and advocacy at micro (training NGOs and local government) and macro work at project board (analysis linked to cost of non-INRM action national accounts) and in all technical meetings for influencing policy shifts. Design, implementation and monitoring of PES pilots

ANNEX 7 - MENARID PARTNERSHIPS - MOUS

No.	Status	Name of the firm	Scope of the project	Agreement date	Duration (Y)	Description
1	private	Barij Esance	Production of medicine	2013	3	Production of medicinal plants
2	private	school of carpet and Gelim	production of handy crafts such as carpet	2014	4 months	Training of women in Kermanshah to run a privet loom
3	private	school of carpet and Gelim	production of handy crafts such as carpet	Negotiating	---	Extension of the work for coming years
4	private	Iranian culture and sustainable development	Marketing	Negotiating	---	
5	Governmental	University of Yazd	Medicinal plants	2013	3	Help local people to enter the medicinal plants production field
6	Governmental	Renewable Energy Organization of Iran	Solar energy	2012	3	Solar Water heating
7	Governmental	Research, training and extension organization of Iran	Permaculture	2012	3	training how to use the land more sustainably
8	Governmental	Governors of Tehran and Semnan	Conservation and sustainable management	2013	5	To improve the management of the watershed basins
9	Governmental	Ministry of education	Specific training on natural resources	2013	2 months	To train teachers and students on protection of natural resources
10	Governmental	Organization of Tourism and cultural heritage	Development of ecotourism	2013	3	Expansion of ecotourism facilities
11	Governmental	Ministry of Jihad	women alternative livelihood	2013	3	Teach the women to improve their role in the society
12	Governmental	Ministry of Jihad. Ministry of Education, MoE	Conservation and sustainable management	Negotiating	2	land management

ANNEX 8 – PMU STAFF AND LENGTH OF CONTRACTS

N o.	First Name	Family Name	Position	Contract Duration												
				2010	2011	2012	2013	2014								
1	Mr Foroud	Sharifi	NPD	■	■											
2	Mr. Ali	Salajeg heh	NPD		■	■										
3	Mr. Alireza	Orangi	NPD			■	■	■	■	■	■	■	■	■		
4	Mr. Khodaka ram	Jalali	NPD												■	■
6	Mr.	Shajae e	Acting NPD	■	■											
7	Mr. Parviz	Garsha sbi	Acting NPD		■	■	■	■	■	■	■	■	■	■	■	■
8	Abolfazl	Mirgha semi	NPM	■	■	■	■									
9	Mr. Vahid	Jafaria n	NPM			■	■	■								
10	Mr. Houshan g	Jazi	NPM						■	■	■	■	■	■	■	■
11	Mr. Ardeshir	Sayah	Deputy NPM and INRM expert												■	■
12	Ms Hoda	Karimi pour	Expert in Charge of Hableh-Rud	■	■	■	■	■	■	■	■	■	■	■	■	■
13	Mr. Majid	Bahra mi	Admin expert						■	■	■	■	■	■	■	■
14	Ms Assieh	Rezaie	Admin assistant												■	■
15	Ms Nazli	Honarb akhsh	Public Relations						■	■	■	■	■	■	■	■
16	Ms Zohreh	Jamshi di	Public Relations of Hableh-Rud						■	■	■	■	■	■	■	■
17	Shahram	Ghader i	Finance expert						■	■	■					
18	Azadeh	Asghar zadeh	Finance expert								■					
19	Ms Nilufar	Dehgha n	Finance expert											■	■	■
20	Mr. Vahid	Ebrahi mi	Finance assistant												■	■
21	Ms Mahdiye h	Pursha d	Capacity Building expert											■	■	■

2 2	Ms Sara	Torabi	Environmental Economics expert																	
2 3	Dr Mehdi	Farahpur	M&E expert																	
2 4	Ms Lisa	Pourlak	M&E expert																	
2 5	Ms Behnaz	KhodaBakhshi	KM expert																	
2 6	Dr Mehdi	Farahpur	KM expert, Coordinator in charge of Sistan-Baluchestan Pilot site																	
2 7	Mr. Ahmad	Lahuti	Senior INRM expert, Coordinator in charge of Kermanshah and Yazd pilot sites																	
2 8	Mr. Hoesein Ali	Mohammadi	Senior INRM expert, Coordinator in charge of Hableh-Rud Pilot site																	
2 9	Ms Massoumeh	Nassiri	Admin Hableh-Rud																	

PROVINCIAL PROJECT MANAGEMENT UNITS																				
3 0	Mr. Reza	Bagheri	Provincial Project Manager in Yazd Prov.																	
3 1	Mr. Ali	Vesali	Deputy PPM in Yazd Prov.																	
3 2	Ms Zahra	Zahmatkesh	Livelihood/CB expert in Yazd Pilot site																	
3 3	Mr. Manouchehr	Atash Zar	Provincial Project Manager in Kermanshah Province																	
3 4	Mr. Aliakbar	Darabi	Provincial Project Manager in Kermanshah Province																	
3 5	Mr. Manouchehr	Atash Zar	Deputy Provincial Project Manager in Kermanshah Province																	
3 6	Ms Saba	Kiani	Assistant PPM in Kermanshah Prov.																	
3 7	Ms Mojdeh	Ketabi	CB expert in Kermanshah Prov.																	
3 8	Mr. Babak	Gholami	Livelihood expert in Kermanshah Prov.																	
3 9	Mr. Mehرداد	Zoghi	Extension Officer in Incubation Centre, Kermanshah Pilot site																	
4 0	Mr. Hossein	Sargazi	Provincial Project Manager in Sistan-Baluchestan Pilot site																	
4 1	Mr. Alireza	Sarvarinejad	Deputy PPM																	
4 2	Mr. Kamyar	Shokhui	Assistant to Deputy PPM																	

4 3	Mr. Mohamad Reza	Alem																		
4 4	Mr. Abolfazl	Vakili	Head of Natural Resources Office in Yazd Province																	
4 5	Mr.	Soleimani	Head of Natural Resources Office in Kermanshah Province																	
4 6	Mr. Nabi	Yari	Head of Natural Resources Office in Sistan-Baluchestan Province																	

ANNEX 9- LIST OF DOCUMENTS THAT MTE RECEIVED

National level Programmes and reports					
Activities	Start	End	Responsibility	Reports	Descriptions
Recruitment of M&E expert	2011	2015	PMU & UNDP office		<u>ToR</u>
Recruitment of INRM expert	2011	2015	PMU & UNDP office		<u>ToR</u>
Recruitment of CB expert	2011	2015	PMU & UNDP office		<u>ToR</u>
Recruitment of EE expert	2011	2015	PMU & UNDP office		<u>ToR</u>
Recruitment of KM expert	2011	2015	PMU & UNDP office		<u>ToR</u>
Recruitment of ALD expert	2012	2012	PMU & UNDP office		<u>ToR</u>
Recruitment of CTA	2010	2015	PMU & UNDP office		<u>ToR</u>
Recruitment of Intl ALD expert	2012	2012	PMU & UNDP office		<u>ToR</u>
Recruitment of Intl EE expert	2011	2015	PMU & UNDP office		<u>ToR</u>
Recruitment of AD staff	2011	2015	PMU & UNDP office		<u>ToR</u>
Recruitment of AD staff	2013	2015	PMU & UNDP office		<u>ToR</u>
Recruitment of PR staff	2011	2015	PMU & UNDP office		<u>ToR</u>
Recruitment of FI staff	2011	2015	PMU & UNDP office		<u>ToR</u>
Recruitment of FI staff	2013	2015	PMU & UNDP office		<u>ToR</u>
Expert Reports					
Reports by M&E expert	2011	2015	M&E expert	<u>Collection of Reports</u>	
Reports by INRM expert	2011	2015	INRM expert	<u>Collection of Reports</u>	
Reports by CB expert	2011	2015	CB expert	<u>Collection of Reports</u>	<u>Selection of Reports</u>
Reports by EE expert	2011	2015	EE expert	<u>Collection of Reports</u>	<u>Selection of Reports</u>
Reports by KM expert	2011	2015	KM expert	<u>Collection of Reports</u>	<u>Selection of Reports</u>
Reports by ALD expert	2012	2012	ALD expert	<u>Collection of Reports</u>	<u>Selection of Reports</u>
Reports by CTA	2010	2015	CTA	<u>Collection of Reports</u>	<u>Selection of Reports</u>
Reports by Intl ALD expert	2012	2012	Intl ALD expert	<u>Collection of Reports</u>	<u>Selection of Reports</u>
Reports by Intl EE expert	2013	2014	Intl EE expert	<u>Collection of Reports</u>	<u>Selection of Reports</u>
International Visits(India, China, Turkey, Morocco, Tunisia)				<u>Collection of Reports</u>	-

Site Visits	2011	2013	PMU	<u>Collection of Reports</u>	-
Consultancy Reports					
Land degradation trend assessment	2013	2014	Mr. Zare	<u>Reports</u>	<u>One Pager</u>
Study of conflicting policies related to natural resources and environment	2013	2014	Mr. Noori	<u>Reports</u>	
INRM Think Thank	2013	2014	BTF company	<u>Reports</u>	
Strategic Plan document for each region	2013	2014	Dr. Modaresi (Yazd), Dr. Hesadi (Kermanshah)	<u>Reports</u>	
Development of Financial Software	2013	2014	Ms. Mahmood Zadeh	<u>Reports</u>	
Workshops					
Knowledge Management Workshop	2013	2013	Detma institute	<u>Report (Fa)</u>	
Participatory Management Workshop	2012	2012	Mr. Pazooki	<u>Report (Fa)</u>	
PES Workshop	2013	2013	Mr. Pazooki	<u>Report (Fa)</u>	
Seminar on Rainwater Catchment	2014	2014	Iranian Rainwater Catchment Systems Association	<u>Report (Fa)</u>	
Collection of Administrative and financial Reports					
Audit Reports	2011	2013	Audit Team	<u>Reports</u>	
Collection of International exposure visits	2012	2014	PMU	<u>Reports</u>	
Project Implementation Reports	2012	2013	PMU	<u>Reports</u>	
Progress Reports	2010	2014	PMU	<u>Reports</u>	
UNDAF and CPAP of Iran	2012	2016	UNDP office	<u>UNDAF Reports</u>	<u>CPAP Reports</u>
UNDP strategy on Environmental issues in Iran	2012	2016	UNDP office	<u>Report</u>	-
Replication of MENARID project in National level	2013	2014	INRM expert	<u>Report</u>	
Cooperation between International UNDP-GEF projects	2013	2014	INRM expert	<u>Reports</u>	
Combined Delivery Report	2010	2014	Finance Unit	<u>Reports</u>	

MENARID organization Chart and Capacity Building	2012	2015	INRM expert	<u>Reports</u>	
Public Relation Reports					
Translated and Published Book	2011	2013	PR Assistant- Institution of Kargah Tahrir Khial	<u>Cover of the Books</u>	One sample of all exist in PMU
Preparing Newsletter	2011	2013	PR Assistant- Institution of Kargah Tahrir Khial & Balagh Danesh Publisher	<u>Newsletters</u>	One sample of all exist in PMU
Designing and Updating Website	2011	2013	PR Assistant - Parsian Jam Company & Nivdata Company	<u>Image of 1st page of the website</u>	Website Ad.: www.menarid.ir
Project News in the media	2011	2013	PR Assistant	<u>Titer of all news</u>	Hard versions of all are in PMU
Preparing Brochures	2011	2012	PR Assistant- Nonegareh Company & Mr. Fakurzadeh	<u>General and Specific Brochures</u>	Hard versions of all are in PMU
Documentaries of the project activities	2011	2013	PR Assistant- Mr. Kheiri, Institution of Iranian Culture and Sustainable Development & Mr. Hesari (in National Level) Kermanshah Soroush Company, Yazd Simaye Taban, Mr. Sheikhveisi (in Provincial Level)	<u>List of available films</u>	All films are in PMU & Local Offices
Promotional Items	2011	2013	PR Assistant - Nonegareh Company- Mr. Fakurzadeh- BahmanAra Publisher Company	<u>Sample of promotional items</u>	Sample of them are in PMU
Image of the Project Activities	2011	2013	PR Assistant- Project Documentaries Responsible Persons and other MENARID Team Members.	<u>Sample of photos</u>	Sample of them are in PMU
SMLWR (Hableh-Rud) Reports and documents					
MoMs and Project Board reports	2010	2013	Hableh-Rud Experts	<u>MoMs</u>	
Mission, workshop and seminar reports	2010	2013	Hableh-Rud Experts	<u>Reports</u>	
MoUs	2010	2013	Hableh-Rud Experts	<u>MoUs</u>	
Technical and consultancy reports	2010	2013	Hableh-Rud Experts	<u>Reports</u>	

Yazd Provinces documents							
Activities	Start	End	Responsibility	output	one pager	Des.	
Establishment of provincial office	2012	2015					

Recruitment of provincial ALD expert	2013	2015	PPM			
Recruitment of provincial staff	2012	2015	PPM	<u>ToR</u>		
Recruitment of provincial NGO	2013	2015	PPM	<u>Reports (Fa)</u>		
Recruitment of NGO	2012	2013	PMU	<u>Reports</u>		
Recruitment of provincial Water expert	2013	2013	PPM			
Recruitment of translator	2012	2013	PPM			
Monitoring and evaluation						
Baseline study	2012	2012	Andishmandan Sabz	<u>Report (En)</u>	<u>One pager</u>	<u>1.1</u>
Watershed Management Committee	2012	2015	PPM	-	-	<u>1.1</u>
Provincial Technical Committee	2012	2015	PPM	<u>Report (Fa)</u>	-	<u>1.1</u>
Information on agricultural systems	2013	2013	Dr. Vazife Shenaz	-		
Monitoring and Planning Committee	2012	2015	PPM	-	-	<u>1.1</u>
visit of best practices						
Visit to Shabahang Cooperative	2012	2013	Verga gostare Aria	-	<u>One Pager</u>	<u>1.3</u>
Documentation of best practices	2012	2013	Ms. Tajamolian	<u>Report (Fa)</u>	-	<u>1.4</u>
Visit to vermi-compost project	2013	2013	Mr. Ayoubi	<u>Report (Fa)</u>		1.3
Visit to Carbon Sequestration project	2013	2013	Ahmadi	-	<u>One Pager</u>	<u>2.3</u>
Visit to Grape processing system	2013	2013	Asfij developing group	-		<u>1.4</u>
Capacity building, ALD						
Workshop on Solar Energy	2012	2012	PMU and SANA	<u>Report (Fa)</u>		<u>3.2</u>
Environmental economic evaluation of Solar waterheater project	2013	2013	Ms. Torabi	<u>Report(En,Fa)</u>		-
Cost Benefit Analyses of ALD project (Vermi Compost)	2013	2013	Ms. Zahmatkesh+Ms. Torabi	<u>Report (Fa)</u>		-
Workshop on Water Use efficiency	2011	2011	provincial office		<u>One pager</u>	<u>1.4</u>
Water transfer by pipe project	2013	2014	provincial office		<u>One pager</u>	<u>3.2</u>
Cost Benefit Analyses of Pipe project	2012	2012	Ms. Torabi	<u>Report(Fa)</u>	-	-
Biodiversity Assessment of Behabad	2012	2012	Yazd University (Dr. Mosleh)	<u>Report 1 (Fa,En)</u>	<u>Report 2 (Fa,En)</u>	-
PES mechanism: Biodiversity Conservation, Range land Management of Kamkooyeh Village	2014	2015	EE, Dr. Mosleh, PPM	<u>Report</u>	-	-
Carbon Sequestration potential in Bahabad	2013	2014	Yazd University (Dr. Azim Zade)	-	-	-
P-GIS	2012	2014	provincial office	<u>Report</u>	<u>One pager</u>	<u>3.2</u>

Workshop on Environmental Economic and PES	2012	2012	Verga gostare Aria	<u>Report (En)</u>		-
Workshop on Participatory Management	2012	2012	Verga gostare Aria	-	<u>One pager</u>	<u>1.4</u>
Workshop on Participatory Management at township level	2012	2013	Verga gostare Aria	-		<u>1.4</u>
Workshop at Mashad on ALD	2012	2012	provincial office	-	<u>One pager</u>	<u>1.4</u>
Workshop at township level on ALD	2012	2012	ALD expert	-	-	<u>1.4</u>
Economic aspect of ALD project on Medicinal Plant cultivation	2013	2013	Provincial ALD expert	<u>Report (Fa)</u>	-	-
Economic aspect of ALD project on production of Traditional Bread production	2013	2013	Provincial ALD expert	<u>Report (Fa)</u>	-	-
Economic aspect of ALD project on Bee Keeping	2013	2013	Provincial ALD expert	<u>Report (Fa)</u>	-	-
Meeting for Deputies of Watershed Management	2012	2012	Taban Kavir	<u>Report (Fa)</u>		<u>1.4</u>
Workshop on horticulture	2013	2013	Kamkoye development group	<u>Report (Fa)</u>		<u>1.4</u>
Workshop on Qantas	2013	2013	International Center of historical water technologies	<u>Report (Fa)</u>		<u>1.4</u>
Journalists exposure visit	2013	2013	PPM+PB	<u>Report (Fa)</u>	<u>One pager</u>	<u>1.4</u>
Workshop for Improvement of Saffron plantations in Ghaenat	2013	2013	PPM+PB	<u>Report</u>	-	-
Livelihood project on production of local food and bread for visitors	2013	2013	Provincial expert on Alternative livelihoods	<u>Report</u>		
Solar water heaters plan	2012	2012	Polar Mehr Iranian Co.	<u>Report</u>		
IPCM project	2013	2014	Sharifi Mogaddam, MoJA	<u>Report</u>	<u>Report</u>	
GEF/SGP project on transfer of Lessons learned	2014	2014	SGP office in IRAN	<u>Report</u>		

Kermanshah Provinces documents

Action	Start	End	Responsibility	output	Des.
Administrative					
Recruitment of provincial staff	2012	2015	PPM	<u>ToR</u>	

Establishment of provincial office	2012	continued	PPM		
Recruitment of provincial staff	2012	2013	NGO	-	
Monitoring and Evaluation					
Monitoring and planning committee	2013	continued	P. governor		
Provincial technical committee	2012	continued	PPM	<u>MoM</u>	
Watershed management committee	2012	continued	PPM		
Baseline study	2012	2012	Jae Iran Co.	<u>Report</u>	
Carbon Sequestration Potentials in Razin region	2013	2013	Dr. Parvizi	<u>Report</u>	
Best practices					
exposure visit to Sanandaj	2013		NGO		<u>One pager</u>
Hableh-Rud exposure visit	2013	2013	Local company	<u>Report</u>	<u>One pager</u>
Documentation of best practices	2012	2013	Sefid keshte Bakhtar Co.	<u>Report</u>	
Site visit of Zameleh community from Incubation Centre	2012	2012	Provincial office	<u>Report</u>	-
Site visit of Technical Committee from Hableh-Rud	2013	2013	Yadollah shahlayee Co.	<u>Report</u>	-
Capacity building, ALD					
workshop on Participatory management at provincial level	2012	2012	PPM + CB	<u>Report</u>	<u>One pager</u>
workshop on Participatory management at township level	2012	2012	PPM + CB	<u>Report</u>	
Workshop on PES	2013	2013	EE	<u>Report</u>	<u>One pager</u>
Documentation of Razin site activities	2013	2013	Sorosh sima Co.	<u>Report</u>	<u>One pager</u>
Youth encouragement	2012		PPM + NGO	<u>Report</u>	<u>One pager</u>
Workshop on ALD	2012	2012	PPM + ALD	<u>Report</u>	<u>One pager</u>
Zamele project	2012	2012	PPM	<u>Report</u>	<u>One pager</u>
Workshop on vermy compost	2013	2013		<u>Report</u>	<u>One pager</u>
capacity building meeting	2012	2013	PPM + NGO	<u>Report</u>	
workshop on shoe making	2013	2013	Technical and Official Training Organization	<u>Report</u>	
Bilevar extension and livelihood center	2013	2015	PPM	-	
Environmental Economic evaluation of Check Dam in Zameleh Village	2013	2013	EE	<u>Report</u>	
Carbon Value of Natural Resources projects in Razin Region 2012-2013	2013	2013	EE	<u>Report (Fa, En)</u>	

Vetiver Cultivation Project	2013	2013	Provincial project office	Report	
Essence extraction workshop	2013	2013	Provincial project office	Report	
Carpet weaving workshop	2013	2014	Mr. Moshiri	Report	
Sustainable agriculture workshop	2013	2014	Mr. Sharifi Moghaddam	Report	
Sewing workshop	2013	2014	Ms Shahsavari	Report	
IPCM project	2013	2014	Mr. Sharifi Moghdam, MoJA	Report	
Establishing local libraries	2013	2014	Provincial project office	Report	

Sistan & Baluchestan Province Document

Activities	Start	End	Responsibility	output	Des.
Administrative					
Recruitment of provincial staff	2012	continued	PPM	ToR	
Establishment of provincial office	2012	continued	PPM		
Recruitment of NGO	2012	2013	PMU	Report	
Part-time consultant on Combat desertification	2013	2013	Mr. Rashki	Report (Fa)	
Part-time consultant on Traditional Food production and Marketing	2013	2013	Mr. Noori	Report (Fa)	
Part-time consultant on Karla cultivation	2013	2013	Mr. Noori	Report (Fa)	
Part-time consultant on traditional chicken	2013	2013	Mr. Noori	Report (Fa)	
Monitoring and Evaluation					
Monitoring and planning committee	2013	continued	P. governor		
Provincial technical committee	2012	continued	PPM	MoM	
Watershed management committee	2012	continued	PPM		
Baseline study	2012	2012	Shil Amayesh	Report	
Best practices Visits					
Exposure visit to Shayriar Shabahang Cooperation	2012	2012	PPM	Report (Fa)	One pager
Documentation of best practices in Province	2012	2012	Tapesh Company	Report (Fa)	-
Exposure visit to Carbon Sequestration project (Keikha Village)	2012	2012	Ms. Sargolzaii	Report (Fa)	-

Exposure visit to Carbon Sequestration project (Deh Boland Village)	2012	2012	Ms. Eftekhari	<u>Report (Fa)</u>	-
Brochure on ALD	2012	2012	Mr. Sheykh veisi	-	-
Brochure on Ecotourism	2012	2012	Mr. Sheykh veisi	-	-
Brochure on Vermi-compost	2012	2012	Mr. Sheykh veisi	-	-
Brochure on Nature Tourism	2012	2012	Mr. Sheykh veisi	-	-
Provincial Brochure	2011	2013	PPM	-	-
Exposure Visit to Woman Cooperation in South Khorasan(Boland Village)	2013	2013	PPM	<u>Report (Fa)</u>	
Exposure Visit to Woman Cooperation in South Khorasan(Keikha Village)	2013	2013	PPM	<u>Report (Fa)</u>	
Capacity building, ALD					
Carpet weaving Workshop	2012	2012	Imam Khomeini Charity	<u>Report (Fa)</u>	
ALD Workshop	2012	2012	Engineer committee of Hamoun	<u>Report (Fa)</u>	
workshop on Participatory management at provincial level	2012	2012	PPM + CB	<u>Report</u>	
workshop on Participatory management at township level	2012	2012	PPM + CB	<u>Report</u>	
Workshop on PES	2013	2013	EE	<u>Report</u>	
ALD Workshop on Vermi compost and Mushroom cultivation	2013	2013	PPM+CB	<u>Report (Fa)</u>	
ALD Workshop on compost	2013	2013	PPM+CB	<u>Report (Fa)</u>	
Ecotourism Workshop	2012	2012	PPM	<u>Report (Fa)</u>	
PES: Afforestation to combat desertification	2014	2014	EE	<u>Report (Fa)</u>	
Cost Benefit Analyses of Green House in Zabol	2013	2013	EE	<u>Report (Fa,En)</u>	
PGIS	2013	2013	Mr. Fadaei	<u>Reports</u>	
IPCM project	2013	2014	MoJA, Mr. Sharifi Moghadam	<u>Report (Fa)</u>	
PGIS	2013	2013	Ms. Keikha	<u>Reports</u>	
Stablishment of Micro Credit finance committee in Boland Village	2013	2013	CB	<u>Report (Fa)</u>	
Implementation of Small project in Boland Village	2013	2014	Boland development group committee	<u>Reports (Fa)</u>	

ANNEX 10- LIST OF INTERVIEWED BY MTE TEAM

Province	City	Date	Time	Name	Title and organization		
		8 May		Alexandre Borde	International PES consultant		
		15 May		Doley	RTA		
Tehran	Tehran	17, February	10:00 – 12:00	Ms. Pournalak	MENARID M&E		
		25, February	10:00 – 12:00	Ms. Pournalak	MENARID M&E		
		3, March	10:00 – 12:00	Ms. Pournalak	MENARID M&E		
		19, March	10:00 – 12:00	Ms. Pournalak	MENARID M&E		
		7, April	10:00 – 15:30	Ms. Pournalak	MENARID M&E		
				Mr. Sayah	MENARID INRM expert and deputy of NPM		
		8, April	14:00 – 15:30	Participants of MENARID seasonal M&E Workshop			
		20, April	14:00 – 16:00	Mr. Jitendra	MENARID CTA		
				Ms. Pournalak	MENARID M&E		
		21. April	9:20 – 12:00	Mr. Farzin	UNDP Programme Specialist and Head of Cluster Inclusive Growth and Development Cluster		
				Ms. Derakhshi	UNDP Programme Associate		
				13:40 – 14:30	Mr. Garshasbi	National Project Director	
					14:45- 17:00	PMU Staff	
		25, April	17:00 – 19:00	Mr. Jitendra	MENARID CTA		
		26, April	9:30 – 11:15	Mr. Soleymani	NPM of Conservation of Iranian Wetland GEF supported project		

Province	City	Date	Time	Name	Title and organization		
				Ms. Abolghasemi	NPM of Conservation of Biodiversity in the Central Zagros Conservation Landscape Zone GEF supported project		
				Mr. Jokar	NPM of Conservation of Asiatic Cheetah GEF supported project		
		27, April	Full day	PMU staff			
		28, April	10:00 – 12:30	PMU staff			
			12:50 - 13:45	Mr. Mirghasemi	First MENARID NPM		
			14:00 – 14:40	Mr. Jazi	MENARID NPM		
			15:00 – 17:00	PMU staff			
		29, April	11:00 – 12:00	Mr. Murali	UNDP Deputy Resident Representative in IRAN		
			15:00- 16:00	Mr. Seadat	Director General for Environment and Sustainable Development in MFA and GEF Council Member		
		30, April	16:00 – 17:30	Mr. Farzin	UNDP Programme Specialist and Head of Cluster Inclusive Growth and Development Cluster		
			17:30 – 18:30	Gary Lewis	UNDP Resident Representative in IRAN		
		18, April	Full day	Mr. Jazi	MENARID NPM		
		Yazd	Bahabad	21 April	10:20 – 12:10	Mr. Eghbali	Bahabad (project site) governor
						Mr. Granmayeh	Bahabad NRM Director General
Mr. Rahmateyan	Bahabad Jihad Agriculture Director General						
Mr. Bagheri	Manager of Komite Emdad in Bahabad- charity						
Mr. Amin	Representative of Heritage Organization in Bahabad						

Province	City	Date	Time	Name	Title and organization
				Mr. Vakeli	Provincial NRM Director General
			14:00 – 12:40	Mr. Zeynali	Asfeig (project site) District Governor
			14:15 – 15:10		Representatives from Vahdat village (women and men)
				Mr. Motevali	Manager of Emam Sadegh Provincial NGO
			16:20 – 17:30		Members of Rural Development Bureau and Micro-Credit Scheme
			9:20 – 10:00	Mr. Houseini poor	Planing Deputy of Yazd Governor
	Yazd	22, April	10:30 – 12:00		Provincial Technical Committee Includes: representatives from provincial governments departments and university.
			15:55 – 17:00	Mr. Mosleh	Professor of Yazd Natural Resource University
				Mr. Azim Zadeh	Professor of Yazd Natural Resource University
			17:30 - 18:15		PPMU staff
			8:45 – 10:00	Mr. Soleymani	Provincial Natural Resource Management Director General
Kermanshah	Kermanshah	23, April	10:15 – 11:35	Mr. Mirzaei	Planning Deputy of Kermanshah Governor
				Mr. Rangbar	Kermanshah Township Governor
				Mr. Akbari	Belevar (project site) District Governor
				Mr. Shabani	Representative of Kermanshah Governor in MENARID
				Mr. Porazar	Governor expert
				Mr. Mansori	Provincial Jihad Agriculture Director General
			14:00 – 17:00	Provincial Technical Committee	Includes: representatives from provincial governments departments, local communities, NGOs and Private sectors.

Province	City	Date	Time	Name	Title and organization			
		24 April	20:45 – 22:30	Mr. Hesadi Mr. Peyman	Responsible experts for preparing basin strategic plan			
			13:35 - 15:00	Mr. Akbari	Belevar (project site) District Governor			
Semnan	Semnan/Garmsar	27 April	6:30 – 16:30	Mr. Nocheh	Deputy of watershed manager of Semnan Province And provincial manager of the Project			
				Ms. Karimipour	Expert in charge of Hableh-Rud Project (National technical expert)			
				Mr. Khatami	Hableh-Rud Expert-Semnan province			
				Mr. Rastin	Expert-Semnan province			
				Mr. Heidari	Expert- Garmsar district			
				Mr. Golivari	Hableh-Rud Expert- Garmsar district			
				Mr. Shasti	Representative of Behvard Village			
				Mr. Momeni	Manager of Natural Resource Management office of Aradan District			
			14:45 - 15:30	Ms. Saadat	Executive Manager of women's association of Farvan village			
				Ms. Ghanbari	Member of women's association of Farvan village			
				Ms. Shah Hoseini	Member of women's association of Farvan village			
				Ms. Rameh	Executive Manager of women's association of Rameh village			
			Sistan and Bluchestan	Hamoon	5 May 2014	11 :30 – 12 :30	Gole Gaz cooperative members	Community Based Organization
						13 :40 – 14 :15	Mrs. Parandvar	Hamoon Township governor
14:40 – 15:15	Mr. Saravani	Loca project staff						
16 :30 – 18 :00	Mr. Sargazi	Provincial Managere						
Zahedan	19 :00 – 19 :45	Mr. Sarvari Negad Mr. Shokohi		Provincial staffs				
	20 :00 – 20 :45	Mr. Maleki		Deputy of Planning in Provincial Governor				
	21 :00 – 22 :45	Mr. Afsari		Director General of DoE at province				
	6 May 2014	9 :00 – 10 :15		Mr. Ali Abdeh		Director General of cooperative organisation		
		10 :30 – 11 :30		Mr. Sargazi Mr. Sarvari Negad Mr. Shokohi		Project staffs		

ANNEX 11- MTE FIELD VISIT REPORTS

Yazd field visit report

Date: 20-22 April

Introduction: This mission was carried out according to the MENARID MTE agenda. MTE is intended to identify potential project design and implementation problems, assess progress towards the achievement of planned objectives and outputs, including the generation of global environmental benefits, and identification and documentation of lessons learned. In this regard, this assignment was to include meeting with stakeholders, field visits, and interviews with key persons from local communities and project staff and conducting focus group discussions.

Meetings: Bahabad governor, director general of Yazd natural resource organization, head of Bahabad agriculture department, representative of Emdad Committee charity, Yazd University of natural resources.

Field visits: Asfeig, Kamkoyehh and Vahdat villages, solar system project and women's income generation project.

Interviews: members of rural development office, project beneficiaries, managing director of NGO-Emam Sadegh, project staffs, representative of meteorology and agriculture departments.

Focus Group Discussion: project technical committee, representatives of Asfeig village and Vahdat village, members of Kamkoyeh rural development office, project staff.

Findings:

What Has Worked?

Institutional development

- MENARID is a learning facilitator for integrated planning and implementation (facilitates trust and cooperation around the tragedy of commons that is apparent);
- There has been intersect or collaboration at local and district government levels;
- Strategic plan has begun;
- There is a religious link and village council support and leadership;
- There has been community participation/mobilizing in planning process (all communities have a member in project board and technical committees);
- The PGIS excellent development is to be scaled;
- There is a technical committee at provincial level and villages;
- The Yazd governor champions project and has invested budget and staff;
- Technical and Strategic Planning Committee capacity has been strengthened;
- Staff at province and district level are learning to work together through MENARID approach, i.e. strategic planning and implementation of joint project activities with communities;
- Provincial Director for NRM is a participant in activities and a champion of the project.

Women's empowerment

- Involving women in activities as beneficiary and as trainer;
- Trust building with small activities such as cooking classes;
- Building on what is there through rural development center;
- Women requesting more education and CB;
- Evidence of women gaining from the project with empowerment and organization through cooking and activities on micro finance.

Dynamic learning

- Collaboration with scientific centers, such as universities

- Learning and cooperation link to university for research
- Study tour to learn from other practices (twice to India and once each to China and Turkey)
- Practice of inter-sector collaboration
- MOU with local university for action research and a learning approach to project activities is good for sustainability.

Alternative livelihoods

- Vermi compost
- Involving private sector for medicinal plant (to sign contract with Barij Essence- a well-known private sector in medicinal plants)
- Ability to see the result of some activities, like solar water warming system.

Community empowerment

- Makes people hopeful (also a risk)
- Involves shepherds in monitoring the rangeland
- Community based approach with bottom up planning, approach is explained.

What Has Not Worked?

Institutional development

- Establishing an early warning system
- Establishing a monitoring system on environmental issues
- Baseline studies as a basis for project planning and activities do not match prodoc
- Upscaling the findings of projects done at the local level to national level and policies.

Alternative livelihoods

- Climate change impact study
- Evaluating projects regarding livelihood and their impact and linkage with NRM
- NRM is not linked to livelihoods options; more review needed
- Technical inputs needed by communities, i.e. climate change and range management
- CB focus needed for promoting government joint extension work in villages: 70 percent of villagers are involved in range use. Activities are being designed by the livelihood officer, but the idea is to strengthen capacity of technical extension teams to work together in providing services.

Community development

- MENARID sponsored workshops and micro loans technical support seem to be wish lists rather than strategic planning. The ideas that the community runs with must be evidence-based with community input.

Dynamic learning

- *Agricultural and integrated services extension including incubation or extension demonstration support/center is needed.*

How Can We Do It Better?

Institutional Development

- More KM and learning activities at provincial level, such as a webpage, documentation of practices
- Review of technical committee members
- Develop a strategic plan based on NRM-related scientific research and assessments
- Involve CTA in planning process of strategic plan
- Share experience with other pilot sites, like Habel Rud project
- Invite more ministries into the technical committee, such as MoH, MoE, social welfare
- Do inter-disciplinary study on the environmental issues.

Alternative livelihoods

- Scope study on initiatives
- Marketing and impact research on local products produced as result of income generation projects
- Study on ecotourism potential of the basin.

Dynamic learning

- Doing interdisciplinary study on the environmental issues

Community development

- Completing PGIS practices

Kermanshah field visit report

Date: 23-24 April

Introduction: This mission was carried out according to the MENARID MTE agenda. MTE is intended to identify potential project design and implementation problems, assess progress towards the achievement of planned objectives and outputs, including the generation of global environmental benefits and identification and documentation of lessons learned.

In this regard, this assignment included meetings with stakeholders, field visits and interviews with key persons from local communities and project staffs and conducting a mini-workshop.

Meetings: General Director of Kermanshah natural resource management, project staff, governor's deputy and his colleagues and strategic planning team.

Field visit: carpet weaving women, traditional shoemakers, Integrated Pest and Crop Management (promoting and livelihood farm or incubation center), small dams, rangeland and watershed management activities.

Interview: Bilevar district governor, project staff, project beneficiaries of carpet weaving trainer and traditional shoemaking.

Mini-workshop: project technical committee, including the representatives of different governmental organizations at provincial level, representatives from local communalities, NGOs, CBOs and private sector.

Findings:

What Has Worked?

Institutional development

- Intersector and multi-stakeholder collaboration
- Water use strategies to focus on governor's work on water use efficiency
- Trust building
- Technical Committee
- Practice of intersectoral collaboration.

Women

- Involvement in activities as beneficiaries, as trainers and as farmers who established mushroom producing workshop
- NRM-based strategic planning.

Alternative livelihoods

- Carpet weaving and traditional shoemaking as income generation
- Involvement of the private sector in income generation training for women (private sector provides basic material for carpet weaving and will also sell the products)
- Promotion of livelihood farm, establishing demonstration site in agriculture center
- Sustainable agriculture.

Community development/empowerment

- Community participation/mobilization even in planning process (all communities have a member in project board and technical committees)
- Creating hopefulness in the people
- Study tour to learn from other practices (twice in India and once each in China and Turkey)
- People could see results of some activities, like making dam for water harvesting.

What Has Not Worked?

Institutional development

- Climate change impact study

- Upscaling good practice projects from local level to national level and policies
- Establishing early warning system for drought, economic and social conflicts
- Establishing monitoring system on environmental issues.

Alternative livelihoods

- Women and private sector were uncooperative in carpet making; risk of labor exploitation by one private sector client (needs work)
- Evaluating/assessing the livelihood projects for impact and linkage with NRM.

HOW CAN WE DO IT BETTER?

Institutional development

- Doing scope study on initiatives
- Doing strategic plan based on scientific research and assessments
- Involving CTA in planning process of strategic plan
- Doing research to find appropriate crops for basin
- Inviting more ministries to technical committee, such as MoH, MoE, social welfare.
- *Alternative livelihoods*
 - Changing the role of women from labor to business owner (in carpet weaving process)
 - Developing youth activities
 - Doing marketing research on some local products produced as a result of income generation project.

Semnan/Hableh-Rud field visit report

Date: 27 April

Introduction: This mission was carried out according to the MENARID MTE agenda. MTE is intended to identify potential project design and implementation problems, assess progress towards the achievement of planned objectives and outputs, including the generation of global environmental benefits, identify and document lessons learned.

In this regard, this assignment was including meetings with stakeholders, field visit, and interview with key persons from local communities and project staffs and focus group discussion.

Meetings with: General Director of watershed management department, project staffs.

Field visit: watershed management activities, Cheshdan village, under water dam, water harvesting activities, income generation activities, Fran village, wind break projects.

Interview with: Manager of Semnan watershed department, projects staffs

Focus Group Discussion with: Members of women cooperative in Faran village.

Findings:

WHAT HAS WORKED

Institutional development

- Inter sector collaboration
- Three governors cooperating around watershed issues - Physical space for tri-cooperation base-Office
- GIS based work. Land Survey for Land Use planning.
- Knock on environmental and social impacts of conservation agriculture i..e wind barriers in Semnan
- Technical Committee
- Land use planning and GIS
- Defining a monitoring framework for land degradation monitoring
- Practice of intersectional collaboration
- watershed management committee
- Land management plan

Women

- Involving women and organizing them (cooperative of women who had store and connection with other cooperative from other provinces)

Alternative Livelihoods

- Damn and underwater damn in Semnan
- The importance of the right crop – passion fruit in Semnan
- Importance of social cohesion and building mindset and trust - especially when dealing with land use and ownership issues.
- Land use planning is basis for sustainable land and watershed management in a changing climate
- income generation activity (producing noodle/macaroni)
- Sustainable agriculture

Community Development /Empowerment

- Hableh-Rud cooperative – increasing value of land based products –medicinal plants work
- Community participation/mobilizing even in planning process (all communities have a member in project board and technical committees)
- Make people hopeful
- Good practices on water harvesting and land degradation combat (under ground dam)
- Defining current land use and potential land use
- Cooperation between 5 pilot governors to do such common activity like establishing watershed management office in the Garmsar
- Hableh-Rud cooperative – increasing value of land based products –medicinal plants

WHAT HAS NOT WORKED?

Institutional development

- Knowledge and documentation of results – case studies etc.
- Scaling systematically with other provinces
- International advice needed -watersheds in dry lands
- Link to universities for research – to create a local learning system – agriculture extension vocational schools and or local universities?

Alternative Livelihoods

- Medium scale enterprises- cottage industries scaling to – need
- _ Evaluating the projects that have done regarding livelihood and assessing their impact and linkage with NRM

HOW CAN WE DO IT BETTER

Institutional development

- Involving MENARID CTA to help Hableh-Rud
- Inviting more ministries in technical committee such as Moh, MoE, social welfare...
- To establish a software base of the monitoring framework that prepared
- International advice needed -watersheds in dry lands

Alternative Livelihoods

- Doing marketing research on some of local product that produced as result of income generation project
- Negotiation with MoH to publish the certificate for food products of villagers base on defining new standards for small business
- Medium scale enterprises- cottage industries scaling to - need work

Sistan-Baluchistan field visit report

Date: 5-6 May

Introduction: This mission was carried out according to the MENARID MTE agenda. MTE is intended to identify potential project design and implementation problems and assess progress toward the achievement of planned objectives and outputs, including the generation of global environmental benefits, identification and documentation of lessons learned.

In this regard, this assignment included meetings with stakeholders, field visits and interviews with key persons from local communities, project staff and focus group discussion.

Meetings: Hamoon township governor, provincial PMU, deputy provincial governor, general directors of DoE and NRM organization, Director General of cooperative organization, Gole Gaz CBO and Dehboland CBO.

Field visit: Hamoon wetland, Kaykhah and Dehboland villages.

Interviews: project staff, carpet weaving workshop beneficiaries.

Focus Group Discussion: Members of women's cooperative in Faran village.

Findings:

Introduction:

Province: Rural area is comprised of 53% of population; 500,000 persons receive monthly cash from charity organizations; province produces 1% of GDP while it has 3% of country population. Only 27% are able to work are working.

Basin: Population is 13,000; agriculture land comprises 10,000 hectares (belonging to the pilot area). The basin covers more land than 10,000 ha. Four villages in this basin were selected as the project site: Keykha, Sangcholi, Dehboland and Baghak. There are farmers, fishermen and nomads in the basin.

Institutional development in line with project goals, i.e. technical committee and village development committees

- ➔ Technical committee at provincial level is composed of MENRID, governor, NRM organization, DoE, industry department, water authority, heritage and tourism organization, vocational and skill training organization, cooperative organization, MoJA, research centers and a governmental agency responsible for investing in the province. Other organizations, such as ministry of health and education, aren't permanent members of the technical committee; they were invited occasionally.

Technical committee had four meetings. The first one was held on 25/09/2013 (see note on page 2) and the last one on 10/02/2014. MTE team received the minutes of these meetings in Persian.

The main challenges the project is facing are lack of cooperative spirit among organizations and sectoral approach and changes in governor level. project hope don't face with changing of manager in the future because of attitude on new government.

In 2012, the technical committee had exposure to the best practices in Alborz province at Shayriar Shabahang Cooperation. Project leaders believe this visit had great effect on the cooperation of organizations with MENARID. It had some effect on inter-organizational cooperation, but it needs to do more work to reach effectiveness. MTE team received the report in Persian.

The MTE team had meetings with three members of the technical committee: DoE, NRM organization and the cooperative organization, as well as with the deputy provincial governor who is chief of the technical committee and responsible for conducting its meetings. He made a commitment to conduct meetings regularly.

- ➔ The Planning and Monitoring Committee had three meeting during 2013. The first one was held on 16/03/2013 and the last on 26/10/2013. MTE team received the minutes of these meeting in Persian.
- ➔ MTE visited and interviewed three community-based organizations: one in Dehboland village named Boland CBO, comprising men and women, and two in Keykha village, named Vali-e-Asr, comprised of men- and a women's CBO called Gole Gaz.

In 2012 the CBOs of Keykha, Sangcholi and Dehbolan village had an exposure visit to the carbon sequestration project site and two other visits to women's cooperation in South Khorasan province for CBOs of Boland and Keikha villages in 2013. MTE team received the report of the visits in Persian. The project and members of these CBOs believe that these visits worked as motivation for them, they are hopeful that it is possible for people to do something for themselves to change their situation. Before this project, they did not have the opportunity to observe other operations. Visits help them learn how to work with each other. Their representatives are attending the project board.

Gole Gaz, a women's CBO, is active in producing some traditional food, cloth, tablecloths, women's and children's clothing to sell. A store in Tehran that had a MoU with MENARID orders products from this cooperative regularly.

Recently, a study group from a university in Italy visited Zabole and told the Sistan department of tourism and heritage how they had become familiar with the traditional culture of the area. This department, as a member of the technical committee that knew of this CBO, called the project office and ask them to coordinate with Gole Gaz to prepare traditional food for this group. The group had lunch with members of the Gole Gaz cooperative in Keykhah village.,The tourism department told the project group that they would introduce this CBO to other tourism groups.

Project implementation strategies concerning learning and CB, INRM change and adaptive practices

- Alternative Livelihood Workshop was conducted in 2012 by the engineering committee of Hamoun
- Baseline study was done in 2012 by Shil Amayesh (private sector)
- Workshop on Participatory Management at provincial level was conducted in 2012
- Workshop on participatory management at township level was conducted in 2012
- Workshop on PES was conducted in 2013
- Workshop on vermi compost and mushroom cultivation was conducted in 2013.
- Workshop on compost was conducted in 2013
- Ecotourism workshop was conducted in 2012
- PES, a reforestation project to combat desertification was conducted in 2014
- IPCM project was conducted in 2013 by a consultant from department of agriculture in MoJA
- MENARID provincial manager and some technical committee members attended an exposure visit to China and India.
-

Project initiated innovations and possibilities for sharing and upscaling in province and to other provinces

- A few years ago, 19 villages in a city in the basin were ruined by flood. The new city was named Ali-e-Akbar. It was affected by dusty wind that was formed on sandy land around 30 hectares behind the city. The project started negotiation with owners of the sandy land and reached an agreement on planting trees at the boundaries. The agreement was signed by owners, Islamic city council, municipality and MENARID. Now the previous sandy land functions as a wind breaker and creates better living situation. Another ongoing negotiation is about changing this land to a park for Ali-e-Akbar city.
- The provincial manager had meetings with the scientific boards of universities and research centers at the provincial level. He explained the MENARID and GEF focal areas and asked for information about innovations to introduce into the project. Project hasn't received any proposals yet.

Inputs of technical research and surveys into planning

- Project prepared a cadastral mapping system. They built up cooperation with the department of agriculture in MoJA and used aerial photos they took in 2010. They couldn't process them because of lack of budget, so the project asked them for the aerial photos of the basin. With the help of villagers and local communities, they could collect data. The project trained the villagers on how to use GPS and make contracts with them to recognize the agricultural and natural resources and to collect different attributes for each farm, such as area, type of irrigation, type of crop, the amount of production and the name of owner. After data collection, the project coordinated with Document Registration Organization to complete the system, which is useful for this organization to recognize the land owners. There are two applications for this cadastral system: the NRM organization uses it for solving its problems with local people to recognizing the boundaries of natural resources (local communities themselves are involved in data collection steps, and they trust this system and its map); the department of agriculture in MoJA can use it for analyzing the situation of agriculture, crop, water usage, IPCM, etc. in the basin. On the other side, the project helped the department of agriculture to do part (around 20,000 hectares.) of a provincial plan. The project explained that this practice is a PGIS project because the communities are involved from the first step: analyzing the aerial photos, providing data about ownership of land and other attributes the system needs and noting in the next steps communities will take to update it and learn how to use it. Perhaps they can use it as an M&E system and a decision-making support system if they complete is and share it with different organizations.

- ➔ In 2013, the project hired a consultant to do a study on traditional food production and marketing, such as karla cultivation and traditional chicken. Based on the results of these studies, the project will help CBOs to develop their activities.
- ➔ Cost Benefit Analysis of Green House in Zabol was conducted in 2013. This is a help to Vali-e-Asr CBO in Keykhah village to make decisions on how to develop their activities. It also could help the project to decide on outscaling the greenhouses or not.

Leadership and ownership of local government

- ➔ The deputy of planning under the provincial governor who is responsible for MENARID mentioned that the past problems of planning in the province were that people's participation was not solicited, and there was no research and study before implementation. He said that the vision is to create sustainable livelihood for people and emphasized that it is very hard to stop immigration to other cities. According to his view, the people need the approach and modality that MENARID is trying to use for their province. When they can use and upscale or outscale MENARID experiences, the province will see the results on people's livelihood. It is imperative that the project conduct an evaluation and impact study on its job creation and livelihood activities.
- ➔ Hamoon Township separated from Zabole Township last year, and three project sites are under the new township's authority. In its first year, three townships were under one governor, a barrier for conducting a township technical committee. The current township governor, selected recently, was briefed by the MENARID provincial manager about the project before our mission. She was very interested in MENARID and asked a colleague to be the contact person with MENARID, responsible for following MENARID activities at the township level. She mentioned that Hamoon Township has many problems and MENARID's help would be useful. One of her main activities for the township is to work on alternative livelihoods for residents.
- ➔ DoE and NRM cooperate well with each other at provincial level. There is a wild life protected area in the basin that is the main reasons for these two organization to work closely together. DoE handed over one of its buildings in Ali-e-Akbar city for the project's use. According to DoE's General Director, the success of MENARID was to make people hopeful and to develop trust between communities and government. He explained that because of many years of drought, the people had lost hope. Sustainable development was defined as the current vision of DoE at province.
- ➔ General Director of cooperative organization intends to play an important role in MENARID. This organization is responsible for 150 agricultural groups, cooperatives, associations and organizations as well as for 63 rural cooperatives and organizations. They handed over a storage building in the basin to MENARID to use. He also mentioned exposure visits and how useful they were to him.

Challenges with implementation

- ➔ High manager turnover at provincial and township level
- ➔ Remote and undeveloped province situation
- ➔ Lack of provincial budget
- ➔ Lack of cooperative spirit among provincial departments and organizations
- ➔ Severe drought condition during last 17 years.
- ➔ UNDP recognition of the province as a no-go area for the international consultant
- ➔ Small size of the project in NRM organization with resulting lack of qualified experts, private sector, NGO and research centers in the province.

Good practices:

- ➔ Tapesh Company in the private sector had a contract with the project in 2012 to collect best practices in the province. They reported on seven practices: watershed management, wind breaking and tree plantation.
- ➔ There were two traditional mechanisms for managing water, Hashar and making a dam, like Bandaf. As good practices, they should be documented.
- ➔ The provincial manager talked about successful pistachio planting in Zabole. There are also date palms growing in Zabole. These two best practice should be documented and then outscaled if possible.

Micro credit scheme, in place or not? How are job creation and livelihoods approached according to NRM goals?

- ➔ A carpet weaving workshop was conducted in 2012 by Imam Khomeini Charity in Dehboland village, but it wasn't successful;
- ➔ The micro credit finance committee was established in Dehboland Village in 2013. The Dehboland CBO is responsible for it. Until now, 11 persons get loan and tried to start small businesses by raising chickens (3 persons), buying and keeping livestock (5 persons), making vermi compost (1 person), producing mushrooms (1 person) and buying a cow to produce milk (1 person). Since the weather is so hot (around 49° C.) from May until mid-October, it is risky to produce mushrooms and raise chickens.
- ➔ As in Kermanshah, the project started a women's carpet weaving workshop in Dehboland village. Moshir Company, which is a producing and selling agent for carpets, contracted with Dehboland CBO in 2014 to train 24 women in the village. The company will buy the carpets from this workshop. Women are happy with this workshop. The CBO could manage to continue this process by getting the order and designs for the women from Moshir Company.
- ➔ Men in Vali-e-Asr CBO in Keykha village recognized land near their village as belonging to the ministry of energy. The men's CBO decided to buy ten unfinished greenhouses on the land. They asked the project to negotiate for them with MoE. Now they have bought 3.6 hectares of land, completed the greenhouses and contracted with a consultant to help them to run the greenhouses. They have harvested once and are waiting for a second one. At present they are planting cucumbers. The project also did an economic study on greenhouses for them.

Report on results against three project outcomes

- ➔ Local PMU in Zahdan (provincial level) has two staff members from government and one in Zabole (township level). The MENARID provincial manager has been involved in MENARID since first writing the project document and site selection.
- ➔ Tose'e Yaran-e-Mehr NGO had a contract with project during 2012 and 2013 for implementation of "Reinforcement and Organizational Integrity for the Integrated Natural Resources Management" in Hamoon township. As a result, three CBOs were formed in two villages (Keykha and Dehboland).
- ➔ The project published a strategic planning request for proposals. University of Sistan's submitted a very expensive proposal and couldn't provide a well-qualified team. Since the Hamoon wetland has a common site with another GEF project, "Conservation of Iranian Wetlands," PMU decided to define a common project for preparing a strategic plan for Hamoon. Hamoon has been dry for 15 years. Only since March 2013, because of heavy rainfall in the Afghanistan upstream basin of the Hamoon wetland and flooding, has it been wet.
- ➔ There is another agreement between MENARID, Ministry of Education and NRM organization for implementing an environmental issues training course for students in four schools, covering biodiversity and wild life. Implementing partner is an NGO, Friends of Iran Wild Life.
- ➔ The project will contract with an agriculture research center to study erosion, analyze the capacity of carbon sequestration in the basin and identify the best plant in the basin for carbon sequestration.
- ➔ Dr. Farahpour current KM, explained that the project tried to contract for establishing an early warning system when he was the M&E officer, negotiating with an Australian university and another in the Netherlands. He came to the conclusion that it isn't possible to implement for land degradation with CTA. He requested MTE to remove it from project log frame.

Recommendations

- ➔ Try to find traditional knowledge on water productivity and harvesting for documentation;
- ➔ Do an evaluation and impact assessment on the project's livelihood activities;
- ➔ Since the climate and condition of this site is different, the project should try new job creation ideas; for. Copying vermi compost, mushroom producing and raising chickens traditionally aren't safe because of climate;
- ➔ Do beneficiary analysis to define who ultimately must be beneficiaries of project livelihood activities, such as all women who live in the village or those whose economic activity has a bad effect on land degradation and environmental issues or their economics affected by drought or land degradation or are going to leave the village because of lack of job opportunity. Sometimes all the villagers or farmers are the project target group, such as when the project is working on water productivity and sustainable agriculture;
- ➔ Share the cadastral system with more organizations in order to find its application in decision-making and managing the land;

➔ Facilitate the legal identity of CBOs to gain ability to make contracts with private sector.

➔ What has worked?

- People seem to be eager and ready to take on activities that will change their lives for the better;
- Showing “good practices” has proved beneficial and motivating;
- Facilitating group-forming and planning workshops has had positive feedback;
- Micro funds seem to be motivating and beneficial;
- Training workshop has been successful;
- Private sector seems to be interested in making use of organized local sources of goods and services;
- Ties between the local communities and government are growing stronger, and trust is building up.

What didn't work?

Attempts to establish functioning project committees at provincial, township have comparatively not been successful. At local level, it seems that capacity building practices have played the role of the “Village Development Committee.”

- Every failure is being blamed on the 17-year-long drought, and to a degree, it is a fact. Sistan is different from other areas of the country in many ways. It is very important that special care be taken in planning for Sistan so that proper interventions are prescribed.
- The poverty factor is most important and underdevelopment seem to be one the root causes of the problem, which itself has roots in water scarcity, climatic conditions and local wind. It is strongly recommended that the project's attention/planning be directed toward addressing the root causes.

ANNEX 12- PRESENTATION OF MTE WRAP UP MEETING

Slide 1
<p>Preliminary Findings</p> <p>“Institutional Strengthening and Coherence for Integrated Natural Resources Management”</p> <p>Middle East and North Africa Regional Development Project (MENARID)</p> <p>MTE May 1, 2014</p>
Slide 2
What works
<ul style="list-style-type: none"> • South South Cooperation • Project impact on sustainable human development - social, economic and environmental (Hableh-Rud <u>Environmental Impacts-100 Hectares</u>) • Design – National impact –Coordination, Institutional and Community level linkages • Design –UN - Integrated –multi focal environmental and development work • Budgets are planned and utilized past two years • Community Social Mobilization in local planning
Slide 3
What works
<ul style="list-style-type: none"> • National level <ul style="list-style-type: none"> ○ Firm leadership with vision and knowledge about what works at community level ○ Team spirit at PMU ○ Strong relationship with governors and provincial manager ○ Facilitating collaboration between GEF projects at National level. ○ Strong networks for supporting implementation – technical and otherwise ○ Capacitated and willing - PMU • Provincial <ul style="list-style-type: none"> ○ Physical Impacts in Habel Rud – striking physical changes observed as a result of 8 yrs engagement on land and water management – need promotion and scaling ○ Provincial INRM Strategies (Kermanshah and Yazd) ○ Activities build on existing mechanisms– RDB boards, community development committees and existing infrastructure. Hableh-Rud ○ Water efficiency work Yazd, Hableh-Rud Kermanshah ○ Innovative and potential for scale-up practices observed at community level –solar, livelihoods, conservation agriculture, wind erosion solutions, organic foods potential in closed systems , act. ○ Cross sector working mechanisms i.e. Technical working group at provincial and district levels ○ Water Management activities i.e. water efficiency focus ○ Land ownership and management issues - Trust and social cohesion community – conflict resolution – 2 /3 yrs ago set up
Slide 4
What works
<ul style="list-style-type: none"> • PMU <ul style="list-style-type: none"> ○ Excellent relations with governors and government agencies at all levels and in community ○ Partnerships emerging ○ Land ownership situation requires informal solutions for NRM - i.e. overgrazing ○ Hope at the community level –depressed situation. ○ Private sector in project - medicinal plants and crafts -Bari ○ Conservation agriculture –incubation center ○ Media and TV – great signs focus on approach –ambassadors for project ○ Singer not the song will make the difference – provincial managers and npm are expressing leadership and

drive
Slide 5
Problem Analysis- Desertification, Land Degradation and Poverty
<ul style="list-style-type: none"> <input type="checkbox"/> <u>75 million hectares</u> of Land in Iran are exposed to serious water erosion. <input type="checkbox"/> <u>25 million hectares</u> to wind erosion. <input type="checkbox"/> <u>5 million hectares</u> to other types of chemical and physical degradation which includes two million hectares where land productivity is problem has been serious, two million hectares exposed to salinization and one million hectares threatened by other types of degradation.
Slide 5
Environmental Issues - Global and National
<ul style="list-style-type: none"> ➔ Climate Change and Decreased Rainfall <ul style="list-style-type: none"> ○ Decreased vegetation-wind, water, soil erosion, impacts on animal husbandry, higher energy costs, pests increased ➔ Unsustainable Watershed –Basin level Livelihood and Environment related practices <ul style="list-style-type: none"> ○ Range Land Degradation-Deforestation –Livestock carrying capacity and quality of livestock, Rain Fed Farms ○ Soil degradation (loss of organic matter, vegetation cover) ➔ Biodiversity Loss
Slide 6
Human Dynamics – Transition- Change
<p>70 % urban 30 % cent rural</p> <p>Flipped – from 30 yrs ago</p> <p>70 % rural 30 % urban</p>
Slide 7
Project has three barriers
<ul style="list-style-type: none"> • Knowledge Barriers –capacity and learning system for INRM (alternative livelihood practices, including dynamic learning approach, technical officers trained, lack of info /training on integrated approaches, field extension workers and community members -user groups formed) • Policy Barriers- (fragmented and conflicting/overlapping policies) • Technology Barriers (unsustainable agricultural practices –heavy dependence on machinery -tractors, tillers-tractor drawn disc plough-wind and water erosion-these also cause loss of biodiversity, etc)
Slide 8
Land, Biodiversity Degradation – Desertification and Human Development Strategies
<ul style="list-style-type: none"> • Focus on <u>Rural Development Planning</u> – Human development demands are overexploiting natural resources. Also, changing destructive livelihood practices impacting on sustainable land management and biodiversity loss. • Improve <u>Soil Health</u> through conservation agriculture, tillage systems and improve livelihoods linked to resource ownership and use. Win Wins • Address <u>Climate Change impacts on land and soil</u> (as soil organic matter is depleted by erosion, the plant available water capacity also declines) by increasing the agricultural production level as close as possible to the <u>optimum agro – ecological potential</u>.
Slide 9
Project Outcomes
<ol style="list-style-type: none"> 1. Learning and Capacity Building 2. Enabling Policy Environment 3. Community Pilots
Slide 10
Findings- Project Concept
<ul style="list-style-type: none"> - Concept <ul style="list-style-type: none"> ○ Thematic project focus is on desertification /dry lands and coping with dynamic change ‘adaptive livelihoods

and sustainable livelihoods. - Transition and Risk important themes. Matters of Resilience and Human Security.

- Problem analysis for INRM Enabling Environment -The socio-economic and institutions assessment is weak.
- Missing barrier on institutional framework. Lacking mechanism for operational focus on systems level transformation and coordination at the National level – INRM draft policy framework. Institutional development goals - community - provincial and national level s not clear. Community based planning mechanism and or focus on user group empowerment in conceptual design missing.
- Inter-sector coordination and systems strengthening. The mechanism and links between them are needed at community, provincial and national level.

Slide 11

Project Log frame

Log frame

- ▽ Project baselines not included in original log frame until MTE.
- ▽ Log frame missing INRM National policy framework and watershed or INRM strategic plans in provinces and at the community level. Indicator needed for institutional change and related one for link to empowering resource 'user groups'.
- ▽ Women's issues overstated in Log frame. Rather should be 'engendered' and disaggregation. The project focus is on all vulnerable people and resource users.
- ▽
- ▽ Knowledge management should have its own indicator (very important – to set up a system for a National INRM learning network'
- ▽
- ▽ Does not target 'resource user groups' - project strategy or in log frame indicators

Slide 12

Project Strategies

Implementation strategies and capacity building approach in project document are limited.

- INRM system -Importance of technical committees at national and provincial level -INRM institutional drafting including policy advocacy and capacity building.
- Monitoring system - dry lands monitoring including early warning
- Learning and capacity building system (including KM approaches for strengthening the INRM national network, national and international technology transfer) requires strategy and indicators.
- PES demonstration of cost benefits and land use value and implementation modality. PES is needed at National level to demonstrate environmental , social and economic cost of environmental degradation as a national security issue and for upstream results concerning policy and institutional
- Capacity building support to Provincial and NGO supported processes at the community level.

Slide 13

2. Project Implementation

Adaptive Management

Oversight /governance/accountability

Project Board - 4/14

Technical committee- Do not function

CTA role – marginalized from mainstream planning and activities in 2013 – marginal consultancy and not involved in strategic level , technical level or institutional work planning at all levels –role of CTA not clear or understood

Log frame and PD can be used as a management tool

Capacity Building Approach

<p>National Execution - NEX -PMU dynamics CB activities - not systemic. Learning systems beginning to emerge Learning by doing or showing - Demonstration and incubation centers – sustainable and alternative livelihoods. Technology transfer – important aspect of design and subsequent approach (ProDoc p.) Project team has made progress on bringing dry land technologies from India, (India study visit report (pp.15)). MOU and now some dry land technologies should be transferred from China to Iran. Bilateral cooperation.</p>
Slide 14
<p style="text-align: center;">Project Management Unit</p> <p>Operations and Human resources Very dynamic government -change of project management in 2012 – Slow start CTA Roles requires clarification in project. i.e. Technical support, institutional strategy and strengthen capacity for appropriate knowledge transfer including international linkages. Procedures and operations –relationship of PMU to UNDP/GEF and GOIR need clarity Project document complex for national consumption - four focal technical areas – can translated into simpler terms for implementation. Rapid exchange in currency rates has affected real income to project Consultants in staff type positions</p> <p>Programming Firm management and leadership have been key to setting enabling environment for enabling project activities post 2012. Focus however, must turn upstream and strategic (especially PMU activities) in second half. Need focus on working with and through Strategic Partnerships Desertification and alternative for preventing main theme - need more international technical inputs intertwined environmental technical areas – climate change adaptation and KM - Institutional development-HQ, watershed management - all provinces. PMU -KM sharing and learning system –Very important for project approach ' Knowledge and INRM learning hub – 'network Institutional development/ enabling environment work upstream must be come PMU focus and modality. Strong INRM Cross Sector technical committee</p>
Slide 15
<u>Outcome 1- Knowledge and Learning System</u>
<p><i>Output 1.1 Monitoring and information system for land use change, land and water and ecosystem degradation assessment</i></p> <p><i>Output 1.2 Documented analysis and results of the economic, non-monetary and trade-off costs of the degradation within watersheds and landscapes at demonstration sites</i></p> <p><i>Output 1.3 Inventory of best practices from research, farmer innovation, PTD and local knowledge</i></p> <p><i>Output 1.4 Increased awareness at all levels from community to national stakeholders of the need for and benefits from integrated approaches to natural resources management</i></p>
Slide 16
<u>Outcome 2-Policy</u>
<p><i>Output 2.1 Community-based demand for INRM supported by coordination committees and planning across sectors</i></p> <p><i>Output 2.2 Evidence-based examples of new policies, laws and regulations for INRM</i></p> <p><i>Output 2.3 Demand for assessments of the degradation status of lands in watersheds, including specific ecosystems and land uses, along with trade-offs between land uses and the impact of changing land use on other parts of the landscape</i></p> <p><i>Output 2.4 Community-driven demand for information on approaches and technologies that integrate best practice across watersheds and landscapes</i></p>
Slide 17
<u>Outcome 3- Community Pilots</u>
<p><i>Output 3.1 Quantitative calculations of global environmental benefits to be derived by integrated approaches to INRM in watersheds and landscapes in Iran, and the impact that could be derived by up scaling from the demonstration sites using cross-sector oral coordination</i></p> <p><i>Output 3.2 Implementation of land use and water management practices that are people-friendly, cost-effective and climate-</i></p>

<p><i>resilient and that can also improve returns within the constraints of local agro ecological conditions</i></p> <p><i>Output 3.3 Payments for Environmental Services schemes that are operative at the demonstration sites or nearby where financial benefits accrue to local land</i></p>
<p>Slide 18</p>
<p>What does not work</p>
<p>Technical committee absent at the national level.</p> <p>PES needed at National level and on Land Degradation in order to highlight the human security issues – conflicts -food security – drought...etc</p> <p>What does not work?</p> <p>National level</p> <ul style="list-style-type: none"> Technical committee - Key aspect of inter-sector planning approach and learning at National level Project Board Lack of strategic approach to implementation - negotiating synergies and partnerships, undertaking KM sharing and learning (including technology transfer) across pilots , countries and national systems level, IWRM institutional development, Capacity Building Need technical inputs in planning on climate change, land management (grazing) and watershed management – CT A is doing well facilitating conservation agriculture and dry lands. <p>Provincial level</p> <ul style="list-style-type: none"> Need project focus on CBO as implementers at community level. Livelihoods projects –approach to micro credit - market surveys and baseline studies Watershed management planning need land surveys and climate risk assessments.
<p>Slide 19</p>
<p>What can we do better?</p>
<p>Institutional work is needed at the national level- PMU team can focus on supporting a project board and the development of strong national technical committee.</p> <p>Need strategic upstream work to complement downstream provincial and community level engagements.</p> <p>Need to leverage knowledge and coordination through knowledge networking/ learning approach across the pilots among others.</p>
<p>Slide 20</p>
<p>Recommendations</p>
<p>Design</p> <ul style="list-style-type: none"> Simplify the project document for working purposes and indicate key strategies for implementation Include INRM institutional framework draft document in log frame Review, update and correct Log frame <p>Implementation</p> <p>Operations and HR</p> <ul style="list-style-type: none"> Conduct PMU strengthening activities – Retreat, Developing Strategies, TORs, Institutional Contracting, UNDP/GEF Operations and Procedures – National Project Manager and team needs updated training Merge f Hableh-Rud and MENARID project for facilitating cooperation - scaling and learning (do not reduce finance and support though- needed
<p>Slide 21</p>
<p>Recommendations</p>
<p><i>Programming</i></p> <ul style="list-style-type: none"> • Grant Extension • Use revised Log frame as a monitoring and management tool • Improving Project Board - 4 times a year, regular- include one strategic technical input. • Begin Technical Committee at National Level –TOR • Enhance CTA oversight and technical/oversight mechanism support role (Institutional Development Support) • Develop key strategies for project implementation – bring in assistance if needed to do so – i.e. KM. • Review log frame and employ as a monitoring and project oversight tool

- Develop a clear TOR for the Technical committee at the national level – It should be the principle technical decision making authority- monitor and provide expert input on activities and work planning
- Develop manual on principle based MENARID approach and link to web portal and website site.

Slide 22

Notable Project Innovations

- ▶ Traditional knowledge around plant use –value added
- ▶ PGIS at community level –Yazd
- ▶ Knowledge network and coordination with GEF project
- ▶ Impacts in Hableh Rud – striking physical changes observed as a result of 8 yrs land and water management
- ▶ MOUs and cooperation with practical Learning Institutions /Universities for Research and applied research –science inputs - Yazd
- ▶ Incubation centers –greening/conservation agriculture –Kermanshah
- ▶ Watershed management and land use planning – Hableh-Rud
- ▶ Provincial INRM Strategies emerging
- ▶ Inter- sect oral technical committees at the provincial and community level for planning and implementation

ANNEX 13-ACTUAL MTE AGENDA

Actual AGENDA FOR MENARID MTE

Phase	Days	Date	Home	Tehran			Yazd			Kermanshah			Semnan			Sistan and Blucheistan				
				morning	afternoon	evening	morning	afternoon	evening	morning	afternoon	evening	morning	afternoon	evening	morning	afternoon	evening		
Preparatory	1	from 17th March till 19th April	Desk review of Pro. Doc and MTE team Coordination internally																	
	2																			
	3																			
	4																			
	5																			
	6																			
	7																			
Implementation _ mission	8	Sun.	April, 20	Briefing meeting at UNDP+ security meeting	Meeting NPD + Briefing of Evaluators by MENARID Team + Presentation of Inception Report + Q&A	Depart to Yazd (19:40)														
	9	Mon.	April, 21				Bahabad site visits meetings with local governors and communities													

10	Tue.	April, 22				governor, stakeholder, technical committee meetings separately	meeting with PPMU+ Depart to Tehran (18:30)										
11	Wed.	April, 23						Depart to Kermanshah (7:10)+meetings with PPMU, governor	Meeting with technical committee	Meeting with experts of strategy plan							
12	Thu.	April, 24						Bilevar site visit meetings with local governor		Depart to Tehran (20:00)							
13	Fri.	April, 25		Write-up time	Meeting with CTA												

14	Sat.	April, 26	Meeting with NPMs of GEF supported projects in IRAN	MTE internal meeting														
15	Sun.	April, 27	Interview with PMU staff															One day visit to Hableh-Rud- road trip-(7:00-21:00)
16	Mon.	April, 28	mini-workshop with PMU staff	meeting with previous NPMS and current NPM	continue of mini-workshop													
17	Tue.	April, 29	meeting with UNDP Deputy Resident Representative in IRAN	Director General for Environment and Sustainable Development in MFA														
18	Wed.	April, 30	MTE wrap up meeting-Presentation of MTE findings	Debriefing meeting at UNDP+meeting with UNDP Resident Representative in IRAN														

	19	Mon.	May, 5	Depart to Zabole at 5:45+ site visit meetings with local community	meeting with local governor	road trip to Zahedan+meeting with PPMU staff+governor+DOE														
	20	Tue.	May, 6	Meeting with partners and PPMU staff	Depart to Tehan at 14:00															
	21	Sun.	May, 18	Meeting with NPM																
Implementation _ Report Writing	22	from 2nd May till 16th July		Data Analysis, drafting MTE report and provide final MTE report																
	23																			
	24																			
	25																			
	26																			
	27																			
28																				

ANNEX 14- MTE TOR

Terms of Reference for

Mid-term Evaluation (MTE) of GEF-UNDP and Government of Islamic Republic of Iran supported project “MENARID-Institutional Strengthening and Coherence in Integrated Natural Resources Management”

A. BACKGROUND

The Islamic Republic of Iran is both a meeting point for many cultures as well as for many types of climate, land, water and biodiversity. It covers 164.8 million hectares, out of which about 86 million hectares are rangelands; 14.2 million hectares are forests and 32 million hectares are deserts including bare salty lands. Approximately 18.5 million hectares are under cultivation, of which 8.5 million hectares are irrigated and 10 million hectares are rain fed. Approximately 85 % of Iran’s agro-ecologies are arid, semi-arid and hyper-arid

The MENARID-Institutional Strengthening and Coherence in Integrated Natural Resources Management project started in September, 2010 for five years duration. It is jointly funded by GEF, UNDP and Government of Islamic Republic of Iran. The project is implemented by Forest, Range and Watershed Management Organization (FRWO) of the Ministry of Jihad Agriculture (MoJA), Government of Islamic Republic of Iran.

The project goal is to promote climate-resilient and gender sensitive integrated management of renewable natural resources, providing global environment benefits for the four GEF focal areas

(Land Degradation, Climate Change, International Waters and Biodiversity), while maintaining the capacity of ecosystems to deliver the goods and services needed to support local livelihoods.

Its objective is to remove barriers to Integrated Natural Resources Management (INRM) by developing and strengthening institutional knowledge, capacity and coordination, and by demonstrating and up-scaling successful sustainable land and water management practices.

The project strategy involves a three-pronged approach where the GEF increment will: (1) integrate state of the art knowledge on integrated natural resources management (INRM) into government policy and institutional planning; (2) help reverse the negative impacts of current legal and policy instruments by promoting policy and legislative reform in favour of integrated approaches to NRM that combine developmental and environmental objectives; and (3) work in demonstration sites to promote innovative solutions that are not only suitable for up-scaling in Iran, but also replicable across the MENARID region. The three project components are inter-related and will together lead to the development of capacity and mechanisms for successful up-scaling of best practices and scientific-technically sound knowledge on sustainable land, ecosystem and water management.

The demonstration activities of the project are undertaken in four types of agro ecosystems (rangelands, rain fed agriculture, irrigated agriculture, and forest), covering four different watersheds, with the aim of enhancing ecosystem resilience, land productivity, water-use efficiency and carbon sequestration and reducing the vulnerability of local communities to drought. The expected global environmental benefits include enhanced structure and functional integrity of Iran's dry land ecosystems threatened by land-use change and land degradation, and enhanced provision of ecosystem services, as well as trans-boundary benefits from improved land and water management. The project will also generate local benefits and will contribute to people's livelihoods and economic well-being through improved land productivity and water-use efficiency and maintenance of cultural and aesthetic values of Iran's dry lands.

B. OBJECTIVES OF MTE

The MTE is a UNDP requirement for all GEF full size and medium size projects and is intended to provide an objective and independent assessment of project implementation and impact, including lessons learned to guide future conservation efforts. Two independent evaluations – midterm and terminal - are envisaged in the project, one in Year 3 and the other in the last year of the project. Though the project was endorsed in July, 2010 the project activities took off in late 2011. As a result, it has been envisaged to hold the MTE by end 2013.

The MTE is intended to identify potential project design and implementation problems, assess progress towards the achievement of planned objectives and outputs, including the generation of global environmental benefits, identify and document lessons learned. The MTE is also expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from regular project monitoring. While looking into any delays in completion of planned outputs, the MTE will also make recommendations on programmatic and technical issues requiring course corrections.

C. TASKS AND RESPONSIBILITIES

The main responsibilities of the MTE team will be to:

- i. assess the relevance of proposed strategies and activities as mentioned in the Project Document (ProDoc) and recommend changes, if necessary;
- ii. review the indicators given in the ProDoc, assess their relevance and recommend changes, if necessary;
- iii. review project performance in terms of the physical and financial progress against the targets as planned under various project components, and assess to what extent the physical targets have been met;
- iv. hold detailed consultations with the concerned staff and committees at the national, provincial, township and demonstration sites as well as the community institutions, individual families and other beneficiaries that are involved in implementation of the project;
- v. review the efficiency of project management and execution, its organizational setup, its functioning and decision-making process, including financial management and delivery of inputs;
- vi. assess whether the activities undertaken contribute towards addressing land degradation, biodiversity conservation, climate change adaptation and improve the livelihoods of the target communities;
- vii. identify, analyze, and record major factors that have facilitated or impeded the progress in achieving the intended outcomes and outputs;
- viii. analyze the level of stakeholders involvement and if appropriate suggest ways and means to enhance local level stakeholders participation in on-the-ground project implementation;
- ix. review achievements of the project in terms of its contribution towards capacity building, institutional strengthening, and creating enabling environment;
- x. determine best practices and lessons learned under the project that need to be scaled-up during the second half of the project;
- xi. conduct critical analysis of the institutional arrangements at different levels and make recommendations for their further strengthening and sustainability; and
- xii. Provide concrete recommendations for the way forward for promoting institutional strengthening and coherence in INRM at national, provincial and local levels.

D. TEAM COMPOSITION AND REPORTING REQUIREMENT

The evaluation team will compose an International Short Term Expert/ Team Leader for the MTE and a Local Expert/ Team Member. The Team Leader will work with the local expert and maintain the overall responsibility for the work and operation of the evaluation team. The Team Leader will also have overall accountability for the production of the agreed outputs. The team will work under the overall direction and guidance of the Deputy Resident Representative, UNDP-Iran and the National Project Director of the MENARID Project. They will work in close coordination with the National Project Manager (NPM) and Chief Technical Adviser (CTA) at MENARID Project Management Unit (PMU), Tehran.

E. METHODOLOGY

The methodology will be determined by the MTE team, guided by the requirements of GEF and UNDP as articulated in various guidelines, policies and manuals on the conduct of evaluations for GEF projects as well as key project documents such as the approved GEF project brief, the final project document, the inception workshop report, the project log frame and annual budgets and work plans, the annual Project Implementation Review, Project Board minutes as available. A list of key documents will be shared with the evaluation team by the PMU and UNDP Iran.

The Evaluation Team will be required to adopt the following steps to achieve the desired objectives:

I. Hold a meeting with the UNDP and PMU in Tehran to:

- review project documents and progress reports of the project;
- finalize methodology to conduct the review, work plan and draft table of contents for the review report; and
- discuss time frame and logistics for field visits to pilot project sites;

II. Conduct field visits to project sites to review on-the-ground progress and hold discussions with the field staff of the Implementing Partners and communities;

III. Hold a day de-briefing session and presentation of key findings with the UNDP-Iran, the PMU and other key stakeholders;

IV. Submit a draft review report for review and comments by the UNDP and PMU; and

V. Finalize final draft report after incorporating comments of the partner organizations.

The MTE methodology should include comprehensive details of documents reviewed, interviews conducted, consultations held with all key stakeholders, project sites visited and techniques and approaches used for data gathering, verification and analysis.

F. TIME FRAME AND DURATION

The duration of consultancy will be 36 days and include following activities. The timeframe for the deliverables is to be mutually agreed between the consultant and UNDP.

No.	Activities	Days (International Expert)	Days (Local Expert)
1	Desk review (including English translation of relevant documents by local expert)	2	5
2	Briefings of evaluators	1	0
3	Finalizing the evaluation design and methods & tools and preparing the detailed inception report	3	1
4	field visits, interviews and assessment with stakeholders (including local communities)	20	11
5	Preparing the draft report	5	3
6	Stakeholder meeting and presentation of key findings	1	1
7	Incorporating comments and finalizing the evaluation report	2	1
8	Translation of final evaluation report in Persian	-	3
9	International Travel	2	-
	Total Days	36	25

G. OUTPUTS AND DELIVERABLES:

- Inception report—an inception report should be prepared by the evaluators before going into the full fledged evaluation exercise. It should detail the evaluators’ understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables.
- Presentation(s) to key stakeholders: A presentation will be made within 7 days after completing the field visits to all major stakeholders on conduct of the MTE and its preliminary findings in Tehran. Attendance at the presentations will include representatives of local communities, government, project team, the PB members, relevant NGOs, other local and national stakeholders as well as representatives from FRWO, MoJA and UNDP.
- Draft evaluation report—The evaluation team should submit draft report in English and Persian within 15 days after completing the field visits in the format given in GUIDANCE ON GEF PROJECT REVIEW CRITERIA AND EXPLANATION OF TERMINOLOGY in the following pages. UNDP, PMU and key stakeholders will review the draft evaluation report to ensure that the evaluation meets the required quality criteria.
- Final evaluation report. The main final output of the review will be an independent and comprehensive report with annexes as needed. The main report should not exceed 50 pages.

H. PAYMENT SCHEDULE

The assignment is required to be completed in 36 days over three months period or as mutually agreed by the evaluation team and UNDP. The latter will make lump sum payments, subject to the satisfactory approval of the outputs and deliverables.

Delivery of outputs and payment schedule will be as under:

- I. 1st installment (20 %) on submission of inception report.
- II. 2nd installment (40%) on submission of 1st draft of the review report based on the tasks mentioned above and presentation of findings in stakeholders’ meeting as agreed by the UNDP.
- III. 3rd installment (40%) after submission and approval of the final report by the UNDP.

GUIDANCE ON GEF PROJECT REVIEW CRITERIA AND EXPLANATION OF TERMINOLOGY

This note is providing more detailed guidance on the GEF Project review criteria and explanation of terminology provided in the GEF Guidelines to Evaluations is an integral part of the TOR.

Project Review Criteria

Please note that some of the categories in the findings and conclusions need to be rated in conformity with the GEF guidelines for final evaluations.

1. Executive summary

- Brief description of project
- Context and purpose of the evaluation
- Main conclusions, recommendations and lessons learned

2. Introduction

- Purpose of the evaluation
- Key issues addressed
- Methodology of the evaluation
- Structure of the evaluation

3. The project(s) and its development context

- Project start and its duration
- Problems that the project seek to address
- Immediate and development objectives of the project
- Main stakeholders
- Results expected

4. Findings and Conclusions

In addition to a descriptive assessment, all criteria marked with (R) should be rated using the following divisions: Highly Satisfactory, Satisfactory, Marginally Satisfactory, Unsatisfactory

4.1. Project Formulation

- Conceptualization/Design (R): This should assess the approach used in design and an appreciation of the appropriateness of problem conceptualization and whether the selected intervention strategy addressed the root causes and principal threats in the project area. It should also include an assessment of the logical framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal and regulatory settings of the project. It should also assess the indicators defined for guiding implementation and measurement of achievement and whether lessons from other relevant projects (e.g., same focal area) were incorporated into project design.
- Country-ownership/Driveness: Assess the extent to which the project idea/conceptualization had its origin within national, sectoral and development plans and focuses on national environment and development interests.
- Stakeholder participation (R): Assess information dissemination, consultation, and “stakeholder” participation in design stages.
- Replication approach: Determine the ways in which lessons and experiences coming out of the project were/are to be replicated or scaled up in the design and implementation of other projects (this also related to actual practices undertaken during implementation).
- Other aspects: to assess in the review of Project formulation approaches would be UNDP comparative advantage as IA for this project; the consideration of linkages between projects and other interventions within the sector and the definition of clear and appropriate management arrangements at the design stage.

4.2. Project Implementation

- Implementation Approach (R): This should include assessments of the following aspects:
 - a. The use of the logical framework as a management tool during implementation and any changes made to this as a response to changing conditions and/or feedback from M & E activities if required.
 - b. Other elements that indicate adaptive management such as comprehensive and realistic work plans routinely developed that reflect adaptive management and/or changes in management arrangements to enhance implementation.
 - c. The project's use/establishment of electronic information technologies to support implementation, participation and monitoring, as well as other project activities.

- d. The general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives.
- e. Technical capacities associated with the project and their role in project development, management and achievements.
- ii. Monitoring and evaluation (R): Including an assessment as to whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal evaluations have been held and whether action has been taken on the results of this monitoring oversight and evaluation reports.
- iii. Stakeholder participation (R): This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing the following:
 - a. The production and dissemination of information generated by the project.
 - b. Local resource users and NGOs participation in project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project in this arena.
 - c. The establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation.
 - d. Involvement of governmental institutions in project implementation, the extent of governmental support of the project.
- iv. Financial Planning: Including an assessment of:
 - a. The actual project cost by objectives, outputs, activities
 - b. The cost-effectiveness of achievements
 - c. Financial management (including disbursement issues)
 - d. Co-financing
- v. Sustainability: Extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end. Relevant factors include for example: development of a sustainability strategy, establishment of financial, environmental and economic instruments and mechanisms, mainstreaming project objectives into the economy or community production activities.
- vi. Execution and implementation modalities: This should consider the effectiveness of the UNDP counterpart and Project Co-ordination Unit participation in selection, recruitment, assignment of experts, consultants and national counterpart staff members and in the definition of tasks and responsibilities; quantity, quality and timeliness of inputs for the project with respect to execution responsibilities, enactment of necessary legislation and budgetary provisions and extent to which these may have affected implementation and sustainability of the Project; quality and timeliness of inputs by parties responsible for providing inputs to the project, and the extent to which this may have affected the smooth implementation of the project.

4.3. Results

Attainment of Outcomes/ Achievement of objectives (R): Including a description *and rating* of the extent to which the project's objectives (environmental and developmental) were achieved using Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory ratings. If the project did not establish a baseline (initial conditions), the evaluators should seek to determine it through the use of special methodologies so that achievements, results and impacts can be properly established.

This section should also include reviews of the following:

Sustainability: Including an appreciation of the extent to which benefits continue, within or outside the project domain after GEF assistance/external assistance in this phase has come to an end.

- Contribution to upgrading skills of the national staff.

- The positive and negative results, and foreseen and unforeseen, changes to and effects produced by a development intervention. In GEF terms, results include direct project outputs, short-to-medium term outcomes, and longer-term impact, including global environmental benefits, replication effects and other, local effects.

5. Recommendations

- 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

6. Lessons learned

This should highlight the best and worst practices in addressing issues relating to relevance, performance and success.

7. Evaluation report Annexes

- i. Evaluation TORs
- ii. Itinerary
- iii. List of persons interviewed
- iv. Summary of field visits
- v. List of documents reviewed
- vi. Questionnaire used and summary of results
- vii. Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions)

ⁱ RATINGS FOR OUTCOMES/EFFECTIVENESS/EFFICIENCY/M&E: HS=Highly Satisfactory; S=Satisfactory (minor shortcomings); MS=Moderately Satisfactory (moderate shortcomings); MU=Moderately Unsatisfactory (significant shortcomings); U=Unsatisfactory (major problems); HU=Highly Unsatisfactory (severe problems)

SUSTAINABILITY RATINGS: L=Likely (negligible rates to sustainability); ML=Moderately Likely (moderate risks); MU=Moderately Unlikely (significant risks); U=Unlikely (severe risks)

RELEVANCE RATING: R=Relevant, NR=Not relevant,

IMPACT RATING: S=Significant, M-Minimal, N=Negligible.

ⁱⁱ Mx E FP helped in preparing for the MTE mission (selection of consultants, coordination of field mission, drafting MTE agenda as well as agenda of the meetings and field visits), as well as reviewing key documents for comments (Inception Report and MTE report)

ⁱⁱⁱ Iran can adapt the traditional qanat systems to future climate change scenarios, promoting mobile pastoralists for rangeland conservation, afforestation and forest management on mountain ecosystems that allow moderate extractive activities and exploration of changes in farming systems and land use for greater sustainability of land and water use and ecosystem resilience.

^{iv} In many instances, results should be addressed with a gender lens, including a specific focus on women. CTA reported that this was a broad sweep exercised on the log frame at the time of design and should be re-addressed in the review of the log frame during MTE.

^v Payment schemes for environmental services (PES)^v are being piloted in four demonstration sites to identify long-term financing of sustainable land, water and ecosystem management. The PES is has been understood to be a voluntary transaction in which a well-defined environmental service (ES) is being “bought” by, at a minimum, one ES buyer from, at a minimum, one ES provider if the ES provider secures ES provision conditionally. The concept is being applied in eco-tourism and watershed development services in Yazd and in Kermanshah in connection with livelihoods work. However, MTE noted that it is not systemic and is not being used to make the case for INRM at the national level.

^{vi} In terms of the national frameworks in which this project falls, SLM is a priority of Iran’s Common Country Assessment (CCA). SLM, which includes natural resource management-related issues on water and land, is a focus of the United Nations Development Assistance Framework (UNDAF) and UNDP country program. The project is in line with these plans and policies: (i) Sustainable Management of Rangelands, that aims to manage rangeland resources based on their grazing capacity, (ii) Watershed Management National Plan that includes provision for formulation of watershed management plans and land use planning, (iii) Tooba Plan on Agro forestry and (iv) Drought Mitigation Plan. Building on this is a strong government commitment to reform and enable a viable financial baseline. The project is fully in line with meeting its commitments under the Multilateral Environmental Agreements. It is consistent with priorities identified in Iran’s United Nations Convention to Combat Desertification National Action Program (UNCCD NAP) as well as in its National Biodiversity Strategy and Action Program (NBSAP). The UNCCD emphasizes community participation and public awareness raising, promotion of applied research and integration with indigenous knowledge, revision of related laws, institutional framework and planning systems and strengthening of regional and international collaboration for exchange of experience and best practices on INRM. The NAP also prioritizes sustainable livelihoods for users of land and water resources and using environment friendly technologies. Iran’s NBSAP focuses on protecting unique ecosystems, establishment of information and monitoring systems and equitable sharing and sustainable use of biodiversity resources.

^{vii} HAC

^{viii} The Project Assurance role supports the PB Executive by carrying out objective and independent project oversight and monitoring functions. The UNDP Iran resident representative or a designated officer performs the Project Assurance role to ensure that appropriate project management milestones are met and the project is well managed.^{viii}

^{ix} Demonstration activities would be undertaken at provinces (institutional coherence and dynamic learning) and in four types of agro ecosystems (rangelands, rain-fed agriculture, irrigated agriculture and forest/woodlands) covering four different watersheds, with the aim of enhancing ecosystem resilience, land productivity, water-use efficiency and carbon sequestration to reduce vulnerability of local communities to drought. The package relates to community empowerment in planning, sustainable agriculture and rangeland and forest management.

^x According to ToR, a CTA's role is to provide valuable technical guidance and project oversight to implementation, but this is not happening as planned.