



## **Institutional Strengthening and Coherence for Integrated Natural Resources Management**

**UNDP PIMS: 3232**

**GEF ID: 2732**

**Atlas Project ID: 00074811**

**GEF Agency: United Nations Development Programme**

**Executing Agency: Forest, Rangeland and Watershed Management Organisation, Islamic Republic of Iran**

**Focal Area: Multi-Focal**



### **Report of the Terminal Evaluation Mission**

**December 7, 2017**

**Dr. Arun Rijal (Independent International Consultant)**

**Mr. Hamid Farahani Rad (Independent National Consultant)**

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**Project Period 2011-2017**

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**Terminal Evaluation Report**

**December 7, 2017**

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We are very thankful to Provincial and County Governors, Deputies and other staffs of the Project Provinces and University and CBOs for giving their valuable time to talk to us and also for giving information related to the project activities. Thanks also go to the Project team in Project Provinces and all community members and partner organisation staffs for giving their valuable time to share their experience on the project implementation.

The views expressed in this report are intended to offer an overview of, and some of the lessons learned from this Project as it comes to its conclusion. We have tried to balance our thoughts and to offer fair perspectives of what was observed and learned from people far more knowledgeable about the Project and its context than we will ever be.

And finally, one of the delights of this sort of work remains that of visiting a new and extremely welcoming country and going home again having made new friends, seen new things, and witnessed with great admiration the dedication and enthusiasm that so many people bring to their work in managing land and water of the dry region of Islamic Republic of Iran sustainably. We would like to thank them and wish them every success in their continuing endeavours.

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7<sup>th</sup> December 2017

# Table of Contents

<b>Table of Contents .....</b>	<b>iii</b>
<b>Acronyms and Terms .....</b>	<b>v</b>
<b>1 Introduction.....</b>	<b>Error! Bookma</b>
1.1 Purpose of the Evaluation .....	1
1.2 Scope & Methodology .....	1
1.3 Constraints.....	3
1.4 Structure of the Evaluation Report.....	3
<b>2 Project Description and Development Context .....</b>	<b>4</b>
2.1 Project Start and Duration .....	4
2.2 Problems that the Project sought to Address .....	5
2.3 Immediate and Development Objectives of the Project .....	5
2.4 Baseline Indicators Established.....	5
2.5 Main Stakeholders.....	6
2.6 Expected Results .....	6
<b>3 Findings .....</b>	<b>8</b>
3.1 Project Design/Formulation .....	8
3.1.1 Analysis of Logical Framework.....	8
3.1.2 Assumptions and Risks .....	9
3.1.3 Lessons from other Relevant Projects incorporated into Project Design.....	9
3.1.4 Planned Stakeholder Participation .....	9
3.1.5 Replication Approach .....	10
3.1.6 UNDP Comparative Advantage.....	10
3.1.7 Linkages between Project and other Interventions within the Sector .....	11
3.1.8 Management Arrangement.....	11
3.2 Project Implementation .....	13
3.2.1 Adaptive Management .....	13
3.2.2 Partnership Arrangement .....	13
3.2.3 Gender.....	14
3.2.4 Feedback from M&E Activities used for Adaptive Management.....	14
3.2.5 Project Finance.....	14
3.2.6 Monitoring and Evaluation: Design at Entry and Implementation .....	21
3.2.7 UNDP and Implementing Partners Implementation / Execution Coordination and Operational Issues .....	23
3.3 Project Results.....	25
3.3.1 Overall Results.....	25
3.3.2 Relevance.....	28
3.3.3 Effectiveness and Efficiency.....	29
3.3.4 Impact .....	30
3.3.5 Achievement .....	32
3.3.6 Country Ownership.....	38

3.3.7	Mainstreaming .....	38
3.3.8	Sustainability.....	39
3.3.9	Catalytic Role and Replication .....	40
3.3.10	Ratings .....	40
4	Conclusion, Recommendation & Lessons Learned .....	43
4.1	Conclusion.....	43
4.2	<b>Recommendation:</b> Corrective Actions for the Design, Implementation, Monitoring and Evaluation of the Project.....	44
	Actions to follow up or reinforce Initial Benefits from the Project.....	44
	Proposal for Future Directions underlying Main Objectives .....	44
4.3	<b>Lessons Learned:</b> Best and Worst Practices in addressing Issues relating to Relevance, Performance and Success .....	45
	Annex I: Terms of Reference for Terminal Evaluation .....	48
	Annex II: Itinerary of Activities of the Final Evaluation Mission .....	72
	Annex III: Persons Interviewed .....	74
	Annex IV: Summary Evaluation of Project Achievements by Objectives and Outcomes .....	79
	Annex V: Map of Iran showing Project Sites .....	92
	Annex VI: Revised Table of Project Indicators .....	97
	Annex VII: Organizational Structure of Project .....	107
	Annex VIII: Field Visit Summary .....	108
	Annex IX: Project Deliverables .....	109
	Annex X: List of References.....	113
	Annex XI: Evaluation Question.....	114
	Annex XII: Management Response to MTR Recommendations.....	116
	Annex XIII:Evaluation Consultant Agreement Document .....	124
	Annex XIV:Evaluation Criteria .....	125

## Acronyms and Terms

CBO	Community Based Organisation
CO	Country Office
CPAP	Country Program Action Plan
CTA	Chief Technical Advisor
DG	Director General
DOE	Department of Environment
EWS	Early Warning System
FRWO	Forest Rangeland and Watershed Management Organisation
GDP	Gross Domestic Product
GEF	Global Environment Facility
GOI	Government of Iran
IA	Implementing Agency
ICARDA	International Center for Agricultural Research in the Dry Areas
INRM	Integrated Natural Resource Management
ISLM	Integrated Sustainable Land Management
IUCN	International Union for Conservation of Nature
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MENARID	Middle East and North Africa Regional Development for Integrated Sustainable Development
MoI	Ministry of Interior
MoJA	Ministry of Jihad Agriculture
MoFA	Ministry of Foreign Affairs
MPO	Management Planning Organisation (used to be called Plan and Budget Organisation)
MoU	Memorandum of Understanding
MTR	Mid-Term Review
NEX	National Executive Modality
NGO	Non-Government Organisation
NPD	National Project Director
NPM	National Project Manager
NRM	Natural Resource Management
PB	Project Board
PES	Payment for Environment Services
PIF	Project Information Framework
PIR	Project Implementation Report
PMO	Project Management Office
PMU	Project Management Unit
PPG	Project Preparation Grant
PPRC	Provincial Project Review Committee
ProDoc	Project Document
ROtI	Review of Outcome to Impact
RRF	Result and Resources Framework
SLM	Sustainable Land Management
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SMLWR	Sustainable Management of Land and Water Resources
TE	Terminal Evaluation
TEC	Terminal Evaluation Consultant
UNCCD	United Nations Convention to Combat Desertification
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Programme
UNDP HQ	UNDP Headquarter
US\$	United States Dollar

Currency of Iran is Iranian Rial (IRR). At the time of the final evaluation, EURO 1 = IRR37196.4



## ii. Executive Summary

This Terminal Evaluation (TE) has been conducted as part of the Monitoring and Evaluation plan of the UNDP supported GEF financed Project: “Institutional Strengthening and Coherence for Integrated Natural Resources Management”, and will be referred to as the “Project” in the scope of this report. The TE mission to Iran was conducted from 1<sup>st</sup> to 20<sup>th</sup> September 2017. Extensive consultations with the project partners were also conducted prior and following the mission to ensure a good understanding of the project’s results; leading to the submission of the TE report on the date of this report.

### Project Summary Table

As per requirements for TE, the Project Summary Table is provided below:

<b>Project Summary Table</b>				
<b>Project Title:</b>	Institutional Strengthening and Coherence for Integrated Natural Resources Management			
<b>Atlas Award ID:</b>	<b>00074811</b>		<b>at endorsement (US\$)</b>	<b>at completion (US\$)</b>
UNDP Project ID:	PIMS 3232	GEF Fund:	4,320,000	4,320,000
Country:	Islamic Republic of Iran	Government of Iran:	9,000,000 (Cash) 5,600,000 (Kind)	2,804,853 (Cash) 2,082,577 (Kind)
Region:	Asia Pacific	UNDP:	TRAC:300,000 UNDP TRAC (Through Parallel Funding to SMLWR II): 937,000	UNDP: 311,069 UNDP TRAC (Through Parallel Funding to SMLWR II):621787
Focal Area:	Multi-Focal	Total Co-funding	15,837,000	5,820,286
Executing Agency:	Forests, Rangeland and Watershed Management Organisation (FRWO)	<b>Total Project Cost:</b>	<b>20,157,000</b>	<b>10,140,286</b>
Other Partners involved:	<ul style="list-style-type: none"> <li>Ministry of Interior (MOI)</li> <li>Management and Planning Organisation (MPO)</li> </ul>	ProDoc Signature (date project began):		July 22, 2010 by GEF and September 28, 2010 by FRWO
		(Operational) Closing Date:	Proposed: Aug 2015	Actual: 31December2017

### Brief Description of Project

Islamic Republic of Iran covers 164.8million hectares of landmass and is situated in meeting point of the three climatic zones –Mediterranean, the arid West Asian and the humid/semi-humid Caspian zone. The country is also meeting point of many cultures, climate, land, water and biodiversity. Of the total land area, about 86million hectares are rangelands; 14.2million hectares forests and 32million hectares deserts including salty lands. 18.5million hectares of land are under cultivation and of this 8.5million hectares are irrigated and 10million hectares are rain-fed.

75 million hectares of land in Iran are exposed to serious water erosion, 20million hectares to wind erosion and 5million hectares to other types of chemical and physical degradation which includes two million hectares where decrease in vegetation productivity has been serious, 2million hectares exposed to salinization and 1 million

hectares threatened by other types of degradation. Factors contributing degradation forest/rangelands are overgrazing, drought, fuel wood collection, conversion of rangelands to rain-fed farmlands and exploitation in relation to human population.

According to the long term climate prediction of Iran, most of the country will experience decreased rainfall. Together with this, expected decrease in vegetation covers the possibility wind and water erosion in most parts of the country will increase. Environmental degradation, depletion of soil organic matter due to erosion, the plant-available water capacity will also decline. Reduction in vegetation cover will further enhance soil erosion. Effect on vegetation will also affect livestock husbandry and thereby livelihood of people.

The MENARID project is aimed at Institutional Strengthening and Coherence for Integrated Natural Resource Management in Iran to remove barriers to integrated Natural Resource Management ((NRM) by:

- a) 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.
- b) Creating an enabling environment for the INRM and the use of the enhanced knowledge from Component 1.
- c) Community-driven, climate-resilient approaches and techniques for sustainable land and water management demonstrated through INRM practices.

Because it believes that:

- Effective enforcement of policies/strategies will help to address barriers to Natural Resource Management.
- Evidence based planning will help to address problem effectively.
- Enhancing capacity and institutional arrangement will strengthen effective Integrated Natural Resource Management practices.
- Supporting development and livelihood programs through adaptation and mitigation activities will help to reduce vulnerability.

The Project Document was approved jointly by Government of Iran, GEF and UNDP in July 2010 for the duration of five years. The Project was executed by the Forests, Rangelands and Watershed Management Organisation of the Ministry of Jihad Agriculture (MoJA) in cooperation of Ministry of Interior (MoI), Management and Planning Organisation (MPO), Ministry of Foreign Affairs (MFA) and Department of Environment (DOE) with support from UNDP Country Office (UNDP CO) in close coordination with various other institutions and local communities. UNDP as implementing agency was responsible for the completion of all activities including procurement, recruitment, monitoring, and financial disbursement. The Project has been executed in accordance with the standard rules and procedures of the UNDP NEX Execution Modality. The Project budget is US\$ 20,157,000 of which US\$ 4,320,000 is the GEF Grant and US\$1,237,000 (UNDP TRAC\$300,000+US\$937,000 through parallel funding to SMLWR II) is provided by the UNDP CO. The remaining financing is provided by the Government of Iran (US\$ 9,000,000 (cash) and US\$5,600,000 (kind)).



## Rating Table

As per UNDP and GEF's requirements for TE, the Terminal Evaluation Rating Table is provided below:

1. Monitoring and Evaluation	Rating	2. IA& EA Execution	Rating
M&E design at entry	Highly Satisfactory	Quality of UNDP supervision/backstopping	Highly Satisfactory
M&E Plan Implementation	Highly Satisfactory	Quality of Execution by Executing agency	Highly Satisfactory
Overall quality of M&E	<b>Highly Satisfactory</b>	Overall quality of Implementation / Execution	<b>Highly Satisfactory</b>
3. Assessment of Outcomes	Rating	4. Sustainability	Rating
Relevance	Relevant	Financial resources:	Likely
Effectiveness	Highly Satisfactory	Socio-political:	Likely
Efficiency	Highly Satisfactory	Institutional framework and governance:	Likely
Likelihood of Impact	Highly Satisfactory	Environmental :	Likely
Overall Project Outcome Rating	<b>Highly Satisfactory</b>	Overall likelihood of sustainability:	Likely
		Stakeholder participation	<b>Highly Satisfactory</b>

**Note:** Justification of rating is given in Annex XIV.

## KEY SUCCESSES

Project is able to achieve its objective by removing barriers to integrated Natural resources Management by developing and strengthening the institutional knowledge, capacity and coordination, and by demonstrating and up-scaling successful sustainable land and water management practices. Project has contributed to food security by improving productivity through improvement of irrigation facilities and improved management of forests, rangelands and watershed areas. This also contributed to the United Nations Development Assistance Framework (UNDAF) outcome focusing on supporting development of sustainable livelihoods and employment for vulnerable segments of the Population in Iran, through building the capacity of the UNCCD Focal Point, improving agricultural systems for increased productivity, reducing economic and gender disparities, environmental shocks and recovery<sup>1</sup>. Similarly, improved management of rangelands, watershed and forests contributed to greenhouse gas sequestration and carbon sink establishment to mitigate climate change. The promotion of high value plant cultivation and increased agriculture production through improvement in farm practices with improved irrigation facilities helped to improve household economy which also increase resilience of community to challenges of worse climate change. Project provided opportunity to bring women's voice in policy formulation and program development. Women were also supported through forming groups to take leadership and also provided economic development opportunities through economic development activities and PES schemes. Cooperatives were established at the village level to implement natural resource management, resolve conflicts, manage fund for micro-enterprise development and coordinate with the government agencies.

The project helped to make provincial government understand the peoples need, integrated and participatory approach of planning and implementation. It also built trust between government bodies and local communities and also enhanced capacity of the provincial government as well as community based institutions. Technical knowledge and awareness on climate change, soil degradation and INRM has been enhanced and impact has already been seen in their activities. The enhanced capacity will influence development planning which help to

<sup>1</sup> United Nations Development Assistance Framework for Iran, 2010-2014

mainstream and also prioritize INRM activities in development planning. Replication and upscaling of lessons were already initiated within this project budget and also by provincial governments. Similarly, at the national level, the project also enhanced knowledge in Ministries, FRWO, line departments and also contributed in developing management plans and provided some policy recommendations.

The project closely collaborated with the various ministries, Provincial governments, private sector, research institutes and community groups. Furthermore, the project through capacity enhancement, and establishment of a knowledge base contributed in mainstreaming INRM, drought management and other Climate Change issues in development planning process of provincial governments. Through project activities, local communities, community based institutions and government have begun to understand the link between land management activities and the potential impact of climate change on those activities, as well as how such activities trigger land degradation. Overall, the project aimed at building Iran's capacity to fulfil its commitments under the UNCCD and enabling Iran to prevent the progression of desertification conditions in the already vulnerable dry areas of Iran.

### **KEY PROBLEM AREAS**

75 million hectares of land in Iran are exposed to serious water erosion, 20million hectares to wind erosion and 5 million hectares to other types of chemical and physical degradation. Forests of this country is affected due to high demand for fire wood, fodder demand from animal husbandry, demand of food and crop lands by increased population and industrial demands for forest products or mineral.

Iran is one of the major centres of endemism in plant and animal diversity. Twenty two percent of Iranian plant species are endemic. Deforestation owing to increasing population pressure, agriculture intensification, drainage of wetlands and industrial development has great impacts on the growth, survival and distribution of rare and endemic species. Several species of plants, mammals, birds, reptiles, fish and amphibians are in critical situation and are identified by IUCN in 2002-2003 as threatened species.

The location of Iran exacerbates the arid and hyper-arid climate which has made the natural ecosystems more sensitive and fragile. Such extreme variability in both temperature and precipitation create a natural vulnerability to disturbance and environmental degradation. Similarly, areas prone to soil degradation will be more vulnerable to negative impacts of future climate change. Long term scientific predictions for most part of Iran are that it experience decreased rainfall and in such situation decrease in vegetation cover will increase wind and water erosion. Already 44.5 million hectares of the soils in the country are salt-affected and increase in evaporation demand due to climate change will trigger threat of the salinization.

Similarly, climate change will also impact animal husbandry through effect on forest and water resulting in effect to livelihood making community vulnerable. Agriculture sector of Iran contributes about 26% to the National GDP and which includes 33% of employment and more than 80% of food supply. Crop production is practiced in both rain-fed and irrigated condition. Erratic climate condition due to climate change will affect agriculture which affect large population and also national economy. Integrated approach to address these problems are needed but limitation of knowledge, policy gaps and limited expertise on integrated approach and alternative livelihoods practices and top to down approach of development planning which always ignored rural communities needs are the barriers to INRM in Iran.

### **Main conclusions, recommendations and lessons learned**

#### **Conclusion**

The project was able to accomplish all activities and also initiated replication of INRM model in some areas and some more locations are identified for future replication. This accomplishment was possible due to cooperation between implementing and executing agencies. Unlike conventional approach, project implementation involved local communities, enhanced capacity of both government and community institutions and encouraged cooperation and coordination between government, non-government and community institutions. To address the

NRM related problems, the project intervened in five main areas: review and improvement of policies, awareness generation among communities and local government agencies, infrastructure development, fostering inter-sectoral coordination and improvement of rural household economy. The policy development approaches included revision of policies and plans to incorporate NRM and was able to influence the national five year plan which included article 26 & 27 in the 6<sup>th</sup> five year plan expanding integrated rural development and natural resource management in 25000 villages in coming five years. Similarly, State level watershed management strategy were developed to mainstream INRM. Likewise, policy recommendations were made for INRM and sustainable agriculture practices, rangeland management and forest management. To encourage evidence based planning, the project conducted studies and generated knowledge on biophysical and socio-economic aspects and made these available to the provincial and national government officials. Infrastructures facilities like water reservoirs, canals, check dams in erosion prone areas, terrace formation in erosion prone areas with plantation, and weather stations for early weather information transmission were accomplished. Without addressing livelihoods of the people it is not possible to address SLM as poverty is one of the root causes and to make community resilient to climate change effects their economy need to be strengthened. Hence, the project trained community member in watershed management and various PES schemes which provided the dual benefit of improving household economy and also stopping soil erosion. Similarly, rangeland and watershed management is also helping to decrease drudgery of women, decrease pressure on the forests, control erosion and also supported the local economy. To reach a large audience, the information generated by the project was uploaded in websites of the implementing Ministry (arrangement is made to keep project webpage for another five years) and UNDP and also networking with like-minded institutions within the country was facilitated by the project.

This Project was designed with provision for appropriate management arrangements. Adaptive management helped to address problem and move toward accomplishing project activities. The project team has managed to deliver a series of interventions that have reduced the threats of desertification. Similarly, generation of awareness from local to the national level, mainstreaming INRM in development planning through developing Provincial watershed management strategy and guidelines, creating a knowledge base and facilitating access to it, as well as construction of physical structures to combat drought and soil erosion. Though in the initial years, implementation was slow, it was able to achieve its targeted results within the extended project timeframe. Though only about 20% of the committed financial contribution was received from the government, there was no decrease in accomplishment rather accomplished additional activities then targeted. The project has been underpinned by good science and a technical approach of good calibre. It has enhanced capacity to incorporate ground information related to soil, weather, local practices and SLM issues into the development planning process of the Provincial government in the pilot areas; and improved environmental awareness and raised concerns about desertification risk at the local communities and government. Due to frequent change in management of local government, some problem of institutional memory is observed in Sistan-Baluchistan province and also this affected in coordination between different institutions and between government agencies and local communities.

To make the outcomes and interventions sustainable, the project formed community groups, trained them in various technologies of INRM. Similarly, project provincial governments allocated budget for replication of MENARID lessons. The community members were made aware of the various opportunities for economic development and use of available resources wisely. The project tested participatory planning and implementation approaches and strengthened capacity of the government and community institutions. Since these approaches showed very positive impact, the lessons learned from this should be replicated in other dry areas within these provinces and also in other provinces of Iran.

## **Recommendation**

- I. Solar technology was used for water heater and food drying only (limited households) but could also be used for irrigation and household energy need.
- II. Still project need to convince central level officials on MENARID approach and outcomes. Project still have three months left which could be used to organise central level interaction program involving high level officers from the government including National Plan and Budget Organisation (also used to be called Management and Planning Organisation) and high level representatives from project pilot provinces to share their experience with the central level officers. Interaction should be followed by field visits to have

- first-hand information. When they see activities and results then they understand MENARID approach more clearly and that could bring change in their mind-set to generate their support for future replications.
- III. Provincial level watershed management strategy is developed. Provincial government should utilise it for addressing drought stress.
  - IV. It is recommended to promote insurance mechanism in pastoralism and agriculture to safeguard farmers. Due to climate change weather became very unpredictable. If farmers whose economy is not so strong have to take risk of climate change then their situation will further worsened. Hence to encourage farming and pastoralism, insurance mechanisms should be promoted. Considering the economic situation of the farmers, premium of such insurance should not be high or be subsidised.
  - V. Replication of activities in the future in new areas within present pilot provinces and also in new provinces need support from the central level mainly to coordinate activities and for this continuation of the existing structure of MENARID could contribute. MENARID should now change from a project to a massive movement to cover wide dry areas of this country as also mentioned in the 6th national five year plan they have to cover 2500 villages in coming five years. From interaction with the provincial governments it is learned that money is not barrier to continue support to the outcomes and also replicate at the provincial level but generation of administrative cost of the central office and modality of managing fund is more important. Cabinet of Iran has approved establishment of UNESCO Centre for Watershed Management in Iran. They have already allocated budget for this activities. As MENARID played role in establishment of UNESCO Centre, one option could be using MENARID office as secretariat of this centre and at the same time it coordinate replication of MENARID approach in different provinces. Similarly, Government also expressed their interest to take UNDP lead in establishing this Centre. But establishment of this centre may take some time and how to bridge MENARID in that gap will be an issue. Also UNESCO's reaction regarding UNDP taking lead of establishing this Centre in Iran is unknown. Another option could be that the Government could continue these activities by themselves but it will have problem to coordinate between provinces and also in bringing updated technology and experiences from the international sources for the project. Third option could be bringing government contribution (money from centre and also of the provincial government) in an account and manage activities in MENARID framework in coordination with provincial governments. But this may need some legal arrangement to support such option and also has to assure transparency. Since the 6th five year plan target is very ambitious (covering 25,000 villages in five year by preparing 100,000 facilitators) delay in disbursement of money could affect the implementation. In MENARID project, only 20% of the committed budget was received from the government. If same will happen to the future replication program also then that will not only affect replication and achievement of five year plan but also loose trust of the people. UNDP is globally changing its role from donor to implementing partner hence they are willing to contribute as partner in managing the implementation of activities for which they want secure fund for the project. TE recommend project board to think all advantage and disadvantages of various options and select the best for continuation of replication of lessons learned in broad landscape.
  - VI. Regarding the role of facilitators in implementation of the MENARID approach and shortage of professional facilitators, on the one hand, and opportunity of 6th National Development Plan, on the other hand, MENARID can hold a consultative workshop for its national and provincial facilitators so as to compile their experiences in a practical guideline as a source for training of new ones.
  - VII. The project piloted INRM in four provinces and successfully replicated in North Khorasan province. Still there are large dry areas within these provinces and also in other provinces. It is recommended to upscale and replicate lessons learned from this project by UNDP, National and Provincial Government of Iran. Government should implement it as priority activity each year and allocated sufficient budget for this activity. The homogeneity that MENARID project maintained between policy, approach and implementation practices should be adopted in the future replications. There is also opportunity from the 6th National Development Plan to utilise lessons from this project. It will be helpful if knowledge on each and every steps of implementation and experiences are documented and disseminated to a large audience including government and nongovernment institutions from other dry areas. At the international level, UNDP and GEF could use its network for dissemination.

## Lessons Learned

- Lack of knowledge has been seen as a drawback in many projects limiting communities from taking precaution. Similarly, lack of knowledge, literacy and lack of capacity affect their ability to manage risk. Awareness generation on risk of land degradation and its potential impacts, available adaptation measures and availability of appropriate technology helps to reduce damage. Moreover, linking them with early warning systems help farmers' decision making to minimise risk related to weather. Increased economic benefits from sustainable agriculture, livestock practices and other income generation activities encourage communities to conserve their land and water resources.
- Local knowledge should be promoted together with scientific knowledge to respond to local situation as they are more easily adapted by the rural communities. Local communities were good in identifying signs of land degradation and proposing suitable and feasible mitigation measures. One example observed in this project was local knowledge on sources of water and using traditional canals was suggested by locals. Likewise, leaving land barren for one year for recovery of soil nutrition, selection of species appropriate for the area and use of traditional knowledge and mixing it with scientific knowledge to develop mechanism for decreasing loss of water from evaporation was very useful.
- The project chose to work directly with the Ministry of Jihad Agricultures and Provincial Governments, rather than setting up parallel implementation structures. This decision has proved very successful not only in empowering government by providing experience and training, but also in developing effective government "ownership", engagement, participation and motivation, thereby promoting long-term sustainability of the project's achievements.
- Designing a project linking various institutions from grassroots level institutions, government agencies, local authorities and communities generates huge benefits for sustainability, and through the synergies developed provides the intervention with much greater effectiveness than that which can be achieved by stand-alone projects.
- Local communities understand causes of environmental problems but due to lack of livelihood alternatives they are forced to continue unsustainable practices so if project designs consider alternatives for betterment of livelihood by improving their practices then locals will cooperate. The local communities understand and appreciate that the livelihood activities like cultivation of economic plant species, PES schemes, management of rangeland, improvement of farming by technical betterment and irrigation facilities are better for addressing environmental problems and also support household economy and also distinguish some of their old practices are not environmental friendly. They also showed willingness to replace their old practices (eg. Decreased herd size of livestock, stopped grazing in vulnerable areas) with environmentally sound practices that support their livelihoods.
- Facilitators' contacts with communities are vital to community-based natural resource management projects. Good communication and regular communication in relation to project activities with the communities helps to promote successful, community-based projects as they built trust and motivation of the targeted local communities. To achieve this, the quality and commitment of those employed at the sites are key attributes of a project. This project has been benefited from efficient site facilitators and technical staff from relevant local government offices. But what the evaluation team believes to be the most important factor is the almost constant contact that they have had with the communities throughout the project's lifetime. This frequency of contact has undoubtedly enabled the project to build high levels of trust, capacity, and motivation which in turn has facilitated the change in people's mind-sets and behaviours and brought about the success of the INRM schemes. The role of the National Project Manager is also very vital in motivating field staffs.
- High participation of women in groups in different income generation and environmental activities will assure more success.

More on Recommendations and Lessons Learned are given on pages 44-47.



## **I. Introduction**

### **1.1 Purpose of the Evaluation**

As per UNDP's guidance for initiating and implementing terminal project evaluations of UNDP supported projects that have received grant financing from the GEF, this Terminal Evaluation (TE) has the following complementary purposes:

- To promote accountability and transparency, and to assess and disclose the extent of project accomplishments.
- To synthesize lessons that can help to improve the selection, design and implementation of future UNDP activities.
- To provide feedback on issues that are recurrent across the UNDP portfolio (E & E unit) and need attention and on improvements regarding previously identified issues.
- To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefits.
- To gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with other UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs.

The guidance is designed to enhance compliance with both UNDP and GEF evaluation policies and procedural requirements, which are consistent and mutually reinforcing, and use common standards. The guidance also responds to GEF requirements to ensure that Terminal Evaluations of GEF-financed projects should include ratings of project's relevance, effectiveness, efficiency, monitoring and evaluation implementation as well as sustainability of results (outputs and outcomes).

By adopting "UNDP's guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects", this Terminal Evaluation responds to both UNDP and GEF requirements for Terminal Evaluations.

### **1.1 Scope & Methodology**

This Terminal Evaluation (TE), carried out by independent consultants, was initiated by UNDP Iran as the GEF Implementation Agency for the "Institutional Strengthening and Coherence for Integrated Natural Resources Management (MENARID)" project to measure the effectiveness and efficiency of project activities in relation to the stated objectives, and to collate lessons learned.

The TE was conducted over a period of 40 days between 18<sup>th</sup> July to 30<sup>th</sup> October 2017 by one International and one National consultant. The approach was determined by the terms of reference ([Annex I](#)) which were closely followed, via the itinerary detailed in [Annex II](#). Full details of the objectives of the TE can be found in the TOR, but the evaluation has concentrated on assessing the concept and design of the project; its implementation in terms of quality and timeliness of inputs, financial planning, and monitoring and evaluation; the efficiency and effectiveness of activities carried out and the objectives and outcomes achieved, as well as the likely sustainability of its results, and the involvement of stakeholders. The delay in submission was caused due to delay in visit to Sistan-Baluchistan Province due to security clearance. The text has been revised to correct factual inaccuracies in the draft or to include additional information. All comments were addressed to ensure a fair hearing to all parties and responses to comments are listed in Audit Trail.

The evaluation was conducted through the following participatory approach to provide it with sufficient evidence upon which to base conclusions:

- Extensive face-to-face interviews with the NPD, NPM, project management and technical support staff. Throughout the evaluation, particular attention was paid to explaining carefully the importance of listening to stakeholders' views and in reassuring staff and stakeholders that the purpose of the evaluation was not to judge performance in order to apportion credit or blame but to measure the relative success of implementation and to determine lessons learned for the wider GEF context. Wherever possible, information collected was cross-



checked between various sources to ascertain its veracity, but in some cases time limited this. A full list of people interviewed is given in [Annex III](#).

- face-to-face interviews with local stakeholders, particularly the community members, CBOs, Provincial and County governors, deputies and other staff, FRWC, NGOs, University, PMU and project field staffs;
- a thorough review of project documents and other relevant texts, including the Project Document, revised log-frame, and monitoring reports, such as progress and financial reports prepared for UNDP and annual Project Implementation Reviews (PIR), minutes of Project Board meetings, technical reports and other activity reports, relevant correspondence, and other project-related material produced by the project staff or partners; and
- field visits to project sites in all project provinces.

Wherever possible the TE Consultant has tried to evaluate issues according to the criteria listed in the *UNDP Monitoring and Evaluation Policy*, namely:

- Relevance – the extent to which the activity is suited to local and national development priorities and organisational policies, including changes over time, as well as the extent to which the project is in line with the GEF Operational Programmes or the strategic priorities under which the project was funded.
- 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.
- Results – the positive and negative, 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.
- 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 as well as financially and socially sustainable.

In general, the baseline indicators are very straight forward but detail socio-economic information and quantitative information on land degradation is lacking. These are consistent with the rationale of the project that there is a considerable knowledge gap, which the project intends to fill, or at least tries to contribute to the build-up of a science-based knowledge system. The objective of the project is to provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of INRM within the complexity of the dryland ecosystem. The project seeks to achieve three outcomes:

- 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.
- Outcome 2: An enabling environment for the INRM and the use of the enhanced knowledge from Component 1.
- Outcome 3: Community-driven, climate-resilient approaches and techniques for sustainable land and water management demonstrated through INRM practices.

The original logframe in the Project Document was revised significantly in 2014 and amended in the mid-term Review report. This new logframe, comprising 3 Components and 11 Outputs, and 18 indicators, has been used throughout as the basis for this evaluation (see [Annex VI](#)), and the TE has evaluated the project's performance against these according to the current evaluation criteria provided to it by the UNDP. This is reproduced in Annex XIV for clarity. Project results were measured against achievement of indicators guided by evaluation questions (tracking tools, Annex XII). Similarly, some questions were developed to use as checklist (as given in the TE Inception report) based on review of the project activities. This helped to guide interview and acquire information. The Evaluation process was carried out as stated in the inception report.

In addition, other scales have been used to cover sustainability (Annex XIV-ii), monitoring and evaluation, and to assess impacts. The Review of Outcomes to Impacts (ROtI) method also requires ratings to be made for outcomes achieved by the project and the progress made towards the 'intermediate states' at the time of the evaluation. The rating scale is given in Annex XIV- iii while Annex XIV-iv shows how the two letter ratings for "achievement of outcomes" and "progress towards intermediate states" translate into ratings for the "overall likelihood of impact

achievement” on a six-point scale. A rating is given a ‘+’ notation if there is evidence of impacts accruing within the life of the project which moves the double letter rating up one space in the six-point scale. Comments/suggestions from reviewers are addressed and changes made are mentioned in the Audit Trail.

The results of the evaluation were conveyed to UNDP and other stakeholders ([Annex IV](#)). **Lessons learned** have been placed and further explained in page 44-47.

## **1.2 Constraints**

The program sites within the provinces were very far from each other so it was difficult to visit all villagers’ groups. The time given for evaluation was very limited and even working till 12pm (starting from 6.30am) in most of the days, the TE team was not able to meet all villagers’ group and also not able to visit one of the site of Kermanshah and two in North Khorasan. Due to security and also time constraints visit to Sistan-Baluchistan Province was not included in International Consultant’s mission plan. National Consultant was not able to meet Local Government staffs other than MPO as they were very new and not much aware of the project activities so were reluctant to meet.

## **1.3 Structure of the Evaluation Report**

The TE report is structured in line with UNDP’s guidance and covers the following Sections:

- Project description and development context (this includes project design, its rationale and development context, the problems that project sought to address, the objectives, establishment of baseline, key stakeholders and expected results)
- Findings (Results of implementation and comparison with the targets asset)
  - Project Design / Formulation
  - Project Implementation
  - Project Results
- Conclusions, Recommendations & Lessons
- Annexes.

## 2 Project Description and Development Context

### 2.1 Project Start and Duration

The project was designed during 2009-2010 and the PIF was signed on 19<sup>th</sup> February 2008 and PPG was approved on 14<sup>th</sup> July 2008. The Project Document was endorsed by the GEF Secretariat on 22<sup>nd</sup> July 2010 and signed on 28 September 2010 for the duration of five years. However, initiation of project implementation was delayed in the beginning because there was not clear implementation strategy and also it took some time to project staff to familiarise with the project strategy and outcomes. Moreover, Project facilitators had to struggle to resolve the conflict at the villages, built trust for the project among the local communities and also government institutions and establish and strengthen institutions at the village level and this also resulted in delay in implementing other activities. Project activities were officially launched in December 2010 with the appointment of a National Project Director (NPD), National Project Manager (NPM) and three Provincial Project Managers (PPMs) and appointment of a Chief Technical Advisor (CTA). The project was planned to end in August 2015 but it is extended for two years so new closing date is December 2017. Project Inception workshop was conducted on January 18-19, 2011. A Mid-term Review was conducted in March-July 2014. Final evaluation was conducted between July-October 2017.

The key timelines which were planned for project implementation are shown in the Table below.

#### Key timelines planned for project implementation.

Key project's milestones	Date
Approval of PIF	19 February 2008
Approval of the PPG	14 July 2008
Endorsement of Project Document by the GEF Secretariat	22 July 2010
Agreed on Project Document	28 September 2010
Project activities launched	December 2010
Mid-term Review Date	March-July 2014
Terminal Evaluation Date	July-October 2017
Original Planned Closing Date	August 2015
Actual Closing Date	30 December 2017

### 2.2 Problems that the Project sought to Address

82 % of landmass of Iran comprise drylands and are habituated by 35million people (43% of total population). 75 million hectares of land in Iran are exposed to serious water erosion, 20million hectares to wind erosion and 5 million hectares to other types of chemical and physical degradation. Forests of this country is affected due to high demand for fire wood, fodder demand from animal husbandry, demand of food and crop lands by increased population and industrial demands for forest products or mineral.

Iran is one of the major centres of endemism in plant and animal diversity. Twenty two percent of Iranian plant species are endemic. Deforestation owing to increasing population pressure, agriculture intensification, drainage of wetlands and industrial development has great impacts on the growth, survival and distribution of rare and endemic species. Several species of plants, mammals, birds, reptiles, fish and amphibians are in critical situation and are identified by IUCN in 2002-2003 as threatened species.

The location of Iran exacerbates the arid and hyper-arid climate which has made the natural ecosystems more sensitive and fragile. Such extreme variability in both temperature and precipitation create a natural vulnerability to disturbance and environmental degradation. Similarly, areas prone to soil degradation will be more vulnerable to negative impacts of future climate change. Long term scientific predictions for most part of

Iran are that it experience decreased rainfall and in such situation decrease in vegetation cover will increase wind and water erosion. Already 44.5 million hectares of the soils in the country are salt-affected and increase in evaporation demand due to climate change will trigger threat of the salinization.

Similarly, climate change will also impact animal husbandry through effect on forest and water resulting in effect to livelihood making community vulnerable. Agriculture sector of Iran contributes about 26% to the National GDP and which includes 33% of employment and more than 80% of food supply. Crop production is practiced in both rain-fed and irrigated condition. Erratic climate condition due to climate change will affect agriculture which affect large population and also national economy. Integrated approach to address these problems are needed but limitation of knowledge, policy gaps and limited expertise on integrated approach and alternative livelihoods practices are the barriers to INRM in Iran.

To address the problem, the project was designed to work at both a macro level (national scale) and a micro level (villages of provinces). At the national level, it aimed to develop and strengthen the enabling environment through the identification of legal constraints and the required intervention points at the regulatory level to promote INRM. Similarly, at the micro level it aimed to work at provincial level and in selected pilot sites to generate awareness among local communities and grassroots level organisations to strengthen their knowledge and adaptive capacity, make them aware of the benefits of using climate information from early warning systems in decision-making by farmers, provide various support for uptake of sustainable agricultural practices, woodlot creation, decreased wood use, improved water management and soil erosion control.

## 2.3 Immediate and Development Objectives of the Project

The overall goal of the project is "Promote climate-resilient and gender sensitive integrated management of renewable natural resources, providing global environment benefits for the four GEF focal areas (LD, CC, IW and BD), while maintaining the capacity of ecosystems to deliver the goods and services needed to support local livelihoods. The objective of the project 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. To achieve this objective, project has three components viz: i) Improved knowledge and understanding; ii) An enabling environment; iii) Community driven approaches.

## 2.4 Baseline Indicators Established

To measure the achievement of the project, baseline indicators were established and are as follows:

**Goal:** "Promote climate-resilient and gender sensitive integrated management of renewable natural resources, providing global environment benefits for the four GEF focal areas (LD, CC, IW and BD), while maintaining the capacity of ecosystems to deliver the goods and services needed to support local livelihoods".

**Objective:** 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.

**Outcomes and Outputs:** Project had three Outcomes and 18 outputs. Outputs under each of the three outcomes are presented in section 2.6 (Expected Results, Page 6-7). To achieve these outputs several activities were identified and activities are described in "Achievement of Project Outcome and Output" (page 32-37).

## 2.5 Main Stakeholders

The project development process involved many stakeholders including government agencies and non-environmental organizations that are working in the relevant fields. During the PPG phase, different meetings and workshops were organized to involve key stakeholder in project design. These discussion have helped define the project strategy. The stakeholder's involvement plan prepared by the stakeholders during two days multi-stakeholders processes workshop conducted on 19<sup>th</sup> and 20<sup>th</sup> October 2009. As per the project document it planned to involve Forest, Rangelands and Watershed Management Organization (FRWO), Ministry of Jihad Agriculture (MoJA), Department of Environment (DOE), Ministry of Education (at site level), Ministry of Power, Ministry of Road and Transportation, Ministry of Industry and Mining Operation, Ministry of Telecommunication, Ministry of Oil, Animal Husbandry Department and Nomad Organization, Ministry of Foreign Affairs, Provincial Government, Meteorological Organization, Bank and foundation organization, University and Research Centre, Local politicians and religious leaders and NGOs. The communities from four pilot provinces were also involved in the stakeholders' consultations and community representatives participated in the discussions.

## 2.6 Expected Results

The project aimed to achieve its objective through three outcomes generated by a total of 11 outputs.

Output level indicators were also developed for each of the output and are summarised as:

**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 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 up-scaling 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, that can also improve returns within the constraints of local agro ecological conditions:

Output 3.3: Payment for Environmental Services schemes are operative at the demonstration sites or nearby where financial benefits accrue to local land;

As per the project document, four provinces (Semnan and Tehran, Razin watershed in Kermenshah province, Bahabad region in Yazd Province and Hamoon in Sistan-Baluchistan Province) were selected for implementing the project activities.

**Table 1:** Summary of expected global environmental benefits arising from the project

<p><b>Outcome 1:</b> 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.</p>	<ul style="list-style-type: none"> <li>• The policy, regulatory and institutional environment supports Integrated Natural Resource Management assuring protection of forests (Caspian Forest or Hyrcanian forest and Arasbaran forests) of global significances.</li> <li>• Monitoring and information system for land use change, land and water and ecosystem degradation assessment helps in management of ecosystems of global significances.</li> <li>• Increased awareness at all levels from community to national stakeholders helps to project land degradation and also conserve forest and other vegetation of global significance.</li> </ul>
<p><b>Outcome 2:</b> An enabling environment for INRM and the use of the enhanced knowledge from component 1.</p>	<ul style="list-style-type: none"> <li>• Community-based INRM assures conservation of ecosystem of global significances.</li> <li>• Evidence-based examples of new policies, laws and regulations for INRM support management of ecosystem of global significances.</li> </ul>
<p><b>Outcome 3:</b> Community-driven, climate-resilient approaches and techniques for sustainable land and water management demonstrated through INRM practices.</p>	<ul style="list-style-type: none"> <li>• Quantitative calculations of global environmental benefits derived by integrated approaches to INRM in watersheds and landscapes in Iran will be useful for managers, policy makers and conservation workers from not only Iran but also from different parts of the world.</li> <li>• Implementation of land use and water management practices that are people-friendly, cost-effective and climate-resilient, that can also improve returns within the constraints of local agro ecological conditions helps to decrease pressure on the natural resources of global significances.</li> <li>• Payment for Environmental Services schemes helps conservation of various ecosystem and management practices and make such activities sustainable by making them self-reliant.</li> </ul>

Baseline indicators were fully established and the latter given in the Project Document ahead of the Project's commencement.



### **3. Findings**

#### **3.1 Project Design/Formulation**

The project was designed to address the identified problem by improving capacity of planners and policy makers with knowledge, institutional capacity so that INRM will be mainstreamed in development planning and also to facilitate effective implementation of policies, plans and investments that will prevent desertification, soil erosion and improve local economy and livelihoods. Project was aimed at reducing environmental risks to farmers and pastoralists by providing climate information through early warning systems for supporting their decisions and water management. The design of RRF was very clear (after editing by MTR) with clear output milestones, activities for each output and SMART indicators to monitor implementation and achievements. The project was designed to work at both a macro level (national government scale) and a micro level (local government and pilot sites or local scale). On the national level, it aimed to identify policy gaps and recommend legislative needs, develop policies for addressing the issues. At the micro level it aimed to work at developing capacity of local government and community groups to address INRM issues, generating awareness among farmers and pastoralists, facilitating decision making of pastoralist and farmers based on weather forecasts from early warning systems, water management to enhance crop productivity, forestry practices, soil erosion control practices, income generation activities and sustainable agriculture practices. Four Provinces namely Seman and Tehran, Kermanshah, Yazd, Sistan-Baluchistan Province based on the vulnerability analysis. Similarly replication was made in north Khorasan.

The implementing and executing institutions were involved in the project from the project design phase and the design involved a thorough analysis of capacities of various partners and their interests. Project design incorporated lessons learned from several relevant projects in Iran and other countries. The roles and responsibilities of the implementing partners and other institutions were clearly defined in the project design. Hence to address the identified problem, the project was designed to apply the following approaches:

- (i) Institutionalize strategy documents and guidelines to address INRM risks in Iran's selected provinces;
- (ii) Establish and strengthen institution at community level and also generate awareness among local government and strengthen them in planning and implementation.
- (iii) Develop and systematically apply guidelines and criteria for land degradation to enable priority allocation of risk reduction efforts and investments;
- (iv) Engage with global, regional and national research networks and centres working on INRM issues;
- (v) Develop risk and vulnerability maps for Iran's dryland provinces with the highest INRM risk and exposure of lives, livelihoods and ecosystem;
- (vi) Conduct preparedness actions for vulnerable communities to reduce risks from land and water degradation;
- (vii) Establish community based system for addressing land degradation issues, water management and offer early warning opportunities of weather for supporting farmer/pastoralists' decision making;
- (viii) Establish land degradation risk reduction measures such as soil erosion control, maintaining soil fertility, water supply, increased vegetation cover and explore alternative energy and livelihood needs;
- (ix) Document technical knowledge and project lessons for use in future initiatives; and
- (x) Disseminate project experiences to policy makers and development planners in Iran.

##### **3.1.1 Analysis of Logical Framework**

The log frame has a single development objective and 3 outcomes. The extensive activities are also listed in full, complete with their own indicators. The objectives, components and outputs are clear and appropriate to the issues and also designed considering the timeframe of the project. The project also utilised lessons from other projects (see in 3.1.3) and also the capacity of executing/implementing agencies was considered while developing project activities (see 3.1.4 & 3.1.8). Project design sufficiently analysed potential risks and assumptions (see 3.1.2) related to the project and it is well articulated in the PIF and PRODOC. Roles and responsibilities of the

partners were made clear from the project design phase (see 3.1.8). The logical framework was revised during inception workshop in January 18-19, 2011 and no change was made in the logical framework. The logical framework was again revised by MTR team and suggested few changes. The log-frame includes 3 outcomes and 11 outputs. Of the 5 objective indicator of the logframe in the project document, MTR team modified one and one new indicator added making total of 6 objective indicators. Similarly remaining four objective indicators were also rephrased to make them accurate, measureable and achievable. Of the 18 outcome indicators in the project document, MTR team, suggested to drop two indicators while modification done in rest making them more accurate, measurable and realistic to time frame. Out of the 20 outcome indicators of the project document, MTR team dropped two indicators (of outcome 3) while modified 3 indicators and 11 project end targets.

The indicators of the log frame are relevant, precise and mostly SMART (Specific; Measurable; Achievable and attributable; Relevant and realistic; Time-bound, timely, tractable and targeted). All are based on sound scientific monitoring protocols using the most relevant measures for a given criteria.

### **3.1.2 Assumptions and Risks**

There were five risks identified in the project document and no change was made in risks and mitigations during the inception workshop. All the risks and assumptions outlined in the project document were logical and robust. These helped to identify appropriate activities and required precaution measures to address the risks and assumptions. Arrangements for all risks and assumptions other than related to natural fluctuation were made and with these arrangements, the project was able to implement activities effectively to achieve the targeted results. Out of the five risk, three were of medium threat, one high and one low risk. Assumed high level risk was that poor local people people's participation will be low because of limited personal and family resources, suspicion that their natural resources may be alienated or they may lose their access to resources. But this risk was addressed by developing social communication and experience from other GEF projects were used to engage with village leaders, social groups and local communities. Fair and equitable benefit sharing mechanism were instituted including PES and assured them that decision on natural resources will be taken at community level. Also project developed alternative income generation activities based on sustainable use of resources to reduce dependency on natural resources.

### **3.1.3 Lessons from other Relevant Projects incorporated into Project Design**

FRWO had experience from running a joint project called Sustainable Management of Land and Water Resources in Hableh-Rud Basin, Phase II Project (SMLWR Phase II Project, 2005-2010) with UNDP for capacity building and developing a proper model in Iran context on sustainable management of land and water management with emphasis on applying community-based empowerment and participatory approaches. The pool of resources from these projects were very useful in designing this project.

Coordination, synergy and integration was made between these projects with shared focus area of SNRM and approaches which helped to ensure achieving their goals and at the same time also FRWO objective of developing and up-scaling the best model for INRM in Iran.

### **3.1.4 Planned Stakeholder Participation**

At the project development phase, the project development team undertook extensive consultations with a wide range of stakeholders from national government bodies, non-government institutions, NGOs and provincial government bodies through a series of opinion polls, presentations, interviews, group discussions and workshops. These wide-ranging consultations were undertaken to ensure that stakeholders at all levels are aware of the project and its objectives and that they assist in the identification of threats of land and water degradation, biodiversity loss and potential institutions that could contribute to various activities of the project. A thorough assessment of relevance, experience and capacity of implementing partners and other stakeholders was also conducted. This

assessment helped to utilise the strength of the implementing partners and to also develop capacity enhancement programs. Project design, criteria for potential sites and site selection was carried out with stakeholder participation. The communities from target provinces were also involved in the stakeholder consultations.

The project planned to be implemented following the UNDP National Execution Modality (NEX) by Forest, Rangelands and Watershed Management Organisation (FRWO) within the Ministry of Jihad Agriculture. The other responsible parties by virtue of their mandates were: Forest, Rangelands and Watershed Management Organization (FRWO), Ministry of Jihad Agriculture (MoJA), Department of Environment (DOE), Ministry of Education (at site level), Ministry of Power, Ministry of Road and Transportation, Ministry of Industry and Mining Operation, Ministry of Tele-communication, Ministry of Oil, Animal Husbandry Department and Nomad Organization, Ministry of Foreign Affairs, Provincial Government, Meteorological Organization, Bank and foundation organization, University and Research centres, Local politicians and religious leaders and NGOs.

### **3.1.5. Replication Approach**

This project has strengthened capacity of the provincial and national government in INRM and enhanced inter-coordination, this has established technical, policy, legal, institutional and investment environment for the promotion of NRM technologies and approaches in the project provinces and provincial governments expressed their willingness to up-scale this in other communities within the provinces. Central Government also showed willingness to up-scale this community approach of INRM in relevant agro-ecological sites across the whole country.

The project personnel participated in regional training, meetings, workshops and conferences where they shared their knowledge with broad audiences and also contributed in developing project knowledge base.

Three new township governors and parliament members in Yazd (Mehriz, Bafgh, Khatam townships) ask for MENARID replication and replication has already been initiated. Since middle of 2015, North Khorasan Province- Shirin dareh basin- with 160,000 hectares area and Chaharmahal va bakhtiari one of seven provinces in Karoon river basin - Housein abad, Nafch, Monajeh bideleh, Dorahan Solegan basins- with 100,000 hectares started replication of INRM activities that is piloted under MENARID project. Also in Yazd province (one of project pilot sites) two new village –Deh Asgar and Deh Jamal were selected for replication by the project provincial Planning and Monitoring Committee. Similarly, project established watershed management committee in area under replication of project experience in INRM.

### **3.1.6 UNDP Comparative Advantage**

During the inception workshop, UNDP's project assurance role was presented and discussed in detail. The participants endorsed the assurance role described in the approved project document. Enhancement of capacities at the national and sub-national levels has been considered by UNDP to be essential for addressing risks related to climate change. Accordingly, and in line with the government's national priorities, support to enhance capacities and make planning evidence based in the fields of INRM was also a priority area. The MENARID Project is deemed to be congruent with these priorities as elaborated in the Millennium Development Goal 7 where ensuring environment sustainability is the first priority programme areas for Iran; second, UNDAF priority for improved living conditions through environmental management for Sustainable Development and the third UNDP Country Program (2012-2016). The project is in line with the pillars of technical and financial assistance which form the foundation from which risks of land degradation can be reduced in Iran. Specifically, the project will help realise four pillars identified by UNDP:

- Development of the capacity of the rural population to adapt best practices on INRM;
- Establish knowledge base and assure access to information to encourage evidence based planning;
- Engagement of communities and local government and NGOs to reduce risk of land degradation; and
- Networking with national and regional organisations working in the field of INRM.

UNDP has been working in the field of environment protection, disaster risk reduction, SLM, biodiversity conservation and sustainable use of natural resources for economic development and poverty alleviation. UNDP has a lot experience from these areas. The project has benefited from UNDP's experience during the project development phase through to implementation. This project aimed to encourage national and local authorities and communities in mitigating land degradation risks like soil erosion, loss of soil fertility, drought, increase green coverage etc., by enhancing their capacities for addressing climate change and land degradation. In addition, the project also aimed to establish early warning systems to promote informed decision making by farmers and pastoralists. The project also benefited from UNDP in mobilizing additional funds, building capacity at the local level from its past experiences and supporting a policy review.

### **3.1.7 Linkages between Project and other Interventions within the Sector**

The project had four strategic plan of integrating actions:

- Promote integrated approach for the delivery of global environmental benefits for four GEF focal areas (BD, CC, IW, LD) through a dual focus on sustainable land and water management and on ecosystem goods and services.
- Following a landscape and watershed approach, wherein land uses are seen in their totality rather than as separate activities. Trade-off assessments focused on the loss of ecosystems good and services will support the landscape approach enabling a more realistic balance of management considerations between, for example, source water and groundwater recharge, and forest/rangeland encroachment and needs for additional rainfed agriculture land.
- Identify approaches and techniques to deliver co-benefits for human livelihood needs and global environment benefits.
- Providing a spatial continuum of INRM promotion from the local community level, to provincial and onto national government levels. While the project will build demand for INRM through its local demonstration sites, critical support and monitoring of the benefits to be gained and the further promotion (up-scaling) will be handled through provincial and national coordinating committees.

The project tested community based INRM using various approaches backed by scientific knowledge on adaptation and mitigation of land degradation owing to climate change. The findings from the piloting will contribute to fine-tuning the approaches for the remaining part of the Iran with similar agro ecological situation to provide guidance for environment friendly development planning; to serve as a basis for monitoring and reporting; and to recommend requirements for improvement of policies and practices related to land degradation.

The project established linkages with various ministries, research institutes. Through UNDP and GEF networks, the project has established linkages with other similar agencies working on the INRM issues. It is evident that NRM, climate change and natural resource management is high on the agenda of UNDP and the Government of Iran. The MRNARIS project therefore, has an opportunity to share lessons and experiences from the related projects that UNDP, FRWO and other partners are implementing. The project will also contribute to synergies among the related programmes that can strengthen integrated natural resource management effort in Iran. The other relevant projects being implemented by UNDP will also benefit from the lessons from this project.

Moreover, as per the plan indicated in the project document, the findings (lessons learned) were distributed to many relevant audiences and will also be distributed to other GEF funded projects dealing with INRM issues.

### **3.1.8 Management Arrangements**

UNDP National Execution Modality (NEX) was applied to assure a Government entity take responsibility for executing the project and also to ensure broad stakeholder participation and to create both high flexibility and an

enabling environment for innovation. This also developed ownership within the host and helped to create condition for sustainability of the project intervention. The forests, Rangelands and Watershed Management Organisation (FRWO) within the Ministry of Jihad Agriculture is the Executing Agency for the Project and responsible for the overall implementation of the project to achieve the targeted objectives. It had also responsibility of coordination for the implementation of activities and was accountable to UNDP and the GEF for project results.

The Government had appointed a senior official to lead as National Project Director (NPD) and was responsible for managing the project fund and oversee delivery of outputs. The institutional capacity of FRWO was enhanced to manage the project effectively.

The Project has Project Management Unit headed by the National Project Manager (NPM) with support staff. PMU function included project administration, management, monitoring and technical support to the NPM as required. Project has one gender coordinator (focal point) to specifically promote gender integration and mainstreaming. NPM is responsible to ensure that the project produces the results specified in the project documents without compromising quality and within time and budget frame. NPM is also responsible for daily project operation, financial accounts, periodic reporting to UNDP-Iran and for allocation of the GEF grant according to the quarterly work plans and budgets in coordination with UNDP-Iran.

Project recruited consultants for technical and advisory supports as per need and priority was given to qualified national consultants and in some key technical areas international experts were also involved.

The Project had a Project Board (PB) comprised of Head of FRWO as its Chairperson, NPD as secretary, UNCCD focal point, Director Generals (DGs) NRM 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 Power and UNDP Resident Representative. Project Board also had two representatives from each project province's target communities. NPM was making necessary arrangements for the travel, lodging and boarding to enable them to participate in Board meeting by community representative which will be rotating representatives selected by the target communities on an annual basis. The PB met in every quarter as far as possible to review progress and to provide guidance to project to address strategic or critical issues. Chair Person called PB meeting and extraordinary meetings as per requirement. The PB had responsibility of making management decisions, approve project work plan and provide recommendation to UNDP on changes deems in the project activities.

The Sub planning and advisory committee under Provincial Governor functioned as Provincial Project Review Committee (PPRC) to provide guidance to the project and to monitor progress and performance. The DG of NRM was the Member Secretary of Provincial Project Review Committee (PPRC) with Governor nominated person as Chairperson. The PPRC had four representatives from the target communities. PPRC were meeting quarterly to review, discuss and provide recommendations related to annual work plans, monitoring and evaluation, inter-agency coordination mechanism, collaboration opportunities for provincial-level activities, proposals for demonstration activities and cost-recovery mechanisms, identification of M&E indicators and criteria and other activities related to project.

A technical committee (TC) was established jointly with Other GEF project and SMLWR project to advise and supervise technical activities of both projects. TC comprised technical experts from FRWO, Agricultural University and other departments with expertise in land and water management, biodiversity conservation and climate change/carbon sequestration.

To assure quality of outputs, a Planning and Monitoring Committee (PMC) comprising representatives from local communities, provincial governments, NGOs and academic institutions was established. The committee developed annual and quarterly workplans and set criteria and indicators for monitoring INRM activities and monitor, evaluate and report the progress of the project. Programme annual planning and reporting package of UNDP, along with the annual M&E calendar was used as reference tools by the PMC in M&E functions.



The Project's management and implementation used initial log-frame till the MTR period and then after focused on the revised log-frame. The project team made an effort to raise awareness and develop capacity amongst stakeholders to provide a solid baseline of understanding the project's main goals and activities. The roles and responsibilities of executing and implementing parties were made clear and negotiated prior to signing the project document. A thorough review of relevant legislations was carried out to assure an enabling environment for the project implementation. Similarly, agreement on co-funding was made before signing the project document and staff, equipment and logistics arrangements were in place by the time of initiation of the project.

## **3.2 Project Implementation**

Pilot sites were selected in four provinces (Semnan and Tehran, Razin watershed in Kermenshah province, Bahabad region in Yazd Province and Hamoon in Sistan-Baluchistan Province) by the project by developing standard criteria to implement policies, plans and investments that prevent soil degradation, maintain ecological integrity and support economic development of local communities.

### **3.2.1 Adaptive Management**

The Project's adaptive management was good throughout the project. The project was driven by the capable management team, backed by good decision-making by the Project Board, support and advice from the UNDP-CO. Adaptive management has operated effectively at both the strategic level and the tactical level.

As suggested by the MTR, the project redefined its scope and also made edits to the output indicators improve implementation and monitoring.

The MTE made 50 recommendations (see annex XIII) and positive responses were made to most of them (except 3) and they had clear justification for the ones that are not accepted. Recommendation to change the target indicators was approved by the project board and forwarded to UNDP which sent it to UNDP-GEF Regional Coordination Unit who approved the changes.

The project was designed to pilot in selected areas of four provinces on the basis of the recommendation of the vulnerability assessments. Adoption of the recommendation from MTR by the project management is described under the heading "Feedback from M&E activities used for adaptive management".

No major change was made in the project design and no new outputs were added but only prioritisation of outputs was done according to recommendations from the MTR.

### **3.2.2 Partnership Arrangements**

Project developed strategic partnership at various levels: at regional level ICARDA-MANRID project partnership, at national level with GEF Small Grants program, at provinces with Provincial Governor Offices, with research institutes, private sector and community institutions. As already mentioned in the stakeholder involvement that wide range of stakeholders were involved from project development to implementation.

The UNDP CO provides technical and financial support and also fulfilled the role of monitoring while the FRWO is the lead implementing partner.

The project focussed efforts on building local capacity for addressing land degradation and implementing INRM actions for vulnerable communities. The research findings and experience from working with local stakeholders provided the project with information for the formulation and amendment of legislations, development of guidelines for INRM risk management, proposing possible approaches to sustainable agriculture production and enhancement of capacity of the authorities, from local to national level. Awareness generation, networking between community groups, involvement of various organisations specialised on specific technical fields related



to the subject and involvement of local government staffs have significantly contributed to creating an enabling environment for the progress of the project. These capacity enhancements, commitment from government agency and policy back up is likely to make the project intervention sustainable in the long-term. Involvement of private sector helped in income generation for local communities.

The project reached a wider audience through awareness generation through brochure distribution, media coverage, web-pages of UNDP, FRWO and project webpage. The TECs found that stakeholder engagement and participatory approaches have been of good order throughout.

The project has worked closely with many stakeholders throughout and the active engagement of stakeholders has been vital to fulfilling its achievements, hence stakeholder participation is evaluated as **Highly Satisfactory**.

### 3.2.3 Gender

Women and children are the ones who are most vulnerable to land degradation, reduction in food production and climate change. As women are the ones who are involved in food production to food preparation and collection of wood for cooking and water for drinking they are most vulnerable to the effects of drought, soil degradation and deforestation. The project therefore made efforts to include women in all activities to enhance their knowledge and capacity, build leadership capacity, improve their economic situation, increase food production and decrease drudgery related to water and natural resource collection. The project provided practical knowledge to address land degradation and promote sustainable land management.

Considering gender mainstreaming to include increasing equity regarding access to and control over production resources, equity in sharing benefits and reducing inequities in gender distribution of labour, this project significantly contributed to increasing equity at community level. In Project Management Unit (PMU) there was gender coordinator (focal point) to specifically promote gender integration and mainstreaming. Both women and men benefited from agriculture improvement activities, drought early warning system, water use efficiency program etc. Similarly, 185 women-led business provided economic incentives to women. 185 Women groups formed and women also participated in their policy formulation consultation process.

### 3.2.4 Feedback from M&E Activities used for Adaptive Management

The project's adaptive management has been good throughout. Suggestions from the Inception workshop was followed in project management arrangements and implementation of activities. A regular monitoring was carried out and reported to project board which provided feedback based on the monitoring reports.

The MTR made 52 recommendations and positive responses were made to the many (except 3) of them while justifications were made for not addressing the remaining three – the management response, justifications and actions are explained in Annex XIII. Similarly, recommendation made in PIR used to improve management practice.

### 3.2.5 Project Finance

The total project cost as per project document was US\$20,157,000 which includes US\$14,557,000 in cash and US\$5,600,000 in kind. Of these, the GEF contribution was expected to be US\$4,320,000 in cash, UNDP contribution US\$300,000 in cash through TRAC fund and US\$937,000 through SMLWR II (but in SMLWR II project document its contribution is US\$600,000) and Government of Iran's (GoI) contribution US\$9,000,000 in cash and US\$5,600,000 in kind. But as per the balance sheet provided by the UNDP, the total project cost (revised) was US\$10,140,286 (table 2). Of these, US\$4,320,000 was as GEF contribution with a UNDP contribution of US\$311,069 in cash and US\$621,787 through SMLWR II. In-kind contribution from the Government of Iran was US\$5,600,000 which is different than in the project document. If project spending is used as a basis of measure of the progress of implementation, then the Project has achieved progress originally

envisaged with some additional achievements. Co-financing was well planned and clearly mentioned in the project document. Co-financing ratio and amount was changed latter while revising project finance. There was no difference between committed contribution and actual contribution from the GEF but UNDP direct TRAC contribution increased nearly 4% then what committed and in contribution through SLMWR II decreased by nearly 34%. Similarly, GoI's contribution was also less than what committed. The committed amount of Government of Iran was US\$14,600,000 while the actual contribution was US\$4,887,430 i.e. only 33.5% of committed amount (66.5% less than committed). The executing and implementing agencies made close monitoring of financial transactions and program implementation and materialised the fund for activities by regular payment and this helped to accomplish activities.

- Project management costs were proposed at US\$2,003,000 and primarily funded by GEF (21.5%), UNDP (4.5%) and Govt. of Iran (74%), but actual management cost covered by GEF was (34.5%), UNDP (both sources) (29%), Govt. of Iran (37%). Actual GEF and UNDP contribution for management increased from the budgeted amount while GoI's contribution for management expenses decreased from what was committed in project document. The actual management cost (US\$1,244,389) of the project was less then estimated amount in project document but it is less by 9% then the revised management budget;
- Project management costs comprised about 12.3% of the total spend. Original closing date of the project was August 2015 but due to delay in initial years and slow implementation in the beginning the closing date was pushed to December 2017 but this has not increased management cost as it was no cost extension.
- The project was co-financed by the UNDP and GoI. The final GEF co-finance ratio in terms of monies spent was 1:3.7 (US\$4,320,000(GEF)) to US\$16,037,000 (UNDP+GoI) as per revised budget. This is good result as GEF requirement is at least 1:1 ratio;
- Spending on Component 1, 2 and 3 (US\$ 3,520,793; US\$5,780,393 and US\$3,115,389) accounted for 35%, 57% and 31% of the total spend respectively, while management costs (US\$1,244, 389 i.e. 12.3%) was less then component 1, 2 and 3 which is reasonable.
- GEF funding was distributed among all four components while UNDP funding was mainly spent for component 2 and 4 (Table 2, 3, 4). UNDP funding through SMLWR II contributed to component 1, 2 and 3. GoI support was through in-kind and cash contribution and was mainly for implementation of activities. Of the total GEF fund, 34% was spent on component 1, 22% on component 2, 34.5% on component 3 and 10% on component 4. UNDP funds were allocated mainly for component 2 and 4.

Table 2: Total disbursement of funds by Outcome (component) (to end December 2017) (US\$) against full project budget as per Project Document.

	GEF			UNDP TRAC			UNDP (parallel funding through SMLWR II)			Govt. Of Iran (co-financing cash and in kind)			Total			
	Budget (Based on MENAR ID Pro DOC)	Actual	%	Budget (Based on MENAR ID Pro DOC)	Actual	%	Budget (Based on MENARI D Pro DOC)	Actual	%	In kind Gov Budget (Based on MENARI D Pro DOC)	Cash Gov Budget (Based on MENA RID Pro DOC)	Actual	%	Budgeted	Actual	%
Component 1	1,049,000	1,454,789	139	0	764	0	90,000	246,458	274	1,400,000	3,000,000	1,818,782	130	2,539,000	3,520,793	139
Component 2	800,000	943,986	118	100,000	208,619	70	757,000	118,812	16	1,312,000	1,525,000	988,182	75	3,169,000	5,780,393	182
Component 3	2,041,000	1,491,751	73	200,000	0	0	-	-	-	2,038,000	3,842,000	1,623,753	80	4,279,000	3,115,504	73
Component 4 (Management)	430,000	429,473	100	0	101,686	0	90,000	256,517	285	850,000	633,000	456,713	54	1,370,000	1,244,389	91
Total	4,320,000	4,319,999	100	300,000	311,069.30	104	937,000	621,787	66	5,600,000	9,000,000	4,887,430	87	19,896,864	10,140,286	50

Source: UNDP CO IRAN

Analysis of budgeted and actual expenditure shows a big difference in all components for funding from all source. Similarly, it is also observed that in some components (component 3 from GEF, all components of government

funding, Table 2, 3, 4, 5) very limited expenses made in some cases. In the initial year, due to limited time and limitation of human resources for program implementation some of the expenses could not be made on the specific component for the prescribed year while in the following years by completion of recruitment process and office setups at all level, program implementation accelerated and the expenses covered some of the previous year's pending activities also. The planned management cost as per project document was US\$2,000,000 and as per revised budgeted amount was US\$1,370,000 while actual management cost was US\$1,244,389. The cost decrease compared to revised budgeted figure was US\$125,611.

Tables 3-5 show the disbursement of GEF, GoI and UNDP funds. GoI's in-kind contribution covers cost of office rooms in field offices, cost of electricity, telecommunication, government staffs' salary, and costs of the time contribution by NPD and chair of the project board and Provincial board members. UNDP's in-kind contribution covers costs of vehicles, fuel and maintenance of vehicles, PMU office staff's salary, office equipment, office running expenses including stationary and internets, board meeting costs.

Personnel from all ministries involved in this project, Provincial government and research institute, NGOs, UNDP CO, community based organisations and community members were found satisfied and they were advocating achievement of the project. Ministry officials, Provincial government authorities, UNDP CO and local communities also expressed commitment to continue support to the project activities. Similarly, they also noted that the provincial government and ministry already started replicating lessons from MENARIS project and also some projects like SMLWR II will complement some of the activities under this project and also replicate lessons learned.

**TABLE 3:** Total disbursement of GEF funds (US\$) by Component by year against budget as per Project Document

	2011			2012			2013			2014			2015		
	Budget (Based on MENARID approved workplan)	Actual	%	Budget (Based on MENARID approved workplan)	Actual	%	Budget (Based on MENARID approved workplan)	Actual	%	Budget (Based on MENARID approved workplan)	Actual	%	Budget (Based on MENARID approved workplan)	Actual	%
Component 1	194750	110587.62	57	318120	296612.77	93.24	296500	236688.21	80	248000	385171.29	155	382681	276511.77	72
Component 2	66000	11710.34	18	91210	82445.43	90.39	33000	17007.77	52	127000	137954.11	109	174300	119873.06	69
Component 3	174500	25119.54	14	122600	97833.92	79.80	229000	185126.81	81	439000	430862	98	351400	291409.19	83
Component 4	76500	40708	53	85870	111712.61	130.10	82500	168031.06	204	127000	74204.13	58	124500	113295.11	91
<b>Total</b>	<b>511750</b>	<b>188125.5</b>	<b>37</b>	<b>617800</b>	<b>588604.73</b>	<b>95</b>	<b>641000</b>	<b>606853.85</b>	<b>95</b>	<b>941000</b>	<b>1028191.53</b>	<b>109</b>	<b>1032881</b>	<b>801089.13</b>	<b>78</b>

**TABLE 3: CONT..**

	2016			2017			Total		
	Budget (Based on MENARID approved workplan)	Actual	%	Budget (Based on MENARID approved workplan)	Actual		Budget (Based on MENARID approved workplan)	Actual	%
Component 1	220200	138542.63	63	10675	10675	100	1670926	1454789.29	87
Component 2	406100	369991.57	91	205004	205004	100	1102614	943986.28	86
Component 3	194700	115324.53	59	346075	346075	100	1857275	1491750.99	80
Component 4	0	-78478.14	0	0	0	0	496370	429472.77	87
<b>Total</b>	<b>821000</b>	<b>545380.59</b>	<b>66</b>	<b>561754</b>	<b>561754</b>	<b>100</b>	<b>5127185</b>	<b>4319999.33</b>	<b>84</b>

SOURCE: UNDP CO IRAN

**TABLE 4:** Total disbursement of Government of Iran co-funding (US\$)

	2011			2012			2013			2014			2015		
	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%
Component 1	528,587	158,576	30	1,353,683	162,442	12	441017.65	149946	34	861000	163590	19	144000	226328	157
Component 2	707,641	120,299	17	684,622	123,232	18	473966.67	113752	24	517091.6667	124102	24	87000	171697	197
Component 3	1,066,285	213,257	20	992,986	218,457	22	1120288.89	201652	18	628571.4286	220000	35	163800	304373	186
Component 4	607,567	54,681	9	215,442	56,015	26	258530	51706	20	313388.8889	56410	18	128000	78044	61
<b>Total</b>	<b>2,910,079.51</b>	<b>546,813.00</b>	<b>19</b>	<b>3246734</b>	<b>560146</b>	<b>17</b>	<b>2,293,803.20</b>	<b>517,056.00</b>	<b>23</b>	<b>2,320,051.98</b>	<b>564,102.00</b>	<b>24</b>	<b>522800</b>	<b>780442</b>	<b>149</b>

**TABLE 4: CONT..**

	2016			Till June 2017			Total		
	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%
Component 1	400000	147900	37	39000	810000	2077	3,767,288	1,818,782	48
Component 2	584000	112200	19	971600	222900	23	4,025,922	988,182	25
Component 3	206000	198900	97	1114787	267114	24	5,292,719	1,623,753	31
Component 4	0	51000	0	0	108857	0	1,522,928	456,713	30
<b>Total</b>	<b>1,190,000.00</b>	<b>510,000.00</b>	<b>43</b>	<b>2,125,387</b>	<b>1,408,871.00</b>	<b>66</b>	<b>14,608,855.92</b>	<b>4,887,430.00</b>	<b>33</b>

Source: UNDP CO IRAN.

**TABLE 5:** Total disbursement of UNDP funds (US\$) by Component by year against budget as per Project Document

	2011			2012			2013			2014			2015		
	Budget (Based on MENARID approved workplan)	Actual	%	Budget (Based on MENARID approved workplan)	Actual	%	Budget (Based on MENARID approved workplan)	Actual	%	Budget (Based on MENARID approved workplan)	Actual	%	Budget (Based on MENARID approved workplan)	Actual	%
Component 1	0	218.33	0	0	0	0	0	0	0	0	0	0	32000	545.7	2
Component 2	0	0	0	0	0	0	0	0	0	0	0	0	4000	6257.05	156
Component 3	0	0	0	0	0	0	0	0	0	0	0	0	10000	0	0
Component 4	10000	0	0	600	23,605.93	3,934	2,000	25,626.89	1,281	34,000	32,044.80	94	19500	20408.59	105
<b>Total</b>	<b>10000</b>	<b>218.33</b>	<b>2</b>	<b>600</b>	<b>23,605.93</b>	<b>3,934</b>	<b>2000</b>	<b>25,626.89</b>	<b>1,281</b>	<b>34000</b>	<b>32,044.80</b>	<b>94</b>	<b>65500</b>	<b>27,211.34</b>	<b>42</b>

Source: UNDP CO IRAN

**Table 5: Cont..**

	2016			2017			Total		
	Budget (Based on MENARID approved workplan)	Actual	%	Budget (Based on MENARID approved workplan)	Actual	%	Budget (Based on MENARID approved workplan)	Actual	%
Component 1	0	0	0	0	0	0	32000	764.03	2
Component 2	160173	79359.01	50	123003	123003	100	287176	208,619	73
Component 3	0	0	0	0	0	0	10000	0	0
Component 4	0	0.00	0	0	0	0	66,100	101,686	154
<b>Total</b>	<b>160173</b>	<b>79,359.01</b>	<b>50</b>	<b>123003</b>	<b>123003</b>	<b>100</b>	<b>395,276.00</b>	<b>311,069.30</b>	<b>79</b>



Table 6: Total disbursement of UNDP funds (Through SLMWR II) by Component by year against budget as per Project Document

	2011			2012			2013			2014			2015		
	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%
Component 1	62450	10446.537	17	45754	25349	55	94000	93261	99	99023	98462.33	99	20000	18939	95
Component 2	0	0	0	17132	14607	85	36000	35345	98	48900	49046.33	100	27700	19814	72
Component 3	11550	24375.253	211	77429	83118	107	70000	85543	122	33826	36452.33	108	6100	12937	212
<b>Total</b>	<b>74000</b>	<b>34821.79</b>	<b>47</b>	<b>140315</b>	<b>123074</b>	<b>88</b>	<b>200000</b>	<b>214149</b>	<b>107</b>	<b>181749</b>	<b>183960.99</b>	<b>101</b>	<b>53800</b>	<b>51690</b>	<b>96</b>

Source: UNDP CO IRAN

Table 6 Contd.....

	2016			Total		
	Budget	Actual	%	Budget	Actual	%
Component 1	16000	0	0	337227	246457.867	73
Component 2	3500	0	0	133232	118812.33	89
Component 3	7500	14091.37	188	206405	256516.953	124
<b>Total</b>	<b>27000</b>	<b>14091.37</b>	<b>52</b>	<b>676864</b>	<b>621787.15</b>	<b>92</b>

Source: UNDP CO IRAN

Table 3 shows the actual funds spent for each component by year for the GEF funds. These show clearly that the management cost i.e. component 4 exceeded budgeted amount in the year 2012 and 2013. No management budget was allocated for the year 2016 but there was management expenses in year 2016. Management cost is mainly borne from UNDP and GEF budget. Management cost was allocated in Government funding only in 2015 but there was management contribution from government support in year 2015, 2016 and 2017. Component wise breakdown of GoI funding for the air 2011, 2012, 2013 and 2014 was not available. Component 1 and 3, funded by GEF, peaked disbursement in 2014 and Component 2 in 2016 and Component 4 funding by GEF peaked disbursement in 2013. Table 5 shows actual funds spent for each component from the UNDP fund. UNDP fund was not allocated for component 1 except the year 2015. UNDP fund for component 2 was allocated for years from 2015 to 2017 only and the spending peaked on the year 2017. No budget allocated from UNDP fund for component 3 except year 2015. US\$10000 was allocated for component 3 for year 2015 but was not spent. Similarly UNDP fund for Component 4 funding was allocated only for years from 2011 to 2015 but not for extended 2 years. UNDP peaked disbursement for component 4 was in 2014. UNDP expenses through SLM WR II indicated that spending was peaked 2014 for component 1 & 2, in 2014 for component 3. There is no budget for component 4 in UNDP contribution from SLMWR II. Government of Iran (GoI) funding details indicates that the actual expenses is far less compare to budgeted amount in the years from 2011 to 2014 while in 2015 the actual expenses exceeded compare to budgeted except component 4. In the year 2016 compare to budgeted amount expenses is far less except component 3 and in year 2017 the expenses is very high compare to budgeted for the component 1 and there was no budgeted amount for component 4 but there was expenses. In overall, actual contribution to committed amount is less than 50% in all components (Table 4). All expenses correspond to the work accomplishment in respective years.

Financial planning was not able to provide a real figure for each of the activities for different years. At all times, the chair of the Project Board, Commissioner (Farm Development/MAAIF) has been kept abreast on the project's progress through good reporting and this has allowed the necessary budget revisions to be made on a sound basis. Similarly, the link between FRWO and the UNDP-CO has been efficient in ensuring that budget replenishments have been timely and there was no inherent procedural delay in the project.

**Table 7: Co-financing the project.**

Co-financing (type/source)	UNDP Direct financing (mill. US\$)		GEF (mill. US\$)		UNDP parallel funding through SMLWR II		Govt. of Iran (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	200,000+ 100000	311,069	4,320,000	4,320,000	937,000*	621,787	9,000,000	2,804,853	14,557,000	8,057,709
Loans/Concessions										
• In-kind support							5,600,000	2,082,577	5,600,000	2,082,577
• Other										
<b>Totals</b>	<b>300,000</b>	<b>311,069.30</b>	<b>4,320,000</b>	<b>4,320,000</b>	<b>937,000*</b>	<b>621,787</b>	<b>14,600,000</b>	<b>4,887,430</b>	<b>20,157,000</b>	<b>10,140,286</b>

Source: UNDP CO IRAN

\*As per MENARID Prodoc (but in SMLWR II project document contribution from SMLWR II is US\$600,000)

### 3.2.6 Monitoring and Evaluation: Design at Entry and Implementation

#### *M&E Design*

The project design included good monitoring and evaluation (M&E) plan which is comprehensive in its depth and scope. The project had a log-frame to monitor achievement and the log-frame had clear objectives, components and appropriate to the issues and also designed considering the timeframe of the project. The output targets were realistic compared to the budget and timeframe. A detailed survey was conducted following the standard scientific methods to identify the most vulnerable sites which helped to judge impact of interventions. Roles and responsibilities of the partners were made clear from the project

design phase. The indicators of the log-frame were all specific; Measurable; Attributable; Relevant and Time-bound. At the stage of the inception, clarifications and updates were made to the M & E plan but no major change was made. Inception report was not able to see inconsistency of indicators to the outputs/outcomes and this problem was resolved during MTR. All activities were listed and explained, and a table was included determining responsibilities, budgets and timeframe for each. M&E budgets were set realistically, with a total proposed amount of USD 200,000 (US Dollar Two Hundred Thousand that included US\$100,000 for MTR and Terminal Evaluation) being set aside specifically for M&E activities. Some baseline were set in the project document while others were generated during initial implementation phase. The inclusions of indicators for each activity were not only appropriate and useful for evaluation but also good for management purposes.

The design of M&E included fully itemised and costed plan in the Project Document covering all the various M&E steps including the allocation of responsibilities; provision for monitoring of technical aspects and feedback mechanisms. Similarly targets were realistic for the time frame, hence monitoring and evaluation design has been evaluated as **Highly Satisfactory**.

### ***M&E Implementation***

Monitoring and evaluation of project activities has been undertaken in varying detail at three levels:

- i. Progress monitoring
- ii. Internal activity monitoring
- iii. Impact monitoring

Progress monitoring has been good and was being done through quarterly and annual reporting to the UNDP-CO. The annual work plans have been developed at the end of each year with inputs from Project staff and the UNDP-CO. The annual work plans have been developed at the end of each year with inputs from project staff and the UNDP-CO. The annual work plans were then submitted for endorsement by the Project Board, and subsequently sent to UNDP for formal approval. The implementing team has also been largely in regular communication with the UNDP-CO regarding progress, the work plan, and its implementation. The few indicators from the logframe were not clearly reflecting the expected outputs but it was edited during MTR and made effective in measuring progress and performance. Project management has also ensured that the UNDP-CO received quarterly progress reports providing updates on the status of planned activities, the status of the overall project schedule, deliverables completed, and an outline of the activities planned for the following quarter. The reports' format contained quantitative estimates of project progress based on financial disbursements. The UNDP-CO generated its own quarterly financial reports from Atlas. These expenditure records, together with Atlas disbursement records of any direct payments, served as a basis for expenditure monitoring and budget revisions, the latter taking place bi-annually following the disbursement progress and changes in the operational work plan, and also on an *ad hoc* basis depending upon the rate of delivery.

From the quarterly reports, the UNDP-CO has prepared Quarterly Operational Reports which have been forwarded to UNDP/GEF Regional Coordination Unit, and also uploaded all the information in ATLAS. The major findings and observations of all these reports have been given in an annual report covering the period July to June, the Project Implementation Review (PIR), which is also submitted by the Project Team to the UNDP-CO, UNDP Regional Coordination Unit, and UNDP HQ for review and official comments, followed by final submission to the GEF. All key reports were presented to the Project Board members ahead of their half-yearly meetings and through these means, the key national ministries and national government have been kept abreast of the project's implementation progress.

The Project Management Office (PMO) and the UNDP-CO have maintained a close working relationship, with project staff members meeting, or talking with, CO staff on an almost daily basis to discuss implementation issues and problems.

The project's risk assessment has been updated quarterly by the UNDP-CO with the main risks identified along with adequate management responses and person responsible (termed the risk "owner"), who in most cases differs from the person who identified the risk.

A Mid-term Review (MTR) was undertaken in March-July 2014. The MTR made 52 recommendations (status discussed in adaptive management chapter of this report, page 13). The report contains formal ratings for different review elements. The report has also discussed efficiency, effectiveness, and sustainability, cost-effectiveness and replication aspects. The report listed ten lessons learned. A complete reading of the report returns an overview that the Project was considered to be on track in most of the activities but had some minor delays of some activities.

Internal activity monitoring undertaken by UNDP CO, Forest, Rangeland and Watershed Management Organisation and the Project Manager appears to have been good comprising a range of mechanisms to keep informed of the situation and to respond quickly and effectively to any areas of concern. These comprised many of the methods used to track progress, and implementation has been guided by the Annual Work Plan and the quarterly plans submitted to release funds. Unusually, impact monitoring has been well-developed, with formal protocols in place to measure the functioning of improved water management, practicing of SLM planning, increased in production and income from sustainable agriculture practices and change in awareness among community members. Undoubtedly this has arisen from the scientific background of the project design team, enhanced by the same of its technical staff and managers. As is most often the case, adaptive management of the project has been influenced to a much greater extent by external variables and overcoming the problems (or taking opportunities) that these have presented than by responding to internal monitoring.

M&E implementation has been highly satisfactory, with progress monitoring and internal activity monitoring. Responses have also been made to the mid-term review and the risk assessments and the TECs considers it to be “best practice”, hence the implementation of monitoring and evaluation has been evaluated as **Highly Satisfactory**.

### **3.2.7 UNDP and Implementing Partners Implementation / Execution, Coordination and Operational Issues**

#### **Project Oversight**

The project was implemented following National Execution Modality (NEX) to ensure broad stakeholder participation and to create both flexibility and an enabling environment for innovation. The project execution was coordinated by the Ministry of Jihad Agriculture in close coordination with UNDP CO and implemented by the FRWO. There was very good communication and coordination between implementing and executing agencies. Regular meetings were conducted to discuss progress and constraints of the project. UNDP had ensured high-quality technical and financial implementation of the project through its local office in Iran. UNDP CO was responsible for monitoring and ensuring proper use of GEF funds, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations. All services for the procurement of goods and services, and the recruitment of personnel were conducted in accordance with UNDP procedures, rules and regulations. The project Management Unit was formed to coordinate and manage project activities and it facilitated the achievement of targeted results on time, adequate and appropriate management practices, program planning and proper implementation and timely reporting. PMU had one National Project Manager, Technical Advisor and support staffs (admin/finance staff, driver and office helper). Similarly, in each of the four provinces there was a provincial level, the planning and Monitoring Committee (PMC) with supporting field staff. A risk management strategy was developed involving all partners and experts through detailed analysis of issues and was effectively implemented. Provincial office of the FRWO provided office spaces in the provinces and also nominated Project Board members representing the local governments involved in the project. The project hired qualified experts to conduct studies and conduct demonstrations at sites levels.

The capacity of the local government and community groups was enhanced for strengthening performance. Since FRWO, other ministries and provincial governments institutions’ involvement was on behalf of Government of Iran government ownership in the project was assured.

The technical management of the project was of the highest standards. The project has deployed expertise of the highest calibre, whether international or national, and 11 outputs/deliverables which have been developed have also been excellent, whether these were specialist material, e.g. various study

reports, District ISLM Plan, database, brochures or legal documents Policy Recommendations and ISLM Guidelines, Index based insurance scheme document etc.).

The Project has been planned and managed providing products of good quality and within budget, while responding effectively to several internal and external challenges through good adaptive management, hence the implementation approach has been evaluated as **Highly Satisfactory**.

### **UNDP Supervision and Backstopping**

UNDP supervision was accomplished through standard procedures and undertaken competently. Terminal Evaluator received no complaints from interviewees about excessive UNDP bureaucracy or delays in procurement, and UNDP's heavy requirements for reporting.

Key aspects of supervision were made through UNDP's involvement in communication with the Ministry of Finance, Ministry of Jihad Agriculture and other stakeholders. Members of the Energy and Environment Cluster of UNDP CO were heavily involved in regular issues such as the review and approval of work plans and budgets, review of progress and performance against such work plans, and completion of the tracking tools. It appears that the CO was helpful and supportive throughout the implementation period, responding adequately to provide good guidance, honest and constructive criticism, and help to overcome particular problems as necessary. UNDP support was focused towards achieving targeted results and support was appropriate, adequate and timely and the project staffs were satisfied by the quality of UNDP support. Annual planning was done on time with active participation of stakeholders. Similarly, risk management options were identified in close consultation of partners and experts and the project was able to manage risk efficiently. The project was slow in the beginning but latter it resumed motion improved implementation. Due to initial delays, there were time constraints at the end of the project to accomplish all tasks, so a no-cost extension was approved for two additional years to 31December 2017.

UNDP has provided an adequate level of supervision and backstopping to the project, and its performance has benefitted as a direct result, hence UNDP's supervision and backstopping role is evaluated as **Highly Satisfactory**.

## 3.3 Project Results

### 3.3.1 Overall Results

#### *Attainment of Objectives:*

The project continued to reducing land degradation risk by addressing policy gaps, enhancing capacity of the local government and community based institutions, generating awareness among community members and also local government agencies from the project provinces, establishing an early warning system for helping decision making by farmers and pastoralists and supporting evidence based planning with the establishment of an information database and facilitating access to them. The following INRM-related outputs were delivered:

- Developed INRM strategy for project provinces.
- Conducted studies on INRM topics (Biophysical-socioeconomic assessments) in project provinces in Iran.
- Facilitated community-level adaptation planning.
- Facilitated community participation in construction of physical structures to curb land degradation. This direct involvement helped communities to have first-hand experience and therefore better understand what is required to address land degradation.
- Implemented activities that increase food productivity and generate income supported improved livelihood of local communities and contributed to poverty reduction that is often exacerbated by and leads to land degradation.
- Established knowledge base (database) with access to planners to supports evidence based planning which helps to mainstream INRM.
- Policy gap analysis was conducted and recommendations for policy review to incorporate INRM issues were made.
- Strengthened institutional capacities (government institutions as well as community institutions) to implement development activities in integrated and participatory manner.
- Promoted water management for agriculture to improve food production and income generation.
- Established weather stations and capacitated institutions to analyse the weather data to forecast Early Warning on whether to farmers to reduce risks and facilitate decision-making of the planners.
- Involved private sector in economic development of communities helped to increase resilience of the community.
- Established monitoring plan and strategic planning practices to support INRM to address natural resource degradation risks.
- Generated awareness among local communities and formation of community groups at local levels supported implementation of INRM and this also increase the sustainability of project outcomes and impacts.

A Summary of the Project's achievements is given below, followed by an outline of the attainment of objectives. This is followed by a Review of Outcomes to Impacts in Table 8 and a brief discussion on the verifiable impacts. A summary evaluation of Project Outputs is given in Table 9 followed by a more detailed description. A detailed evaluation of the level of achievements made against the indicators of success contained in the log frame is given in [Annex IV](#).

#### *Summary of Achievements*

Project results were measured against achievement indicators guided by evaluation questions (tracking tools, Annex XI). The SLM Project has been well designed, managed and implemented. The project team has managed to deliver a series of interventions that have reduced the threats of land degradation to some extent and contributed to the improved livelihoods of local communities from the drylands of Iran. In the process, the project has demonstrated some innovative approaches particularly implementing new SLM activities with improved agricultural practices, water management, weather information for farmers, woodlot establishment and income generating activities that could be expanded within the new areas of provinces and also in dry areas of other provinces. One of its biggest strengths has come about



through a design-decision to work directly with the community groups through the provincial government institutions rather than parallel project structures. The project is implemented by FRWO of the Ministry of Jihad Agriculture involving research institutes, provincial government, private sector and local communities taking full ownership for most of the project's outputs. Some very good work in the four pilot Provinces brought benefits to many community members thereby laying a foundation for improved understanding of, and cooperation on, INRM. As will be seen below, the achievement of the outputs and activities under each of the three Outcomes has been evaluated as Highly Satisfactory, and the evaluation of achievements against indicators (provided in Annex IV) show that all of the activities have been accomplished with some additional work accomplishment. The project helped to address threats to local communities from land degradation through awareness-raising, strengthening capacity of relevant communities groups and institutions, promoted the use of weather forecast, water management, improved cultivation practices and supporting evidence based development planning.

Overall, the project has achieved its major global and local environmental objectives, and yielded substantial global environmental benefits. The project can be presented as “best practice”, and hence its attainment of objectives and results is evaluated as **Highly Satisfactory**.

Key project achievements include:

***A. Institutional Arrangements for Community Based Land and water Degradation RISK REDUCTION (LDRR):***

1. Community groups established in all project pilot sites.
2. Enhanced knowledge and capacity of the local governments.
3. Enhanced knowledge and capacity of community groups.
4. Established separate women's groups in all pilot provinces and enhanced their capacity.

***B. Adaptation Structures in selected areas for SLM:***

1. Solar water heater and green house heating
2. Established weather station in one pilot provinces (Firouzkoh, Aroo, Damavand station of Tehran province) and Rain gauge station in Razin village of Tehran province).
3. Constructed water reservoirs
4. Constructed canals for water collection and for irrigation
5. Constructed terraces with tree plantation for erosion control
6. Constructed water storage for feeding livestock
7. Distributed fire-fighting equipment to communities of one of the village of Kermanshah province
8. Distributed tailoring machine, oven and other equipment to women groups for income generation activities.
9. Constructed check dams and terraces to control erosion

***C. Non-structural interventions: (awareness raising, exposures, trainings, linkages development etc.):***

1. Conducted various trainings for awareness raising.
2. Conducted training programs to train locals on various skills.
3. Guidebook on watershed management developed.

4. Exposure visits to various sites to provide first-hand information to policy makers, journalists, community members on various SLM practices.
5. Overseas visit to project team for planning knowledge.
6. Conducted studies on various subjects related to SLM and integrated approaches.
7. Developed integrated watershed management plan for all pilot provinces.
8. Several linkages development meetings were conducted with NGOs and line organisations followed by exposure visits to target project sites.
9. Conducted biophysical and socio-economic baseline studies at the project sites.
10. Conducted several capacity building activities (provided knowledge on water management, erosion control, flood control, low water demanding agriculture practices and also provided equipment) for women and men.

#### ***D. Early Warning System:***

1. One Automatic Weather Stations installed in Firouzkoh of Tehran province which transmit weather information to meteorology authority of Iran who after analysis send message to local government and from there it will be transmitted to farmers.
2. Provided participatory GIS maps and Cadastre maps in MENARID pilot sites

### **INTERVENTION AT THE PROVINCIAL AND NATIONAL LEVEL**

#### ***A. Activities with local, and National Stakeholders:***

1. Conducted several coordination/consultation meetings.
2. At the beginning of the project to improve project component for implementation an inception workshop was conducted which reviewed indicators, approaches and also outlined broad activities.
4. Organised capacity needs assessment workshops.
5. Strengthened Provincial Government in project Province offices.
6. Strengthened community groups.
7. Organised exposure visits (in country as well as overseas) for representatives of community groups and government representatives.
8. Prepared national SLM strategy.

#### ***B. Intervention at the Policy Level:***

1. Developed Integrated Watershed Management strategy for each pilot provinces.
2. Though it was not within the scope of the project, project influenced policy maker to include article 26 & 27 in the 6<sup>th</sup> five year plan which aims to cover 25000 villages in five year with integrated participatory natural resource management on MENARID model.
3. Many provincial and county governors, ministries, parliamentary members have recommended to follow MENARID model in implementing development activities.

#### ***C. Awareness, Communication and Documentation:***

1. Aired awareness programs on local FM Radio, print media and Television.
2. Produced and distributed several documentary on water management and integrated natural resources management.

## **2. Used print media for conducting campaign through news clips, articles etc.**

1. Uploaded program information on project website and websites of UNDP, MENIRAD and provincial government involved in the project.
2. Lessons learned enveloped for distribution.
3. Produced project brochure and other materials and disseminated to various audiences/stakeholders.

The main problem areas identified by the TECs are:

- Ministries and Provincial Governments of all project provinces expressed their support to project activities and also in replication; some provincial government already started replication 3years back and some are at the starting phase in new areas.
- At the time of conducting the TE, no guaranteed commitment from any non-governmental/development partners was available to replicate lessons from this project to other vulnerable areas of Iran.

### ***Objective Indicators***

A single “Project Goal” and single “Project Objective” was articulated in the log frame with a development objective. The overall 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 (LD, CC, IW and BD), while maintaining the capacity of ecosystems to deliver the goods and services to support local livelihoods. The project 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 aims to achieve its stated objective through three outcomes. Furthermore, during the log-frame’s revision, a series of 20 indicators were defined for 11 outputs. Full details and an evaluation of achievements against targets are provided in [Annex IV](#). Project was able to accomplish most of the targeted activities (leaving few incomplete). The TECs believes this to be a creditworthy performance.

### **3.3.2 Relevance**

Of the total land area, about 86million hectares (53.4%) are rangelands; 14.2 million hectares (8.6%) are forests and 32 million hectares (19.5%) are deserts including bare salty lands. Only 18.5 million hectares are under cultivation and of these 8.5million hectares irrigated and 10million hectares are rain-fed. Of the total 164.8 million hectares land area of the country 75 million hectares (45.5%) of land in Iran are exposed to serious water erosion, 20million hectares (12.1%) to wind erosion and 5 million hectares (3%) to other types of chemical and physical degradation. Forests of this country is affected due to high demand for fire wood, fodder demand from animal husbandry, demand of food and crop lands by increased population and industrial demands for forest products or mineral.

Iran is one of the major centres of endemism in plant and animal diversity. Twenty two percent of Iranian plant species are endemic. Deforestation owing to increasing population pressure, agriculture intensification, drainage of wetlands and industrial development has great impacts on the growth, survival and distribution of rare and endemic species. Several species of plants, mammals, birds, reptiles, fish and amphibians are in critical situation and are identified by IUCN in 2002-2003 as threatened species.

The location of Iran exacerbates the arid and hyper-arid climate which has made the natural ecosystems more sensitive and fragile. Such extreme variability in both temperature and precipitation create a natural vulnerability to disturbance and environmental degradation. Similarly, areas prone to soil degradation will be more vulnerable to negative impacts of future climate change. Long term scientific predictions for most part of Iran are that it experience decreased rainfall and in such situation decrease in vegetation cover will increase wind and water erosion. Already 44.5 million hectares of the soils in the country are

salt-affected and increase in evaporation demand due to climate change will trigger threat of the salinization.

Similarly, climate change will also impact animal husbandry through effect on forest and water resulting in effect to livelihood making community vulnerable. Agriculture sector of Iran contributes about 26% to the National GDP and which includes 33% of employment and more than 80% of food supply. Crop production is practiced in both rain-fed and irrigated condition. Erratic climate condition due to climate change will affect agriculture which affect large population and also national economy. Integrated approach to address these problems are needed but limitation of knowledge, policy gaps and limited expertise on integrated approach and alternative livelihoods practices are the barriers to INRM in Iran.

The project intervened to reduce land degradation and contributed to human lives and property in the dry provinces of Iran and is congruent with GEF and national priorities, and remains pertinent in light of the current levels of threats; hence it is evaluated as **Relevant**.

### 3.3.3 Effectiveness and Efficiency

#### Cost-effectiveness

The UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported projects defines the criteria of “efficiency” as:

*“The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy.”*

The project has not exceeded the budgeted figures and all of the planned deliverables were completed by the time of terminal evaluation so the cost-effectiveness is Highly Satisfactory. All of the activities of all three components were accomplished with some additional activities without any increase in budget and achievement indicates no lack of quality. Within the same budget frame and timeframe some addition areas were covered with INRM activities through replication of model of MENARID Project. Total expenses of the project were only 85% of the total budgeted amount and this expense is including increased management cost due to increase in two years extension. Hence project is **cost effective**.

Project generated support from the government which helped to reduce cost of project office space at the central level as well as in the field and the project also used national consultants to provide technical advice (except few international consultants), helping to reduce the cost of project management that otherwise could be very high. Involvement of local communities in implementing project activities helped to increase their knowledge and skills and also reduced implementation cost. Income from project activities and water management improved the livelihood of communities. Participatory approach of project development and implementation, construction of reservoir for household and agriculture use, replacement of wood use by solar heating helped to reduce drudgery of women. Similarly, strengthening of economy and building leadership among women and stopping migration of youth to cities by encouraging then income generation activities within the village helped to generate interest of government and other like-minded institutions to be involved in such activities.

The project was able to achieve all of the expected outputs, and cost-effectiveness has been a priority of the implementing agency throughout, amongst their priorities. This, combined with significant levels of additional co-financing leveraged by the project’s activities, means the overall cost-effectiveness of the project has been High, and hence it is evaluated as **Highly Satisfactory**.

The project was able to achieve all of the expected outcomes and objectives. The evaluation team evaluated the achievements following the log frame indicators (revised indicators) and judged achievement effectiveness in many activities and efforts made by the project team efficiently. The initial delays in implementation were caused due to process of staff recruitment and other administrative arrangements and have contributed to delay in completing targeted activities within initial end date

(August 2015) of the project. Stakeholders expressed satisfaction with the accomplishments of the project and are of the view that the project will have significant impact and will meet its objectives.

The project has facilitated changes in management practice and development planning processes and has increased the level of awareness about the long term positive impacts of INRM, especially in the context of climate change. Similarly, project delivery modalities have been efficient and project has been able to contribute to the GEF and UNDP objectives and also to national priorities. Since some of the interventions of the project showed impact (impact on planning processes, increase in household income, increased production, decreased erosion, increased awareness on cause of environmental problems etc.) while others are yet to show impact, the effectiveness of the project is rated as **Highly Satisfactory**.

The project followed standard scientific methods and used qualified, experienced and dedicated technical manpower which made implementation of activities efficient and helped to achieve many targets on time and with quality outcomes.

The project maintained good relations with all stakeholders and worked in close cooperation and this helped to execute activities efficiently with their cooperation and also made impact effective.

### 3.3.4 Impacts

Table 8 provides a review of the likelihood of outcomes being translated into intended impacts.

**TABLE 8: Review of outcomes to impacts at the end of project situation**

Component	Findings	Review of Outcomes to Impacts
<b>Site Level Outcomes</b>		
<b>Outcome 1:</b>	<ul style="list-style-type: none"> <li>• 40,000ha areas covered with INRM activities. Additional 15000ha areas were covered in three township in Yazd, 160,000ha in North Khrasan Province, 100,000ha in Chaharmahal va Bakhtiari through replication.</li> <li>• 8998ha land brought under SLM.</li> <li>• 61209tons carbon sequestered through various project activities in four demonstration sites.</li> <li>• 2790 people i.e. 50% of the vulnerable population benefited from 5 different resilience-enhancing measures.</li> <li>• Water reservoir constructed, canal developed to distribute water efficiently and loss of water from evaporation reduced by applying up-scaled technology.</li> <li>• Awareness generated on engendered knowledge and understanding of the drivers of degradation of natural resources, ecosystem and water.</li> <li>• Gender sensitive monitoring and information system on dry land agriculture and drought early warning system for land-use change established. Water and land degradation assessment completed and knowledge base created for evidence based development planning.</li> <li>• Three engendered INRM best practices with capability for up-scaling prepared.</li> </ul>	AB: Likely

Component	Findings	Review of Outcomes to Impacts
<b>Outcome 2:</b>	<ul style="list-style-type: none"> <li>Established and maintained at national, provincial, sub-provincial and 12 village level cross sector mechanisms for natural resource planning and coordination.</li> <li>Institutional mechanism established at each province including representative from communities, government and other stakeholders to engage in dialogue on INRM.</li> <li>185 women and groups were established to contribute actively to planning, implementation and management process of INRM. Involvement of women in policy dialogue helped to bring their voice in policy making process.</li> <li>5 provincial level watershed management strategy plan and Watershed management guideline to integrated watershed management based on MENARID learning.</li> <li>National strategy for INRM prepared.</li> <li>Popularity of MENARID approach and results created demand from international and national institutes for information of lesson from this project.</li> </ul>	AB: Likely
<b>Outcome 3:</b>	<ul style="list-style-type: none"> <li>Four PES mechanisms supporting conservation and promotion of biodiversity friendly alternative livelihoods established and rural household benefited from this.</li> <li>M&amp;E of the vegetation cover was conducted in Yazd, Soil erosion reduction study in Sistan and Baluchestan and Water rehabilitation studied in Hablehroud. After the management of rangeland and reduction of pressure on these areas resulted in increase in plant biodiversity.</li> <li>Project completed rangeland and forest management activities but additional rangeland management and forestry activities conducted by local communities with their own resources. This indicate change in their thinking and reflection of that in action.</li> <li>Developed national IWM strategy. Similarly 2 water strategy prepared to improve efficiency in water use.</li> <li>Women-led business developed which created 501 jobs for women.</li> <li>A comparative study on Climate Change impact of MENARID intervention and other international projects in different parts of the world completed.</li> </ul>	AB: Likely

TECs found local people very much aware of the land degradation risks and safety precautions. Also the provincial and central government officials were very much sensitized on the issues of land degradation and made future plans and programs to address land degradation. Awareness generated among the community members was resulted in them planting trees, decreasing herd size of livestock, stop grazing on the upper slopes of the hill (erosion prone areas), planting low water demanding species of plant (e.g. rose, Saffron, Pistachio), contributing in cleaning traditional canals, making terrace and planting fruits trees in erosion prone hills, switching to solar energy for heating rooms etc. This project also helped to initiate coordination between different government agencies and community organisations which is very important for promoting an integrated approach and helps to bring together expertise from diverse fields. Similarly, TECs observed that solar energy based water boiling and fruit drying were helping to reduce firewood consumption and becoming adopted by many households, water management helped to resolve water scarcity and reduced drudgery of women and income increased from the sustainable agriculture practices helped to improve household economy, livelihoods and also built leadership among the women. These indicate that the expected impact is taking place in the project areas.

Implementation of INRM activities in each project site, increased awareness among the local government and community based organisations and helped to initiate evidence based management that



help to address soil erosion, desertification, drought risks and pressure on natural biodiversity and resources. During field visits, TECs observed awareness among local communities and local government and CBOs conforming impact of these interventions to improve status of sustainable land management.

Implementing INRM activities through communities increases awareness and builds capacity and improves the likelihoods of sustainability of initiatives.

Documentation and dissemination of information on INRM and participatory approach helped to share knowledge for benefit of large population from various countries with land degradation risks. Similarly, improvement in legislation addressing land and water degradation issues will help to mainstream INRM in development practices for mitigation of such risks.

As a result of the review of outcomes to impacts, the overall likelihood of impacts being achieved is all Likely, hence the project is expected to achieve all of its major environmental objectives, and yield satisfactory environmental benefits by managing land degradation risk and its effectiveness is evaluated as Highly Satisfactory.

### 3.3.5 Achievement of Project Objective, Outcome & Output

This section provides an overview of the main achievements of the project. Considering the results achieved under each of the outcomes, and the progress towards the overall objective, the project effectiveness is rated as Highly Satisfactory. The INRM project generated numerous significant results, meeting several of the planned accomplishments. The project objective was stated as *“To remove barriers to Integrated Natural Resources Management (INRM) by developing and strengthening gender-sensitive institutional knowledge, capacity and coordination, and by demonstrating and up-scaling successful sustainable land water management practices that address gender concerns as well”*.

Based on the respective indicators and overall level of progress toward the three outcomes, the outcomes rating are as follows:

**TABLE 9: Evaluation of the end of project situation as per the revised log frame**

Component	Evaluation*					
	HS	S	MS	MU	U	HU
<b>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:</b>						
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.						
<b>Outcome 2: An enabling environment for INRM and the use of the enhanced knowledge from component 1:</b>						
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 land-scale;						
Output 2.4: Community-driven demand for information on approaches and technologies that integrate best practice across watersheds and landscapes.						
<b>Outcome 3: Community-driven, climate-resilient approaches and techniques for sustainable land and water management demonstrated through INRM practices:</b>						
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						

Component	Evaluation*					
	HS	S	MS	MU	U	HU
could be derived by up-scaling 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, that can also improve returns within the constraints of local agro ecological conditions:						
Output 3.3 : Payment for Environmental Services schemes are operative at the demonstration sites or nearby where financial benefits accrue to local land;						
<b>Overall Project Rating</b>						

\* Note: HS = Highly satisfactory; S = Satisfactory; MS = Moderately satisfactory; MU= Marginally unsatisfactory; U = Unsatisfactory; HU = Highly unsatisfactory.

**Objective:** To remove barriers to Integrated Natural Resources Management (INRM) by developing and strengthening gender-sensitive institutional knowledge, capacity and coordination, and by demonstrating and up-scaling successful sustainable land and water management practices that address gender concerns as well.

**Indicators 1:** *Hectares of land where climate-resilient, INRM is demonstrated for further replication in other areas.*

MENARID project covered its targeted area of 40,000 Hectares for INRM activities. On request from township governors and parliamentarians, INRM activities was replicated in additional 1500ha in three new townships in Yazd (Mehriz, Bafgh, Khatam townships). Since middle of 2015, replication of MRNARID INRM activities were started in 160,000hectares area in Shirin dareh basin in North Khorasan Province and 100,000hectares in Chaharmahal va bakhtiari one of seven provinces in Karoon river basin - Housein abad, Nafch, Monajeh bideleh, Dorahan Solegan basins. Also within Yazd province, in one of project pilot sites two new village –Deh Asgar and Deh Jamal were selected for replication by the project provincial Planning and Monitoring Committee.

**Indicator 2:** *Overall decrease in trend and/or severity of land degradation as measured by no. of hectares under SLM practices.*

A total of 8998 hectares land brought under Sustainable Land Management. By this reporting period, additional intervention in 5139 ha was made with activities like optimization of cultivation pattern, Hydroponic cultivation, wheat breeding, Sustainable agriculture, Rangeland Management, Qanat rehabilitation and Saffron cultivation. Earlier a total of 3859ha at project's 4 demonstration sites were under Sustainable Land Management and were monitored regularly by technical committees in each project pilot sites. New activities introduced through SLM program are Saffron Cultivation, Cultivation of Chicory herb, Cultivation of Capparis, Restoration and repair of Tangol Qanat, Establishment of Watershed Management Park, Crop breeding etc.

**Indicator 3:** *Enhanced carbon sequestration in soil and vegetation across landscape in project demonstration sites.*

A total of 61209 tons carbon sequestered through the project activities in four demonstration sites. In addition, through watershed management program additional 12100 tons were sequestered including 563hectares seedling management in Kermanshah, 1723 hectares through grazing management and 42 hectares through biological restoration of vegetation and soil. Likewise 384 tons carbon emission reduction took place (33 tons annually in Sisitan and Bluchestan) by installing 30 solar water heaters in Boland village and 66 tons annually in Yazd by installing 60 solar water heaters.

**Indicator 4:** *Enhanced resilience to climate change at demonstration site due to adaptation and mitigation measures (e.g. resistant varieties, vegetative buffers, and wind erosion control)*

Project achieved its target with one additional resilience-enhancing measures (project target was 4 measures but one additional done so 5 measures implemented). International Climate Change consultant assessed project resilience-enhancing practices and its impact and draft report submitted. Training

workshops at national and provincial levels to share to enhance knowledge at all levels is planned for the next month.

**Indicator 5:** *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.*

Project activities involved more than 50% of vulnerable resident population (i.e. 2790 people) through MENARID active local groups.

**Indicator 6:** *Overarching improvement in water resource management, quality and availability through appropriate demonstration project execution.*

19 projects have been completed on integrated water resource management. Two new projects are also incorporating participatory water management in North-Khorasan and Qanat rehabilitation in Yazd in their project activities. 17 projects on IWRM in twelve villages were completed.

The project supported community based-land degradation risk management by incorporating activities like policy reform, evidence based planning, infrastructure development, awareness generation, local level institution establishment, capacity enhancement of institutions involved in Land, water and other Natural resources management, increasing agricultural yields and improving soil fertility and decreased land erosion. It also applied in pilot Provinces and successfully demonstrated a participatory approach of implementation with cooperation from government staff and locals to national institutions. All of the project outputs (except two which were rated satisfactory) are ranked individually as **Highly Satisfactory**; hence overall the achievement of outputs and activities is evaluated as **Highly Satisfactory**. All of the project outcomes are also achieved as per planned, hence achievement of outcomes of the project is also rated as **Highly Satisfactory** and overall project is also rated as **Highly Satisfactory**.

**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:** **Gender sensitive monitoring and information system on dry land agriculture, and drought early warning system for land-use change, and land and water and ecosystem degradation assessment.**

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

A report on Gender analysis of MENARID intervention has been prepared by the consultant. Training workshop on gender analysis held at national and provincial levels to share knowledge.

Gender –sensitive monitoring and information system on dry land agriculture and drought early warning system for land-use change established, and land and water degradation assessment conducted, tested and presented to FRWO technical department. Endorsement by FRWO is awaited.

**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.**

Four comprehensive assessments (one in each pilot sites) of monetary and non-monetary trade off costs of ecosystem services degradation is prepared. This includes information on land degradation trend and its impact on livelihood and ecosystem services.

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

Inventory of best practices, farmer innovation, PTD and local knowledge conducted. Targeted inventory finding's documentation process was ongoing on and expect to finish in the remaining time period of the project.

**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.**

A report on Gender analysis of MENARID intervention has been prepared by the consultant. Several awareness programs were conducted including Training and skill building workshop on gender analysis held at national and provincial levels, stakeholder consultation meetings, encouraging and facilitating visits of journalists from TV and print media to the project sites, conducting exposure visit with Iran and outside Iran (India, China, and Turkey), translation and publication of findings in local language, established a website, published guide book about project sites, awareness and extension services to youths from communities, presentation in seminars.

Four comprehensive assessments of monetary and non-monetary trade off costs of ecosystem services degradation is prepared.

The outputs has achieved all of its major targets, and yielded global environmental benefits, without any shortcomings. These outputs can be presented as “best practice” and is rated as **Highly Satisfactory**. The project has accomplished almost all activities that were required to make Land Management sustainable by providing a viable long-term security to livelihoods and local ecology from desertification; hence the outcome achievement is rated as **Highly Satisfactory**.

***Outcome 2: An enabling environment for 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;**

Project established and maintained 2 at national level (Project Board, GEF project network), 16 provincial level (Technical and Monitoring and Planning Committee at each 8 project sites), 11 at sub-provincial level (one Water management committee at each project sites including replicated provinces) and 12 at local village level the cross-sector mechanisms for natural resource planning and coordination.

Institutional mechanism established at each province including representative from communities, government and other stakeholders to engage them in dialogue on INRM.

185 local groups of women and men were established including representative from marginalized to contribute actively to planning, implementation and management processes for INRM.

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

Women were involved in policy-making processes through 3 consultation programs that conducted by project (project board, monitoring and planning committee and watershed

management committee) and also 185 women local groups in project pilots sites were consulted to reflect their knowledge and needs in INRM activities.

Five strategy plan for Yazd, Kermanshah, North Khorasan, Sistan & Baluchistan and Chaharmahal Bakhtiari provinces finalized. FRWO changed its Watershed Management guideline to Integrated Watershed Management based on learning from MENARID practices. International consultant is preparing report on comparative study of MENARID INRM intervention achievements and other international projects. Preparation of national strategy for INRM based on learnings from MENARID approach is underway.

**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;**

Requests received from international organizations like ICARDA, Atlantic Council and more than 300 requests and access events for information received from 40 national organizations including 11 NGOs, 5 Iranian International environmental projects, Barij Essene company for medical plant, Kafshdoozak Company for organic food, Watershed management Society of Iran, MOE, Tehran University, Sharif University, FRWO, SCMRI, Judicial system of Iran, Ministry of Urban Development Affairs & Housing, Research vice president of standard organization, National Headquarters for Sustainable Urban Renewal Streaming Committee, Rural Development and Deprived Areas Centre think tank, Agriculture and Natural Resource research center of ministry of Jihad-e-Agriculture, National Mega project on IWM, Ministry of Interior, Omid Entrepreneurship Fund, Imam Khomeini Charity, Basij Organization of engineering, Hekmat Foundation, Department of Environment, Ministry of Foreign Affairs, Avaye-Tabiat Paydar institute and Asam Mottahed-Rangin (cooperative company on improving livelihood).

Requests also received from 20 PhD candidate to work on MENARID model and interventions.

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

Similarly, more than 500 requests were received from provincial level institutions, including request for access to information from 287 at provincial level including Yasouj University, Zahedan University, Zabol University, Kermanshah University, Yazd University, Semnan University (two times), 20 different governmental organizations of 14 provinces made request for MENARID knowledge sharing and replication (totally 280 request).

The outcome of Knowledge based land use planning for improving drylands sustainable economic development is achieved and the outcome is rated as **Highly Satisfactory**. Similarly, outputs under this outcome have achieved all of its targets, and yielded substantial environmental benefits of local and global value through capacity enhancement and knowledge based planning, without any shortcomings. The outputs can be presented as “best practice”, hence is evaluated as **Highly Satisfactory**.

**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 up-scaling from the demonstration sites using cross-sectoral coordination;**

The project contributed sequestration of 61593tons of carbon which is slightly more than target.

Four PES mechanisms supporting conservation and promote biodiversity-friendly alternative livelihoods established in demonstration sites (target was 2).

Monitoring and evaluation of the project's vegetation cover was conducted in Yazd and Kermanshah by Research Institute of Natural Resource Management. Similarly in Sistan and Bluchestan soil erosion reduction study was conducted by Natural Resource Office and in Hablehroud, water rehabilitation is studied by Hablehroud experts.

Six integrated water resource management project were completed.

3 new range-land management and one forestry have been completed in Kermanshah (1082 ha), North-khorasan (4000 ha) and Chahar mahal provinces (770 ha).

Eight innovations including "breeding livestock", Solar Passive greenhouse", Rain harvesting for rural watershed Park, Optimization of cultivation pattern with medical plants, Solar driers, Integrated participatory Crop Management, Participatory Mapping and 4 PES projects completed.

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

Project developed one national IWM strategy. Two Water strategy were prepared for improving efficiency in water use in Tehran province with the active participation of local communities, water agency, Jihad-e agriculture, natural resource organization and project technical experts. Based on these strategies an organization named Ab Baran established with farmers responsible for water management as its members. This organization is responsible for implementing the strategies.

**Output 3.3: Payment for Environmental Services schemes are operative at the demonstration sites or nearby where financial benefits accrue to local land;**

Project achieved this indicator by implementing 4 PES schemes.

A total of 185 women-led businesses were developed which had created 501 jobs for women. The jobs created by these business were bee keeping, handicrafts, Native poultry, Carpet waiving, and waiving (patching) cloth.

A comparative study on Climate Change impact of MENARID intervention and other international projects in different parts of the world were completed. Similar, study on gender aspects of project intervention is also completed.

The project was able to achieve the outcome of Local economic development strengthened through diversification of agricultural practise with improved irrigation facilities and PES schemes, hence outcome is rated as **Highly Satisfactory**. Similarly, the outputs under this outcome have achieved all of the targets, and yielded substantial environmental benefits by establishing weather forecasting for avoiding risks related to worse weather, management of watershed, rangeland, and uplifted rural economy for enhancing resilience to climate change and climate friendly agriculture. The outputs can be presented as “best practice”, hence it is evaluated as **Highly Satisfactory**.



### **3.3.6 Country Ownership**

This project was developed with the lessons from several projects related to participatory natural resource management. Project development process involved government institutions, Local government representatives, university, research institutions, private sectors and local communities from the project Pilot sites. The project was implemented by the Forests, Rangelands and Watershed Management Organisation (FRWO). Besides, Ministry of Energy, Ministry of Tourism and four Provincial government and local communities were also implementing agencies. These government agencies were not only executing and implementing project activities but also involved from the project development stage. Moreover, the project outcomes and outputs identification was also carried out involving relevant government agencies. The result of the project complemented Government of Iran's priorities and development strategy. Therefore Government of Iran has ownership in this project. Provincial level government (four pilot Provinces) and national government have expressed their commitments to support continuation of the outcomes of this project and is also stated in the project document.

The Islamic Republic of Iran was one of the early signatories of the UNCCD in 1994 which was ratified by its Parliament in 1996. Iran also ratified United Nations Convention on Biological Diversity (CBD) in June 1996. Fourth Five-Year Development Plan of Iran was ratified by the Parliament in 2004 which adopted integrated approach for the management of natural resources aimed at sustainable development raising public awareness on natural resources and strengthening cooperation and partnership of both local communities and land users in natural resources sustainable management. There are 29 laws and statutes directly relevant to natural resources management covering aspects ranging from pollution control to conservation of wildlife. These legislation featured protection of land and water resources prominently.

Finally, the project will contribute to safeguarding the Agro ecosystem, forest, water and environment by enforcing Integrated Natural Resource Management and addressing risks related to it by creating an environment for economic development in the area. The project outcomes will bring Iran a step closer to achieving MDG Goal 7: Ensure environmental sustainability.

### **3.3.7 Mainstreaming**

The mainstreaming of natural resource management into development planning by the provincial government and capacity enhancement by this project is very important for mitigation of risks related to land management. Enhancing knowledge and involving local government and local community in project implementation has helped to mainstream climate change and disaster management. Development of a knowledge base and information supports evidence based planning. Enhancing knowledge and making communities aware of benefits of using information from early warning system and various practises to minimise damage from land degradation contributes to minimising risks and safeguarding livelihoods and is in line with the UNDP Country Program Action Plan (CPAP).

As per project document, the project development process involved analysis of various options of management by utilising scientific knowledge, indigenous knowledge and lessons learned from past projects. The project's efforts were focused on identifying policy gaps and recommending policy needs, development of early warning systems to support community decision making and physical structures like water reservoir construction and sustainable agriculture practices to prevent land degradation and conservation of local ecosystems, enhancing capacity of local government and community based institutions and networking with like-minded national, regional and international institutions for fostering mainstreaming of INRM in development planning and implementation. The INRM approach to address land degradation and desertification risk was relevant and together with this income generation activities helped to improve household economy that addressed poverty and improved livelihood. Similarly, arrangement of fund at community level and enhancing capacity to manage the fund and easing access to loan also contributed in economic development, poverty alleviation enhancing resilience to climate change. Project was well received by the community as they see the direct contribution to their livelihoods and poverty alleviation.

The fundamental principle of the project was to address policy gaps, enhance knowledge of planners and local communities and establish knowledge base and mainstreaming land management into development planning.

### 3.3.8 Sustainability

The project results are likely to be sustainable beyond the project life. As will be seen below, the sustainability at the project level is actually very strong and it is difficult to see what more those involved could have done.

Institutional and Governance: The institutional sustainability of the project is good. Those agencies directly involved appear strongly committed towards its aims and the impacts that it has had. Clearly, the decision to route all activities directly through local government institutions and local communities has paid dividends in this respect, and the local government officials at the pilot sites are not only extremely supportive of what has been accomplished but are also strong advocates of its achievements. Establishment of community level committees for implementation activities will provide continuous support to outcomes and also implement new activities in the area. Similarly, practicing of evidence based participatory development planning and enhanced capacity of local communities and local government will also assure sustainability of the project outcomes. Moreover, government authorities are sensitised on INRM issues and they already initiated replicating such activities and also planned more for the future. Therefore, the institutional sustainability is ranked as **Likely**.

Financial: The outlook for the long-term financial sustainability of the project appears unusually good and it is connected to the interest of the Provincial government and the National government. FRWO and Provincial government mentioned that they will continue their support and will utilise information in planning exercises which help to mitigate risks from climate change and natural resource management. Provincial governments that covered by the project have allocated enough money for the sustainability of the activities. Many other local governments, at provincial and county levels, have asked for implementation of MENARID model and are ready to allocate budget. Project also introduced sustainable financing mechanism like PES which helps to make activities self-reliant by facilitating funding mechanism through cooperative. Similarly, financial benefit to the rural communities from the field level activities encourage them to maintain such practices beyond project life. Provincial and county government already internalised project approach and had planned activities for the new areas and also going to utilise community groups and committees formed by this project to implement future programs in those areas.

These also assure financial sustainability at project site level. Financial sustainability is therefore **Likely**.

Socio-economic: The social sustainability of the project appears very promising. The awareness-raising activities have certainly been beneficial and undoubtedly changed people's minds at the community level and at local and national government levels as regards to land degradation risk, water management and the need for INRM. The empowerment of local communities through awareness raising and involvement in implementation of project activities has been one of the lynchpins upon which all behavioural change has occurred. For many others, this has been matched by provision of safety measures and knowledge base establishment directly linked to land degradation risk management, water management and these arrangements are particularly strong. After knowing economic and environment benefits, provincial and national governments are interested to allocate budget to make such activities sustainable. This has created a supportive environment and as a result enjoys a very wide support base which is being used to help in replicating the approach in other vulnerable areas. As a result, the socio-economic sustainability is adjudged to be **Likely**.

Environmental: Environment sustainability is one of the important elements of the project strategy. The project achievements will directly reduce vulnerability of life and property and also ecological resources of four piloted and one replicated provinces of Iran. The capacity development, strategy formulation and evidence based participatory planning to mainstream INRM and climate change will make project outcomes sustainable. Moreover, involvement of local communities and community based organisations assures adaptation to land degradation (terrace and check dam formation and plantation in erosion prone

rangelands, reduction in herd size of livestock, alternative forage development, dispersing livestock to various rangelands avoiding grazing pressure in any specific area) makes the project achievements sustainable. Possible precautions are taken to safeguard the drought through water management, watershed protection, terrace formation with tree plantation to address soil erosion, decrease in livestock herd size and restriction on grazing on the erosion prone hills. Similarly, creation of woodlots will help to create carbon sinks and use of solar energy for water boiling and fruit drying will decrease pressure on the forest. These address potential environmental risks so there is less possibility of environmental risks associated with the sustainability of this project, hence the environmental sustainability is deemed to be Likely.

The overall sustainability of the regional component is ranked as **Likely.**

### 3.3.9 Catalytic Role and Replication

Discussion of replication in relation to the INRM Project has to be undertaken at two levels – the macro-level of replicating it as a national-scale project to cover a wide area, and the micro-level with regard to replication at site-based interventions. Success of INRM in controlling land degradation in these four piloted vulnerable sites has indicated that the approach can work in Iran and could be replicated in broad area including other similar vulnerable areas within these provinces and also other provinces. The integrated nature of the policy-level mainstreaming, awareness generation on INRM and land degradation, arrangement of knowledge base to inform policy makers and development planners and facilitate evidence-based and need-based planning, capacity building of government agencies, promotion of increased enforcement, research and monitoring provide a solid model of success and that it may influence future project design in the country.

At the micro-level, the project's performance was good. Most outputs of the project fall under the middle two levels of catalytic role, i.e. demonstration and replication. It also creates environment for economic development in these areas. Creation of environment for economic development will also provide incentives for mainstreaming INRM into National Development Plans.

Lessons learned with up-scaling already started from 2015 and success of replication is also witnessed. Now replication in further more vulnerable areas of pilot provides and also other provinces of Iran is needed. The project contributed to development of legislation and trained local government staffs and community members. These will help to strengthen INRM efforts and also make replication easier.

Government agencies, local government institutions and community based organisations and local communities expressed interest to replicate lessons from this project in wide areas. The article 26&27 of 6<sup>th</sup> 5year plan is result of MENARID lessons and it states of expanding similar work in 25000 villages in five years.

Besides Iran, the learning from this project could be useful for other countries with similar land degradation problems. Hence for the benefit of projects and for replication in other areas, the project disseminated lessons learned to a wide audience through various means like report distribution, information sharing through different networks, shared with other GEF and UNDP projects, international networks and other institutions.

The project conducted meetings and workshops with government officials and other stakeholders. Similarly, exposure visits were conducted for line departments and stakeholder representatives. The awareness generation among line department, government agencies and other stakeholders will play a catalytic role to replicate lessons in other vulnerable areas. In addition, another GEF project is going on in these areas and expected to continue the replication of the lessons from this project. The project is preparing an exit strategy.

### 3.3.10 Ratings

104. As per UNDP guidelines, the TE ratings are consolidated in Table 10 below.

**Table 10: Terminal Evaluation's Rating Project Performance**

Criterion	Comments	Rating
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<b>Monitoring and Evaluation</b>		
Overall quality of M&E	The design of M&E was up to standard with a fully itemised and cost plan included in the Project Document covering all the various M&E steps including the allocation of responsibilities.	Highly Satisfactory
M&E design at project start up	As above.	Highly Satisfactory
M&E Plan Implementation	M&E implementation was satisfactory in case of internal monitoring and monitoring of progress and impact. Strong progress monitoring contributed adaptive management with impact on decisions making.	Highly Satisfactory
<b>IA &amp; EA Execution:</b>		
Overall Quality of Project Implementation/Execution	The project implementation was slow in the beginning but it resumed motion once institutional arrangement with staffing was completed. Similarly, technical feedback was strong and for improvement on time and quality of outcome.	Highly Satisfactory
Implementing Agency Execution	FRWO integrated team exhibited drive to meet the targets and able to meet the targets. They showed their desire to communicate their knowledge to others.	Highly Satisfactory
Executing Agency Execution	The FRWO of Ministry of Jihad Agriculture executing agency linked very well with Provincial Government & UNDP; and was very actively involved in project guidance especially at the project board level and provided some level of supervision and backstopping to the Project.	Highly Satisfactory
<b>Outcomes</b>		
Overall Quality of Project Outcomes	Overall quality is of the high order.	Highly Satisfactory
Relevance	The project intervenes to conserve globally important biodiversity rich area, is congruent with GEF and national priorities, and remains pertinent in light of the current levels of threats.	Relevant
Effectiveness	A review of outcomes to impacts (ROtI) shows the overall likelihood of impacts being achieved is Likely.	Highly Satisfactory
Cost-effectiveness (Efficiency)	Project management costs was within the allocated budget and expected outcomes were completely achieved by the time of terminal evaluation. Similarly, activities implementation was effective and due to that all activities with some additional were accomplished without quality negotiation so efficiency was strong.	Highly Satisfactory
<b>Sustainability:</b>		
Overall likelihood of risks to Sustainability	There are some risks but since stakeholders are aware, strengthened and committed it is assumed that these risks will not take place or could be handled.	Likely
Financial resources	Good – Central government, Provincial government and community based groups showed long-term commitment to the area and there is evidence of considerable technical, policy and some financial commitments from the government.	Likely
Socio-economic	Solid – beneficiaries showed increased awareness and changed behaviours linked to SLM risk management.	Likely
Institutional framework and governance	Institutionally good through strengthened capacity and support from senior staff in the government both at local and central levels. Community institution and Provincial government strengthened.	Likely
Environmental	The project itself is designed to address environmental risks and other than unpredictable ones there are no evident risks. Some risks related to climate change exist but that is beyond control of project. The project had activities to address soil erosion drought and maintaining soil quality.	Likely
<b>Impact:</b>		

Environmental Status Improvement	Improved water management; watershed area protection, forest protection, erosion control, generation of information on soil and practicing of sustainable agricultural practices and development of knowledge base and enhancing of capacity of government and other agencies for evidence based planning was satisfactory. Similarly, policy recommendation on INRM and development of watershed area management strategy and guidelines for provinces will support long term management of environmental resources	Significant
Environmental Stress Reduction	Construction of physical structures for early warning on weather, institutionalising watershed management, rangeland management, forest conservation and soil erosion control and capacity enhancement of provincial government and community based organisations reduces environmental stress. Moreover, awareness generation on local communities and at government level also creates an environment for proper management of land degradation risk.	Significant
Progress towards stress/status change	Generally good – watershed, forest, rangeland management and improvement in agriculture practices helps to address drought and erosion related problems. Establishment of weather stations for early warning, community involvement in management of forest, watershed, rangeland, increased interest of the government bodies, NGOs and increased awareness of planners, so expected level of stress and status change was made.	Significant
<b>Overall Project Results</b>		<b>Highly Satisfactory</b>

## **4. Conclusion, Recommendation & Lessons Learned**

### **4.1 Conclusion**

The project was able to accomplish all activities and replication of INRM model also initiated in some areas (e.g. north Khorasan) and some more locations are identified for future replication. This accomplishment was possible due to cooperation between implementing and executing agencies. To address the NRM related problems, the project intervened in five main areas: review and improvement of policies, awareness generation among communities and local government agencies, infrastructure development, fostering inter-sectoral coordination and improvement of rural household economy. The policy development approaches included revision of policies and plans to incorporate NRM and was able to influence the national five year plan which included article 26 & 27 in the 6th five year plan expanding integrated rural development and natural resource management in 25000 villages in coming five years. Similarly, Provincial level watershed management strategy were developed to mainstream INRM. Likewise, policy recommendations were made for INRM and sustainable agriculture practices, rangeland management and forest management. To encourage evidence based planning, the project conducted studies and generated knowledge on biophysical and socio-economic aspects and made these available to the provincial and national government officials. Infrastructures facilities like water reservoirs, canals, check dams in erosion prone areas, terrace formation in erosion prone areas with plantation, and weather stations for early weather information transmission were accomplished. Without addressing livelihoods of the people it is not possible to address SLM as poverty is one of the root causes and to make community resilient to climate change effects their economy need to be strengthened. Hence, the project trained community member in watershed management and various PES schemes which provided the dual benefit of improving household economy and also stopping soil erosion. Similarly, rangeland and watershed management is also helping to decrease drudgery of women, decrease pressure on the forests, control erosion and also supported the local economy. To reach a large audience, the information generated by the project was uploaded in websites of the implementing Ministry (arrangement is made to keep project webpage for another five years) and UNDP and also networking with like-minded institutions within the country was facilitated by the project.

This Project was designed with provision for appropriate management arrangements. Adaptive management helped to address problem and move toward accomplishing project activities. The project team has managed to deliver a series of interventions that have reduced the threats of desertification. Similarly, generation of awareness from local to the national level, mainstreaming INRM in development planning through developing Provincial watershed management strategy and guidelines, creating a knowledge base and facilitating access to it, as well as construction of physical structures to combat drought and soil erosion. Though in the initial years, implementation was slow, it was able to achieve its targeted results within the extended project timeframe. Though only about 20% of the committed financial contribution was received from the government, there was no decrease in accomplishment rather accomplished additional activities then targeted. The project has been underpinned by good science and a technical approach of good calibre. It has enhanced capacity to incorporate ground information related to soil, weather, water, local practices and SLM issues into the development planning process of the Provincial government in the pilot areas; and improved environmental awareness and raised concerns about desertification risk at the local communities and government. Due to frequent change in local government management, some problem of institutional memory is observed in Sistan-Baluchistan province and also this affected in coordination between different institutions and between government agencies and local communities.

To make the outcomes and interventions sustainable, the project formed community groups, trained them in various technologies of INRM. The community members were made aware of the various opportunities for economic development and use of available resources wisely. The project tested participatory planning and implementation approaches. Since these approaches showed very positive impact, the lessons learned from this should be replicated in other dry areas within these provinces and also in other provinces of Iran.



## 4.2 Recommendations

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

- I. Solar technology was used for water heater and food drying only (limited households) but could also be used for irrigation and household energy need.

### Actions to follow up or reinforce initial benefits from the project

- II. Still project need to convince central level officials on MENARID approach and outcomes. Project still have three months left which could be used to organise central level interaction program involving high level officers from the government including National Planning and Budgeting Organisation and high level representatives from project pilot provinces to share their experience with the central level officers. Interaction should be followed by field visits to have first-hand information. This could help them to understand MENARID approach more clearly and that could bring change in their mind-set to generate their support for future replications. Due to frequent change in management in government institution, institutional memory is weak in Sistan-Baluchistan province. Therefore need more field visits for MPO to provide first-hand information which help to change in their thinking. Similarly, training workshop should be organised for the facilitators of this province to discuss their case experiences and provide solutions to resolve the problems.
- III. Provincial level watershed management strategy is developed. Provincial government should utilise it for addressing drought stress.
- IV. The project piloted INRM in four provinces and successfully replicated in North Khorasan province. Still there are large dry areas within these provinces and also in other provinces. It is recommended to upscale and replicate lessons learned from this project by UNDP, National and Provincial Government of Iran. Government should implement it as priority activity each year and allocated sufficient budget for this activity. The homogeneity that MENARID project maintained between policy, approach and implementation practices should be adopted in the future replications. There is also opportunity from the 6th National Development Plan to utilise lessons from this project. It will be helpful if knowledge on each and every steps of implementation and experiences are documented and disseminated to a large audience including government and nongovernment institutions from other dry areas. At the international level, UNDP and GEF could use its network for dissemination.

### Proposals for future directions underlying main objectives

- V. It is recommended to promote insurance mechanism in pastoralism and agriculture to safeguard farmers. Due to climate change weather became very unpredictable. If farmers whose economy is not so strong have to take risk of climate change then their situation will further worsened. Hence to encourage farming and pastoralism, insurance mechanisms should be promoted. Considering the economic situation of the farmers, premium of such insurance should not be high or be subsidised.
- VI. Replication of activities in the future in new areas within present pilot provinces and also in new provinces need support from the central level mainly to coordinate activities and for this continuation of the existing structure of MENARID could contribute. MENARID should now change from a project to a massive movement to cover wide dry areas of this country as also mentioned in the 6th national five year plan they have to cover 2500 villages in coming five years. From interaction with the provincial governments, it is learned that money is not barrier to continue support to the outcomes and also replicate at the provincial level but generation of administrative cost of the central office and modality of managing fund is more important. Cabinet of Iran has approved establishment of UNESCO Centre for Watershed Management in Iran. They have already allocated budget for this activities. As MENARID played role in establishment of UNESCO Centre, one option could be using MENARID office as secretariat of this centre and at the same time it coordinate replication of MENARID approach in different provinces. Similarly, Government also expressed their interest to take UNDP lead in establishing

this Centre. But establishment of this centre may take some time and how to bridge MENARID in that gap will be an issue. Also UNESCO's reaction regarding UNDP taking lead of establishing this Centre in Iran is unknown. Another option could be that the Government could continue these activities by themselves but it will have problem to coordinate between provinces and also in bringing updated technology and experiences from the international sources for the project. Third option could be bringing government contribution (money from centre and also of the provincial government) in an account and manage activities in MENARID framework in coordination with provincial governments. Since the 6th five year plan target is very ambitious (covering 25,000 villages in five year by preparing 100,000 facilitators) delay in disbursement of money could affect the implementation. In MENARID project, only 20% of the committed budget was received from the government. If same will happen to the future replication program also then that will not only affect replication and achievement of five year plan but also loose trust of the people. UNDP is globally changing its role from donor to implementing partner hence they are willing to contribute as partner in managing the implementation of activities for which they want secure fund for the project. TE recommend project board to think all advantage and disadvantages of various options and select the best for continuation of replication of lessons learned in broad landscape.

- VII. Requirement of large number of facilitators to achieve target of 6<sup>th</sup> National Development Plan is challenge and also opportunity. MENARID could lead to organise consultative workshop for its national and provincial facilitators to compile their experiences in a practical guidelines which could be a training resource material to train targeted 100,000 new facilitators.

### 4.3 Lessons Learned

#### Best and worst practices in addressing issues relating to Relevance, Performance and Success

Lessons learned are arranged under project-related headings. Further discussions and key points for future projects have been added in this section. Some of the lessons learned listed below have arisen from discussions with persons interviewed during the evaluation and the team thank them for their insights.

##### *Strategic*

- *Community organisations lack scientific knowledge and are ill-equipped for handling such projects so support to enhance their knowledge and strengthen their capacity will help to encourage them to continue in adapting risk of climate change or desertification and there by facilitate a cooperative approach for reducing damage from land degradation or water related problems. This will also help to manage the natural resources in sustainable manner.*

Lack of knowledge has been seen as a drawback in many projects limiting communities from taking precaution. Similarly, lack of knowledge, literacy and lack of capacity affect their ability to manage risk. Awareness generation on risk of land degradation and its potential impacts, available adaptation measures and availability of appropriate technology helped to reduce damage. Moreover, linking them with early warning systems help farmers' decision making to minimise risk related to weather. Increased economic benefits from sustainable agriculture, livestock practices and other income generation activities encourage communities to conserve their land and water resources.

- *Local adaptation knowledge is easily adapted by the rural communities.* Local knowledge should be promoted together with scientific knowledge to respond to local situation as they are more easily adapted by the rural communities. Local communities were good in identifying signs of land degradation and proposing suitable and feasible mitigation measures. One example observed in this project was local knowledge on sources of water and using traditional canals was suggested by locals. Likewise, leaving land barren for one year for recovery of soil nutrition, selection of species appropriate for the area and use of traditional knowledge and mixing it with scientific knowledge to develop mechanism for decreasing loss of water from evaporation was very useful.

- The farmer exchange visits promoted farmer to farmer learning and technology transfer from one community to another. This is the best way for transferring technology to farmers as farmers could explain by simplifying the technical terms more appropriately to another farmer making learning more effective. Similarly, involving women from the project for facilitating implementation in another areas was also very effective. Likewise, field visit to officers from provincial and county government officers was effective to change their mind-set and also provided opportunity to learn for replication in other areas.

## **Design**

- *Working directly through existing government structures brings dividends*  
The project chose to work directly with the Ministry of Jihad Agricultures and Provincial Governments, rather than setting up parallel implementation structures. This decision has proved very successful not only in empowering government by providing experience and training, but also in developing effective government “ownership”, engagement, participation and motivation, thereby promoting long-term sustainability of the project’s achievements.
- *Designing a project linking various institutions from grassroots level institutions, government agencies, local authorities and communities generates huge benefits for sustainability, and through the synergies developed provides the intervention with much greater effectiveness than that which can be achieved by stand-alone projects.*  
The project chose to work with various institutions of different levels and local communities. This helped in empowering these institutions by providing experience, training and equipping in a well-funded and well-equipped environment and also in developing effective “ownership”, engagement, participation and motivation, thereby promoting long-term sustainability of the project’s achievements at community levels. It also helped to generate local guardianship (from community organisations or groups, local authorities and National Government’s relevant sectors) that made project implementation efficient and effective.
- *Community participation (with priority to women) in the project design, formulation of implementation modality, implementation and monitoring is very important.* This will help to implement projects effectively and also make activities sustainable. In this project, the inclusion of local communities, through the small grants approach helped local communities to identify environmental issues that need to be addressed and enabled them to innovate a wide range of mitigation measures and livelihood improvement strategies.
- *Local communities understand causes of environmental problems but due to lack of livelihood alternatives they are forced to continue unsustainable practices so if project designs consider alternatives for betterment of livelihood by improving their practices then locals will cooperate.*  
The local communities understand and appreciate that the livelihood activities like cultivation of economic plant species, PES schemes, management of rangeland, improvement of farming by technical betterment and irrigation facilities are better for addressing environmental problems and also support household economy and also distinguish some of their old practices are not environmental friendly. They also showed willingness to replace their old practices (eg. Decreased herd size of livestock, stopped grazing in vulnerable areas) with environmentally sound practices that support their livelihoods.

## **Project Management**

- *Facilitators’ contacts with communities are vital to community-based natural resource management projects.* Good communication and regular communication in relation to project activities with the communities helps to promote successful, community-based projects as they built trust and motivation of the targeted local communities. To achieve this, the quality and commitment of those employed at the sites are key attributes of a project. This project has been benefited from efficient site facilitators and technical staff from relevant local government offices. But what the evaluation team believes to be the most important factor is the almost constant contact that they

have had with the communities throughout the project's lifetime. This frequency of contact has undoubtedly enabled the project to build high levels of trust, capacity, and motivation which in turn has facilitated the change in people's mind-sets and behaviours and brought about the success of the INRM schemes. The role of the National Project Manager is also very vital in motivating field staffs.

- *Implementation by community institution will address social/cultural norms and will be cost effective and sustainable.* All project activities were implemented through community committees (groups). Locals have very long experience from all aspects of the village. Implementing through local communities helped to decrease cost of project activities, maintained quality and also completed on time. This helped to identify most needed activities this encouraged locals' participation. This also helped to generate ownership among the local communities and built confidence among them. They are also trained on various management aspects which makes project outcome sustainable.

- *High participation of women in groups in different income generation and environmental activities will assure more success.*

Women were found more serious in INRM activities. It was observed that the women groups or groups in which there was domination of women were more efficient in implementation and functioning and able to generate expected results. This also helped to generate leadership and develop decision making authority among them and also increased income through income generating activities (bee keeping, conservation agriculture, high value herbs and other plants, livestock etc.) improving their livelihoods. Women were found to be more engaged in INRM activities. This could be because they are the one who most interact with natural resources through activities like water collection, livestock grazing, cooking and working in agriculture field.

## Annex I: Terms of Reference for Terminal Evaluation

### Annex I Terms of Reference (TOR)

#### "Providing International Consultancy Services for Terminal Evaluation of MENARID Project"

## INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the *MENARID- Institutional Strengthening and Coherence for Integrated Natural Resources Management* (PIMS 3232).

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

## PROJECT SUMMARY TABLE

Project Title:	MENARID - Institutional Strengthening and Coherence for Integrated Natural Resources Management			
GEF Project ID:	3232		<i>at endorsement (US\$)</i>	<i>at completion (US\$)</i>
UNDP Project ID:	00074811	GEF financing:	US \$ 4,320,000	US\$ 4,320,000
Country:	Islamic Republic of Iran	IA/EA own: Government	Cash US \$ 9,000,000 In kind US\$5,600,000	Cash US \$ 2,804,853 In kind US \$ 2,082,577
Region:	Asia Pacific	UNDP	UNDP TRAC: US\$300,000 UNDP TRAC (Through Parallel Funding to SMLWR II) US\$ 937,000	UNDP: US \$311,069 UNDP TRAC (Through Parallel Funding to SMLWR II) US\$ 621,787
Focal Area:	Multi-Focal	Total co-financing	US \$ 15,837,000	US \$ 5,820,286
FA Objectives, (OP/SP):	Ld-Sp1; Iw-Sp3; Cc-Sp6; Bd-Sp4			
Executing Agency:	Forests, Rangeland and Watershed Management Organization, FRWO	Total Project Cost:	US\$ 20,157,000	US \$ 10,140,286
Other Partners involved:	MOI (Ministry of Interior) MPO (Management and Planning Organization)	Pro Doc Signature (date project began):		July 22, 2010 by GEF September 28, 2010 by FRWO
		(Operational) Closing Date:	Proposed: August 2015	Actual: 31 December 2017

## OBJECTIVE AND SCOPE

The MENARID- Institutional Strengthening and Coherence for Integrated Natural Resources Management in Iran is a full-size UNDP/GEF project that officially commenced in September 2010 and

is scheduled to conclude at the end of 2017. 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 project is implementing in four pilot sites in five provinces, including Behabad Region in Yazd province, Razin Watershed in Kermanshah province, Hamoun Watershed in Sistan & Baluchistan province and Hableh-Roud watershed in Semnan and Tehran provinces.

MENARID Iran is one of the MENARID (Middle East North Africa Regional Integrated Development) Regional GEF-supported projects. 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.

The project's 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 Development, Climate Change, International Waters and Biodiversity Conservation), while maintaining the capacity of ecosystems to deliver the goods and services needed to support local livelihoods.

The project's 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 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 approach is contingent on healthy stakeholder participation. A multi-sectoral participatory approach MENARID - Institutional Strengthening and Coherence for Integrated Natural Resources Management 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 Pro Doc) 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 (Pro Doc). 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.

#### Project Expected Results:

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

- 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
- Outcome 2: An enabling environment for the INRM and the use of the enhanced knowledge from Component 1
- Outcome 3: Community-driven, climate-resilient approaches and techniques for sustainable land and water management demonstrated through INRM practices.



Thus, an “at a glance” overview of the project is provided in the table below.

<b>Project Title</b>	Institutional Strengthening and Coherence for Integrated Natural Resources Management
<b>Project Duration</b>	7 years in total: 5 Years, 2 year extension by MTE
<b>Project Budget</b>	US \$ 20,157,000
<b>Executing Entity</b>	Forests, Rangeland and Watershed Management Organization (FRWO) of the Ministry of Jihad Agriculture (MoJA)
<b>Cooperating National Agencies</b>	Ministry of Interior (MoI)
	Management and Planning Organization (MPO)
	Ministry of Foreign Affairs (MFA)
	Department of Environment (DOE)
<b>Implementing Agency</b>	United Nations Development Programme (UNDP)

Thus the goal, objectives and intended outcomes of the Project were developed. They are summarized in Table below:

<b>Project Goal</b>	Institutional Strengthening and Coherence for Integrated Natural Resources Management
<b>Project Objective</b>	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
<b>Outcome 1</b>	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
<b>Outcome 2</b>	An enabling environment for the INRM and the use of the enhanced knowledge from Component 1
<b>Outcome 3</b>	Community-driven, climate-resilient approaches and techniques for sustainable land and water management demonstrated through INRM practices

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

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

## EVALUATION APPROACH AND METHOD

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An overall approach and method<sup>2</sup> for conducting project terminal evaluations of UNDP supported GEF financed projects have developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR. The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct field mission to ***Kermanshah, Yazd, North Khorasan (the province which the project intervention is replicated), Tehran and Semnan Provinces*** including the following project sites: ***Razin, Behabad, Shirin Dareh and Hableroud basins***. Interviews will be held with the following organizations and individuals at a minimum: **FRWO, DOE, MOI, Governors Offices, MPO, and Local communities, NGOs (National and Local)**.

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

## EVALUATION CRITERIA & RATINGS

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

<b>Evaluation Ratings:</b>			
<b>1. Monitoring and Evaluation</b>	<i>rating</i>	<b>2. IA&amp; EA Execution</b>	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
<b>3. Assessment of Outcomes</b>	<i>rating</i>	<b>4. Sustainability</b>	<i>rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

## PROJECT FINANCE / COFINANCE

<sup>2</sup> For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

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

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

## MAINSTREAMING

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

## IMPACT

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The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.<sup>3</sup>

## CONCLUSIONS, RECOMMENDATIONS & LESSONS

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

## IMPLEMENTATION ARRANGEMENTS

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

## EVALUATION TIMEFRAME

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<sup>3</sup>A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

The total duration of the evaluation will be 40 working days according to the following plan:

Activity	Timing	Completion Date
<b>Preparation</b>	<i>8 days</i>	<i>20 August 2017 (Distance work)</i>
<b>Evaluation Mission and National Meetings</b>	<i>20 days</i>	<i>30 September 2017</i>
<b>Draft Evaluation Report</b>	<i>6 days</i>	<i>15 October 2017 (Distance work)</i>
<b>Final Report</b>	<i>6 days</i>	<i>25 October 2017 (Distance work)</i>

## EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

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

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

## TEAM COMPOSITION

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

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

- Minimum 15 years of relevant professional experience at the international level,
- Knowledge of UNDP and GEF,
- Previous experience with results-based monitoring and evaluation methodologies,
- Technical knowledge in the targeted focal area(s),
- Academic and/or professional background in institutional/governance aspects of natural resource management
- Experience in the review of technical assistance projects at the international level, preferably with UNDP or GEF or other United Nations development agencies and major donors.
- Experience in project design, project cycle management, and project monitoring and evaluation at the international level outside Iran.

- Have a broad-based knowledge and international experience related to capacity building, community development and natural resource management.
- Excellent English writing and communication skills.
- Demonstrated ability to assess complex situations in order to succinctly and clearly distill critical issues and draw practical conclusions.
- An ability to assess institutional capacity and incentives.
- Understanding of political, economic, institutional issues associated with natural resource management and good environmental governance within the Iranian context.
- Excellent interpersonal, coordination and planning skills and ability to work in a team.
- International experience leading multi-disciplinary, multi-national teams to deliver quality products in high stress, short deadline situations.

## EVALUATOR ETHICS

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

## PAYMENT MODALITIES AND SPECIFICATIONS

This payment schedule is indicative, to be filled in by the CO and UNDP GEF Technical Adviser based on their standard procurement procedures.

%	Milestone
<i>10 % of total consultancy fee equivalent to 2,143.20 Euro</i>	<b>Preparation</b> and upon submission of <b>completed inception report</b> and initial project review and submission of invoice
<i>40% of total consultancy fee equivalent to 8,572.80 Euro</i>	<b>After Evaluation Mission</b> and following submission and approval (by UNDP-CO, Project and UNDP RTA) of the <b>1st draft terminal evaluation report</b> and submission of invoice
<i>50% of total consultancy fee equivalent to 10,716 Euro</i>	Following submission and approval (by UNDP-CO, Project and UNDP RTA) of the <b>final terminal evaluation report</b> and submission of invoice
<i>Travel Costs 5,147.25 Euro</i>	80% of the total travel cost to join the duty station will be paid upon confirmation on the travel dates and provision of a copy of the air ticket (this amount includes two-way economy air ticket, visa costs, and living allowances in Tehran /field visit) The remaining 20% of travel cost will be paid at the end of the mission upon submission of the UNDP Travel Claim Form (F10).

### Note

- In full consideration for the complete and satisfactory performance of the Services under this contract, UNDP shall pay the Contractor the total amount of 26,579.25 Euro (twenty-six thousands five hundred seventy-nine Euro and twenty-five cents) based on the above payment schedule.
- Confirmation of the Forests, Rangelands and Watershed Management Organization on delivery by the consultant, and acceptance by UNDP of all deliverables is a prerequisite to each payment.
- All envisaged travel costs (including ticket to join duty station, visa, accommodation, etc.) are included in the total contract amount.
- Individual contractor wishing to upgrade his/her travel to business or first class shall do so at his/her own expense.
- The project will provide air ticket for each local travel - therefore the cost is excluded from this contract. As for living allowances, the cost is included in and covered by this contract for two 3-

days and two 2-days trips to the mentioned project pilot sites and the remaining 10 days in Tehran. However, the reimbursement of local travel costs (including living allowances) will be made upon receipt of travel claim form and based on the actual rate on travel dates but not exceeding the rates of financial proposal.

- Each payment will be made in Euro upon satisfactory completion of the tasks and respective deliverables as per submission of deliverables/claims by the consultant and the project/UNDP approvals.
- Each payment will be transferred by UNDP through Electronic Fund Transfer to the Euro account number of the contractor introduced through an official letter indicating full banking information.
- Any payment under this contract will be made using UN Operational Rate of Exchange. For updated rates please see: <http://treasury.un.org/operationalrates/OperationalRates.aspx>
- Payments will be made according to UNDP regulations as explained in the contract documents.
- The International Consultant shall not do any work, provide any equipment, materials and supplies or perform any other services which may result in any cost in excess of the above-mentioned amount.

## TRAVEL

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

1. Obtain the security clearance from UNDP office (the details of travel including date of departure and arrival, accommodation and purpose of travel shall be submitted to UNDP office 2 working days before date of travel)
2. Undertake the training courses on Basic Security in the Field and Advanced Security in the Field (only applicable for certain destination; to be checked with UNDP) and provide UNDP with both certificates; the related CD ROMs are available at UNDP office.
3. Undertake a full medical examination including x-rays and obtain medical clearance from an UN-approved physician. This is only applicable for the contractors on the age of 62 years or more.
4. All envisaged travel costs was included in the Offeror's financial proposal and this contract. This includes all duty travels, travels to join duty station and repatriation. The anticipated mission travel has been included in the TOR; however, in the event of unforeseeable travel, UNDP and the Individual Contractor will agree upon the manner in which travel costs including tickets, lodging and terminal expenses are to be reimbursed to the traveler.



## ANNEX A: PROJECT LOGICAL FRAMEWORK

### PROJECT LOGICAL FRAMEWORK, updated by MTE , May2014

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			
<b>Project Objective:</b>  <b>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</b>	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	MENARID approach is being demonstrated in 40000 ha of land  5 provinces made request to replicate the MENARID approach  Project approach to be replicated in 14 township at provincial level in Kermanshah	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	MENARID: 0 ha  SMLWR: 8 village: 50000 ha (Phase I)	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	Total: 1867 ha  Sistan: 33 ha Yazd: 218 ha Kermanshah: 1416 ha  SMLWR: 200 ha (phase II)	Field surveys; Project monitoring reports
	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

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 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	<p>Wind erosion control Sistan: 30 ha</p> <p>Flood control Kermanshah &amp; SMLWR: 1000 ha</p> <p>Soil erosion control: Kermanshah &amp; SMLWR: 500 ha</p> <p>Resistance varieties (Medical plant cultivation, wild almond cultivation, pistachio and saffron cultivation to use less water): 100 ha</p> <p>Demonstrating Renewable energy: 24 households in Asfij</p>	
	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

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			
	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
<i>Outcome 1:</i>  <b>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</b>	The project includes gender analysis of drivers of land-use change causing land, ecosystem and water degradation, and measures to identify and address women's specific needs and contributions in INRM.	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			
local livelihoods	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
<b>Outcome 2</b>  <b>An enabling environment for INRM and the use of the enhanced knowledge from Component 1</b>	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			
	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 medicinal plants, biodiversity conservation, vermi-composting)	Project mid-term and final evaluation
	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



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			
	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)	
	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	<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>	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
<b>Outcome 3</b>  <b>Community-driven, climate-resilient approaches and techniques for sustainable land and water management demonstrated through INRM practices</b>	Increase in global environmental benefits with co-benefits for local development in demonstration sites	Baseline measured in Y1	None in selected sites	<b>a.</b> 180,000 tones increase in total system carbon <b>b.</b> irrigation area of 4000 hectares rehabilitated and delivering 30% increased water use efficiency <b>c.</b> rain fed agriculture area of 4000 hectares has water and/or wind erosion rates reduced by 20% <b>d.</b> forest land cover in project area increased by 10% <b>e.</b> 20% decrease of sediment into reservoirs and rivers	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 b. Two (2) PES mechanisms support conservation and promote biodiversity-friendly alternative livelihoods at demonstration sites c. 4 sub projects at demonstration sites for rehabilitation of irrigation and rain fed areas of 4000	More realistic figure used	a- Increased CS: 12000 tons 1000 tons reduced C from Solar water heaters (= \$74100) b- One biodiversity-friendly mechanism in Yazd c- Check dam construction Zamele: 216 ha Water transfer by piping (kamkooye& Karim-Abad): 86 ha d- 3 Rangeland management cases in	a) Carbon – GEF CBP tracking tool farmer estimates d) Forest land cover – NDVI remote sensing

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			
					hectares rehabilitated and delivering 30% increased water use efficiency d. 4 sub projects at demonstration site for improving resilience to climate change forest and rangelands cover in project area increased by 10%		Kermanshah, Yazd & SMLWR	
	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
	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

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			
	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 medicinal plants.	Project final evaluation
	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

**Note:** Those rows with double line borders are add by MTE  
Those rows that have diagonal line removed by MTE

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

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- *Project Original Document, Logframe*
- *Project Annual Workplans*
- *Quarterly Planning and Reporting packages*
- *Project Monthly Reports*
- *Project MTE Report and Management response*
- *Project Annual Reports*
- *Project PIRs*
- *Financial Reports*
- *Project publications*
- *Project website*
- *Demonstration sites management plans*
- *Consultants technical reports (International and national)*
- *Annual Audit reports/ Management Responses*

## ANNEX C: EVALUATION QUESTIONS

*This is a generic list, to be further detailed with more specific questions by CO and UNDP GEF Technical Adviser based on the particulars of the project.*

Evaluative Criteria	Questions	Indicators	Sources	Methodology
<b>Relevance:</b> How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?				
	•	•	•	•
	•	•	•	•
<b>Effectiveness:</b> To what extent have the expected outcomes and objectives of the project been achieved?				
	•	•	•	•
	•		•	•
<b>Efficiency:</b> Was the project implemented efficiently, in-line with international and national norms and standards?				
	•	•	•	•
	•	•	•	•
<b>Sustainability:</b> To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?				
	•	•	•	•
	•	•	•	•
<b>Impact:</b> Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?				
	•	•	•	•
	•	•	•	•



## ANNEX D: RATING SCALES

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

## ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

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### Evaluators:

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

### Evaluation Consultant Agreement Form<sup>4</sup>

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

Name of Consultant: \_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_

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

Signed at *place* on *date*

Signature: \_\_\_\_\_

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<sup>4</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

## ANNEX F: EVALUATION REPORT OUTLINE<sup>5</sup>

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- i. Opening page:
  - Title of UNDP supported GEF financed project
  - UNDP and GEF project ID#s.
  - Evaluation time frame and date of evaluation report
  - Region and countries included in the project
  - GEF Operational Program/Strategic Program
  - Implementing Partner and other project partners
  - Evaluation team members
  - Acknowledgements
- ii. Executive Summary
  - Project Summary Table
  - Project Description (brief)
  - Evaluation Rating Table
  - Summary of conclusions, recommendations and lessons
- iii. Acronyms and Abbreviations  
(See: UNDP Editorial Manual<sup>6</sup>)
1. Introduction
  - Purpose of the evaluation
  - Scope & Methodology
  - Structure of the evaluation report
2. Project description and development context
  - Project start and duration
  - Problems that the project sought to address
  - Immediate and development objectives of the project
  - Baseline Indicators established
  - Main stakeholders
  - Expected Results
3. Findings  
(In addition to a descriptive assessment, all criteria marked with (\*) must be rated<sup>7</sup>)
- 3.1 Project Design / Formulation
  - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
  - Assumptions and Risks
  - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
  - Planned stakeholder participation
  - Replication approach
  - UNDP comparative advantage
  - Linkages between project and other interventions within the sector
  - Management arrangements
- 3.2 Project Implementation
  - Adaptive management (changes to the project design and project outputs during implementation)
  - Partnership arrangements (with relevant stakeholders involved in the country/region)
  - Feedback from M&E activities used for adaptive management
  - Project Finance:
  - Monitoring and evaluation: design at entry and implementation (\*)
  - UNDP and Implementing Partner implementation / execution (\*) coordination, and operational issues
- 3.3 Project Results
  - Overall results (attainment of objectives) (\*)
  - Relevance(\*)
  - Effectiveness & Efficiency (\*)

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

<sup>6</sup> UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

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

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

## ANNEX G: EVALUATION REPORT CLEARANCE FORM

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

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

UNDP GEF RTA

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Annex II: Itinerary of Activities of the Final Evaluation Mission

Description	Date	ETD	ETA
Departure from Kathmandu to Dubai (Fly Dubai FZ 576)	Fri-8 <sup>th</sup> Sep	19:20	22:20
Arrival to Tehran (Dubai to Tehran, Emirates EK 975)	Sat-9 <sup>th</sup> Sep	2:20	5:00
Briefing meeting with Head of the Program and Assistant Resident Representative UNDP and Security briefing meeting /Briefing meeting with MENARID team, NPD, NPM at FRWO	Sun-10 <sup>th</sup> Sep	Briefing meeting: 9:00-10:00  Security briefing: 10:00-11:00  Briefing meeting: 12:00-16:00	
Drive to Hableh-Roud watershed (Tehran and Semnan Province)/ Peugeot Pars white, Plate Number: 91B362	Mon-11 <sup>th</sup> Sep	6:00-8:00	
Field visits and interview with key stakeholders in Tehran province/Stay in Semnan (Natural Resource Office Guesthouse, Semnan)	Mon-11 <sup>th</sup> Sep	9:00-17:00	
Field visits and interview with key stakeholders in Semnan province/Stay in Semnan (Natural Resource Office Guesthouse, Semnan)	Tues-12 <sup>th</sup> Sep	8:00-17:00	
Field visits and interview with key stakeholders in Semnan province	Wed-13 <sup>th</sup> Sep	9:00-17:00	
Drive to Tehran city/ Peugeot Pars white, Plate Number: 91B362	Wed-13 <sup>th</sup> Sep	18:00-20:00	
Desk Review/ preparing TE report	Thurs-14 <sup>th</sup> Sep	-	
Desk Review/ preparing TE report/Fly to Yazd	Fri-15 <sup>th</sup> Sep	-	
Fly to Yazd (Iran Aseman Airlines: Flight EP 862)	Fri-15 <sup>th</sup> Sep	19:15	20:30
Field visits and interview with key stakeholders in Yazd province (Stay in Yazd: Hotel Safaeiyeh, Address: Yazd, Safeiyeh, Mohammad Reza Karimi Yazdi)	Sat-16 <sup>th</sup> Sep	8:00-17:00	
Field visits and interview with key stakeholders in Yazd province (Stay in Yazd: Hotel Safaeiyeh, Address: Yazd, Safeiyeh, Mohammad Reza Karimi Yazdi)	Sun-17 <sup>th</sup> Sep	8:00-17:00	
Field visits and interview with key stakeholders in Yazd province/Fly to Tehran	Mon-18 <sup>th</sup> Sep	8:00-17:00	
Fly to Tehran (Iran Aseman Airlines: Flight EP 863)	Mon-18 <sup>th</sup> Sep	21:40	22:55
Fly to Kermanshah (Iran Aseman Airline: Flight EP 622)	Tues-19 <sup>th</sup> Sep	10:25	11:30
Fly to Kermanshah/ Field visits and interview with key stakeholders in Kermanshah province (Stay in Kermanshah,	Tues-19 <sup>th</sup> Sep	12:00-17:00	

Natural resource office guesthouse, Kermanshah)			
Field visits and interview with key stakeholders in Kermanshah province(Stay in Kermanshah, Natural resource office guesthouse, Kermanshah)	Wed-20th Sep	8:00-17:00	
Field visits and interview with key stakeholders in Tehran province/Fly to Tehran	Thurs-21th Sep	8:00-17:00	
Fly to Tehran (Iran Air: Flight IR 288)	Thurs-21th Sep	21:40	22:45
Desk Review/Fly to Mashhad- Drive to North-Khorasan	Fri-22 <sup>th</sup> Sep	-	
Fly to Mashhad (Mahan Air: Flight W51035)	Fri-22 <sup>th</sup> Sep	17:05	18:30
Drive from Mashhad to Bojnourd (Airport Taxi)	Fri-22 <sup>th</sup> Sep	19:00-22:00	
Field visits and interview with key stakeholders in North-Khorasan province (Stay in Bojnourd, Hotel Darius, Kalagh Ashian village)	Sat-23th Sep	8:00-17:00	
Field visits and interview with key stakeholders in North-Khorasan province/ Fly to Tehran	Sun-24th-Sep	8:00-17:00	
Drive from Bojnourd to Mashhad (Taxi)	Sun-24th-Sep	17:00-21:00	
Fly to Tehran (Iran Air: Flight IR 469)	Sun-24th-Sep	22:30	23:50
Preparing TE report	Mon-25 <sup>th</sup> -Sep	-	
Preparing TE report	Tues-26 <sup>th</sup> -Sep	-	
Debriefing meeting with NPD, NPM, MENARID team and UNDP head of program at FRWO	Wed-27 <sup>th</sup> -Sep	9:00-13:00	
Departure from Tehran (Tehran to Dubai, Emirates EK 980)	Thurs-28th Sep	20:00	22:50
Dubai to Kathmandu (Fly Dubai FZ 573)	Fri-29th Sep	16:00	22:05



## Annex III: Persons Interviewed

### Meeting with Tehran stakeholders

Date	Province/County	City	Village	Name	Position
10.09.017	UNDP	Tehran	-	Nazaridoust, Ali	
				Carlson, Anne-Marie	UNDP Deputy
10.09.017	Project Team			Garshasbi, Parviz	NPD
				Jazi, Houshang	NPM
				Poorshad, Mahdiah (Ms.)	Expert
				Torabi, Sara (Ms.)	Expert
				Sayah, Ardeshtir	Expert
				Mohammadi, Hosein Ali	Expert
				Rezaee, Asieh, (Ms.)	Expert
				Jamshidi, Zoreh (Ms.)	Expert
11.09.017	Tehran/ Damavand	-	Aroo	Rezaee, Jamshid	Farmer
		-		Gholibeigi, Mojtaba	
		-		Gholamrezaee, Razieh (Ms.)	Agriculture office expert and women expert
				Kooshki, Alireza	Natural resources office
			Dehna	Mohammadi, Davood	Farmer
12.09.017	Tehran/Firouzkooh	-	Lazoor	Esfandiar, Ebrahim	Rural council member
		-		Shojaa, Heidar	
		-		Esfandiar, Khalil	
		-			
		-		Shojaa, Rohollah	Village manager
		-		Esfandiar, Shokat (Ms)	Local community representative
		-		Shojaa, Zakaria	Local community representative
		-		Mirzaee, Somayeh (Ms)	Hableroud project expert in the county
		-		Yousefi, Saleh	Hableroud project expert in the county
		-		Mohammadi, Hosein Ali	Hableroud and MENARID expert in Central office
		-		Bahoo, Mohammad Ali	Deputy of county natural resource office
		-	Toroud	Bahoo Jamshid	Rancher
12.09.017	Semnan-Semnan	Semnan	Village		
		-	Farvan	Saadat (Ms)	
		-			
		-			
		-			
		-			
		-			
		-			
		-			
		-	Behvard	Shasti, Hosein	Farm owner and leading person
		-		Shasti, Esmail	farmer
13.09.017		<b>Garmsar</b>	-	Rameh (Ms)	Beekeeper, social activist
		-	Qanat		
		-	AsadAbad		
		-			
		-			
13.09.017		Semnan	-	Miremad, Seyed-Hassan	Head of provincial agricultural office
			-	Zandevakil	Deputy of provincial governor
				Heidarian,	Head of natural resource office

Date	Province/County	City	Village	Name	Position
	“	“	-	Nocheh, Mohammad-Hadi	Deputy of natural resource office
	“	“	-	Taheri, Saeed	Head of provincial Management and Planning Organization
				Nangir, Roghaye (Ms.)	Deputy of provincial Management and Planning Organization
16.09.017	Yazd	Beh-Abad	-	Eghbal, Abbas	County governor
	“	“	-	Mirabolghasemi	Urban council member
	“	“	-	Saremi, Mehdi reza	Natural resources office
	“	“	-	Karimi, Mohammad javad	Local facilitator
	“	“	-	Motamednia, Mahboobeh (Ms.)	Local facilitator
16.09.017	“	“	-	Khademi, Mohammadreza	Head of Azad University, Research and Training Center of Medical Plants
			-	Ghorbani, Aliasghar	Azad University
	“	“	-		
	“	“	-	Rahmatian, Mehdi	Head of agriculture office
	“	“	-	Chenari, Dehghan	Natural resource office
	“	“	-	Amini, Mohammad	Cultural Heritage, Tourism and Handicraft Office
				Sabili, Freshteh (Ms.)	Agriculture office
				Shokri, Hosein	Agriculture office
				Tanha, Abdolreza	Agriculture office
	“	-	Vahdat Abad	Soltanpanah, Zahra (Ms.)	Farmer, social activist
16.09.017	“	-	Banestan	Alizadeh, Zahra (Ms.)	Rural development group member
	“	-	“	Dehghani, Masomeh (Ms.)	“
	“	-	“	Dehestni, Soghra (Ms.)	“
	“	-	“	Mehri, Zahra (Ms.)	“
	“	-	“	Dehestni, Masomeh (Ms.)	“
	“	-	“	Fotohi, Ahmad	“
	“	-	“	Zaraf, Alireza	An entrepreneur
	“	-	“	Alizadeh, Abbas	CBO member
	“	-	“	Bagheri, Ramezan	“
	“	-	“	Bagheri, Akbar	“
16.09.017	“	-	Kamkoeeyeh	Tavakkoli, Mehdi	
	“	-	“	Tavakoli, Moslem	
	“	-	“	Tavakkoli, Ahmad	
16.09.017	“	Bafgh	-	Zadehrahmani	County governor
	“	“	-	Karimi, Kamal	Natural resources office
	“	“	-	Tashakkori	County governorship expert
	“	-	Dehasgar	Rahimzadeh, Fatemeh	Group head of CBO
	“	-	“	Moazenin, Mohammad	Accounting group of CBO
	“	-	“	Teimori, Hadi	CBO member
	“	-	“	Karimi, Mohammad javad	MENARID facilitator
	“	-	“	Motamednia, Mahbobeh	MENARID facilitator
17.09.017	“	-	DehJamal	Khanizadeh, Fatemeh (Ms.)	CBO
	“	-	“	Khanizadeh, Soghra (Ms.)	
	“	-	“	Mohammadkhani, Hajimohammad	
	“	-	“	Mirzaee, Robabe	
	“	-	“	Marashi, Iran	
	“	-	“	Dehghan, Masoud	
	“	-	“	Khanizadeh, Hajali	
	“	-	“	Khanizadeh, Akbar	
	“	-	“	Asgari, Mazieh	
18.0.017	“	Yazd	-	Akhondi, Mohammadreza	Head of natural resources office
	“	“	-	Bagheri, Reza	Deputy of natural resources office and MENARID

Date	Province/County	City	Village	Name	Position
					manager
	"	"	-	Mirshamsi, Hedayat	Technical deputy of natural resources office
	"	"	-	Majidnia, Abolghasem	Basin department of natural resources office
	"	"	-	Fazelpoor, Mohammadreza	Basin department of natural resources office
	"	"	-	Ahmadi, Mohammadreza	Range department of natural resources office
	"	"	-	Rasaee, Reza	Range department of natural resources office
	"	"	-	Karimi, Alireza	IWM expert
				Vesali, Seyyedali	natural resources office
18.09.017	"	"	-	Dehghanzadeh, Majid	Deputy of Management and Planning Org.(MPO)
	"	"	-	Hoseini, Zahra(Ms.)	Agricultural expert (MPO)
	"	"	-	Bousheri, Zahra (Ms.)	Statistical expert(MPO)
	"	"	-	Fakhreddini, Mohammadhamid	Statistical deputy (MPO)
18.09.017	"	"	-	Hejazi, Mehdi	Center of Agricultural Research
	"	"	-	Vazifeshenas, Mohammadreza	"
	"	"	-	Jafari, Ali	"
	"	"	-	Zare, Mohammad Taghi	"
	"	"	-	Esmacelzadeh, Alireza	"
	"	"	-	Barkhordari, Jalal	"
		-	Karim Abad	Valizadeh, Fateme	
		-	"	Janaee, Fahime	
		-	"	Azar Aeen, Zahra	
		-	"	Janaee, Masomeh	
		-	"	Poorrezaee, Esmat	
		-	"	Janaee, Fati	
		-	"	Aboee, Mohammadali	
		-	"	Janaee, Saeed	
18.09.017	"	"	-	Sajjadipoor, seydjamal	Head of Agricultural office
	"	"	-	Ghochani, Mina (Ms.)	"
	"	"	-	Khatamizadeh, Mohammali	"
	"	"	-	Shatranji, Mohammad mehdi	"
	"	"	-	Seid Hoseini	Deputy of provincial governor
	Yazd	"	-	?????	Manager of rural development office
	"	"	-	Sodaezadeh, Hamid	Yazd University
	"	"	-	Mosleh, Asghar	"
	"	"	-	Azimzadeh, Hamidreza	"
	"	"	-	Elmi, Mohammadreza	"
	"	"	-	Kiani, Bahman	"
	"	"	-	Talebi, Ali	"
	"	"	-	Sotoodeh, Ahad	"
19.09.017	Kermanshah	"	-	Sheikhveisi, Morad	Head of natural resources office
	"	"	-	Olfat Miri, Hamidreza	Deputy "
	"	"	-	Darabi, Aliakbar	Deputy "
	"	"	-	Granvandi, Yousef	Local MENARID expert
	"	"	-	Zoghi, Reza	Local facilitator
19.09.017	"	"	-	Eliasi, Mohammad	Head of MPO
		"	-	Mehrab Poor	MPO
		"	-	Nik Kerdar	Deputy of Provincial Governorship
	"	"	-	Ghobadi, Ali	Deputy of County Governor
	"	"	-	Ranjbar, Reza	County governor
	"	"	-	Akbarpoor, Sasan	Previous district governor

Date	Province/County	City	Village	Name	Position
		“	-	PoorAzar	Expert
19.09.017		-	Zameleh	Dashti, Yousef	CBO member
		-	“	Mohammadi, Shahsavar	CBO member
		-	“	Sheikhi, Borhan	CBO member
		-	“	Navpadegani, Mohammadreza	CBO member
		-	“	Asadi, Afshar	CBO member
		-	“	Asadi, Ahad	CBO member
		-	“	Mohammadi, Pakzad	CBO member
20.09.017		-	Sarab Shah-hosein	Mosavi, Ali	Village authority
		-	“	Mosavi, Seyd Anbia	Rural council member
		-	“	Mosavi, Seyd Mojtaba	Rural council member
		-	“	Azizi	Farmer
21.09.017		-	Razin	Ghiasi, Akbar	Accountant of rural plan and development group
		-	“	Salimi, Aliakbar	Rural council member
		-	“	Fazeli, Hosein	CBO member
		-	“	Mohammadi, Roghiyeh	Women’s rural plan and development group
		-	“	Moammer, Vida	“
		-	“	Heidari, Shahrband	“
		-	“	Sarhaddy, Sabrieh	“
		-	“	Janani, Foziyeh	“
23.09.017	Northern Khorasan	Bojnord	-	Vahid	Head of natural resource office
	“	“	-	Akbarpoor	Natural resource office
	“	“	-	Famaraz, Mohammad	“
	“	“	-	Ansari	“
	“	“	-	Nezamdoost	“
	“	“	-	Sefidgaran	“
	“	“	-	Omrani	“
	“	“	-	Rahmati, Saeed	“
	“	“	-	Rezanejad, Alireza	“
	“	“	-	Nazari, Leila	MENARID facilitator
	“	“	-	Arefkhane, Salman	MENARID facilitator
	“	“	-	Behzadfar, Morteza	MENAIID provincial management; Management and Planning Organization
	“	“	-	Poor-Eisa	Head of Management and Planning Organization
	“	“	-	Rezace, Masomeh	Management and Planning Organization
	“	“	-	AAleee, Ehsan	Management and Planning Organization
				Fallahi, Mehrdad	Mane and Samalghan county office
				Rezanejad, Alireza	Natural resources expert
				Ghadimi, Asghar	Mane and Samalghan county office
	“	-	Ghatalish		
	“	-	“		
	“	-	“		
	“	-	“		
	“	-	“		
	“	-	“		
	“	-	“		
	“	-	“		
	“	-	“		
	“	-	“		
24.09.019			Barbarghaleh	Jahani, Mohammadreza	
			“	Delroba, Hosein ali	
			“	Safari, Mohammad	



## Annex IV: Summary Evaluation of Project Achievements by Objectives and Outcomes

The Project logframe in the Project Document was revised in the Inception Report. The present evaluation matrix uses the version contained in the Inception Report and also used by the MTR.

### KEY:

**GREEN** = Indicators show achievement successful at the end of the Project.

**YELLOW** = Indicators show achievement nearly successful at the end of the Project.

**RED** = Indicators not achieved at the end of Project.

HATCHED COLOUR = estimate; situation either unclear or indicator inadequate to make a firm assessment against.

**Project Objective:** To remove barriers to Integrate 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.

	Description of Indicator	Baseline Level	Target level at end of project	Status at the time of Terminal Evaluation (September 2017)	Rating
	Hectares of land where climate-resilient, INRM is demonstrated for further replication in other areas	0 hectares	40,000 hectares of land where MENARID approach is demonstrated through cross-sectoral mechanism	Implementation of INRM through MENARID approach piloted in 40,000 Hectares of its pilot sites. By the time of TE mission, on request from township governors and parliament members three new township in Yazd (Mehriz, Bafgh, Khatam townships) replication of MENARID activities is done in 150,000ha. Replication of MENARID lessons initiated since middle of 2015 in 160,000ha area in North Khorasan Province-Shirin dareh basin and in	HS

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				100,000ha in Chaharmahal va bakhtiari one of seven provinces in Karoon river basin - Housein abad, Nafch, Monajeh bideleh, Dorahan Solegan basins. Also in Yazd province, two new village – Deh Asgar and Deh Jamal were selected for replication by project provincial Planning and Monitoring Committee.	
	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	4000 hectares at 4 demonstration sites under SLM	SLM activities covered 8998 hectares. By TE mission, additional intervention (5139 ha) including: optimization of cultivation pattern, Hydroponic cultivation, wheat breeding, Sustainable agriculture, Rangeland Management, Qanat rehabilitation, Saffron cultivation projects were completed. Sites were under regular monitoring by technical committees. New SLM and livelihood activities included The SLM new projects are; Saffron Cultivation, Cultivation of Chicory herb, Cultivation of Capparis, Restoration and repair of Tangol Qanat, Establishment of Watershed Management Park, Crop	HS

				breeding of rain-fed	
	Enhanced carbon sequestration in soil and vegetation across landscape in project demonstration sites	Baseline to be measured in Y1	60,000 tons increase of total system carbon at 4 demonstration sites	In 4 project sites of MENARID a total of 61209 tons carbon sequestered through conservation activities of the project. Besides planned target, additional 12100 tons of carbon sequestered in new areas through watershed management activities in Kermanshah (563 hectares seedling plantation, grazing management in 1723 hectares, prevention of vegetation and soil through biological restoration in 42 hectares. Similarly, installation of 30 solar water heater in Sistan and Baluchistan and 60 solar water heater in Boland village of Yazd contributed in reducing 33tons and 66tons carbon emission reduction in these two areas respectively.	HS
	Enhanced resilience to climate change at demonstration site due to adaptation and mitigation measures (e.g. resistant varieties, vegetative buffers, and wind erosion control)*  No. of project participants (women and	0 Ha  Total: 3039 (active population in project pilot sites)	At least four types of resilience-enhancing measures employed in 10,000 hec at 4 demonstration sites	Five resilience enhancing measures were employed in targeted area of the project sites. Project recruited international climate change consultant to assess project resilience-enhancing practices. Draft report	HS

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	men) in demonstration sites who are vulnerable to either LD, CC, IW and BD loss as measured through membership to community groups*		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.)	submitted and is in the process of finalizing and he held workshops in all project pilot provinces and 3days workshop for project team members from central office and provincial offices to share findings and to validate the findings. More than 50% of vulnerable resident population involved in project activities. Total of 2790people involved in MENARID active local groups.	
	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	4 projects on IWRM in 12 villages at demonstration sites to lead towards WUE Strategy	Total of 19 projects has been completed on integrated water management (IWM). Besides two new participatory water management projects were initiated in North-Khorasan and Qanat rehabilitation in Yazd.	HS
<b>Outcome 1:</b>					
	<b>Description of Indicator</b>	<b>Baseline Level</b>	<b>Target level at end of project</b>	<b>Cumulative progress since project start</b>	
	The project includes gender analysis of drivers of land-use change causing	None	Gender analysis report in	A report on Gender analysis of MENARID intervention has	HS

	land, ecosystem and water degradation, and measures to identify and address women's specific needs and contributions in INRM.		demonstration sites	been prepared. Training workshop on gender analysis held at national and provincial levels.	
	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	System developed and verified on drought early warning system; PGIS/GIS techniques applied on gender sensitive monitoring and information system.	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 was established, tested and presented to FRWO technical department. Indorsement from FRWO is awaited.	S
	Number of engendered NRM 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.	Target achieved and the process of project best practice documentation is ongoing.	S
	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 comprehensive, integrated assessments of market based, non-monetary and trade-off in ecosystem services.	Four comprehensive assessments of monetary and non-monetary trade off costs of ecosystem services degradation is prepared	HS

Outcome 2:					
	Description of Indicator	Baseline Level	Target level at end of project	Cumulative progress since project start	
	Number of institutional mechanisms on natural resource planning and coordination working cross-sectoral at national, provincial and local levels	National: 1 *  Provincial: 4 *  Local: 0  * see R&A col.	National: 2 active  Provincial: 4 active  Local: 4 active	Project established and maintained the cross-sector mechanisms at National: 2 (Project Board, GEF projects network); Provincial: 16 active (Technical and Monitoring and Planning committees at each 8 project sites) Sub-provincial: 11 (Watershed management committee one at each project sites including replicated provinces) Local: 12 at village level	HS
	Cross-sectoral mechanism for INRM established at national level to link SLM and IWRM planning processes	None	One	This indicator removed by MTE	
	Government agencies and representatives of community organizations are systematically engaged in dialogue on INRM	None	One institutional mechanism is established at each province including representative from communities, government and other stakeholders	Institutional mechanism is established at each province including representative from communities, government and other stakeholders	HS

	Community organizations, including those representing marginalized, established to contribute actively to planning, implementation and management processes for INRM.	None	37 active groups of women and men are established	185 local groups of women and men were established and were actively involved in INRM sub-project management.	HS
	Women are consulted in policy-making processes so that their knowledge and interests are reflected in INRM.	None	One consultation mechanism is established	Women are involved in policy-making processes via 3 consultation mechanisms that established by project (project board, monitoring and planning committee and watershed management committee) and also there were 185 women local groups in project pilots sites that follow ups their needs INRM activities.	HS
	Number of policies on approaches and practices involving INRM arising from activities at the project demonstration sites	None	At least three strategy documents (one per demonstration site)	Finalized strategy plan for Yazd, Kermanshah, North Khorasan, Sistan & Baluchistan and Chaharmahal Bakhtiari provinces. Based on the learning from the MENARID project, FRWO amended its Watershed Management guidelines to incorporate participatory integrated watershed Management approaches.  International INRM consultant was recruited for comparative	HS



				study of outcomes of MENARID INRM intervention in comparison to international projects/practices. The report is submitted.	
	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 20	Originating from: National: 100 Local/prov: 50 each others 20	Requests were received from national as well as International sector. ICARDA, Atlantic Council among the international and more than 300 requests and access (to webpage) events for information from national 40 organizations including 11 NGOs, 5 Iranian International environmental projects, Barij Essene company for medical plant, Kafshdoozak Company for organic food, Watershed management Society of Iran, MOE, Tehran University, Sharif University, FRWO, SCMRI, Judicial system of Iran, Ministry of Urban Development Affairs & Housing, Research vice president of standard organization, National Headquarters for Sustainable Urban Renewal Streaming Committee, Rural Development and Deprived Areas Centre think tank,	HS

				<p>Agriculture and Natural Resource research center of ministry of Jihad-e-Agriculture, National Mega project on IWM, Ministry of Interior, Omid Entrepreneurship Fund, Imam Khomeini Charity, Basij Organization of engineering, Hekmat Foundation, Department of Environment, Ministry of Foreign Affair, Avaye-Tabiat Paydar institute, Asam Mottahed-Rangin (cooperative company on improving livelihood) .</p> <p>Similarly, 500 requests and access (to webpage) events took place at the Provincial level for information from Yasouj University, Zahedan University, Zabol University, Kermanshah University, Yazd University, Semnan University, 20 different governmental organizations of 14 provinces made request for MENARID knowledge sharing and replication.</p> <ul style="list-style-type: none"> <li>• Request was also received from 20 PhD candidates to work on MENARID model</li> </ul>	
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				and interventions.	
<b>Outcome 3:</b>					
	<b>Description of Indicator</b>	<b>Baseline Level</b>	<b>Target level at end of project</b>	<b>Cumulative progress since project start</b>	
	Increase in global environmental benefits with co-benefits for local development in demonstration sites	Baseline measured in Y1	<p>a. 73,000 tons of carbon, valuing USD416,000 (@US5.7 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</p>	<p>a. the project has contributed to climate change mitigation through sequestering 61593 tons of carbon</p> <p>b. Implementation of all four established PES project completed; Yazd; the monitoring and evaluation of the project's vegetation cover has been done by research institute of natural resource management, Kermanshah; the monitoring and evaluation of the project's carbon sequestration has been done by research institute of natural resource management, Sistan and Bluchestan; the monitoring and evaluation of the project's soil erosion reduction is under the assessment of natural resource office of evaluation. Hablehroud; the monitoring and evaluation of the project's water rehabilitation is under</p>	HS

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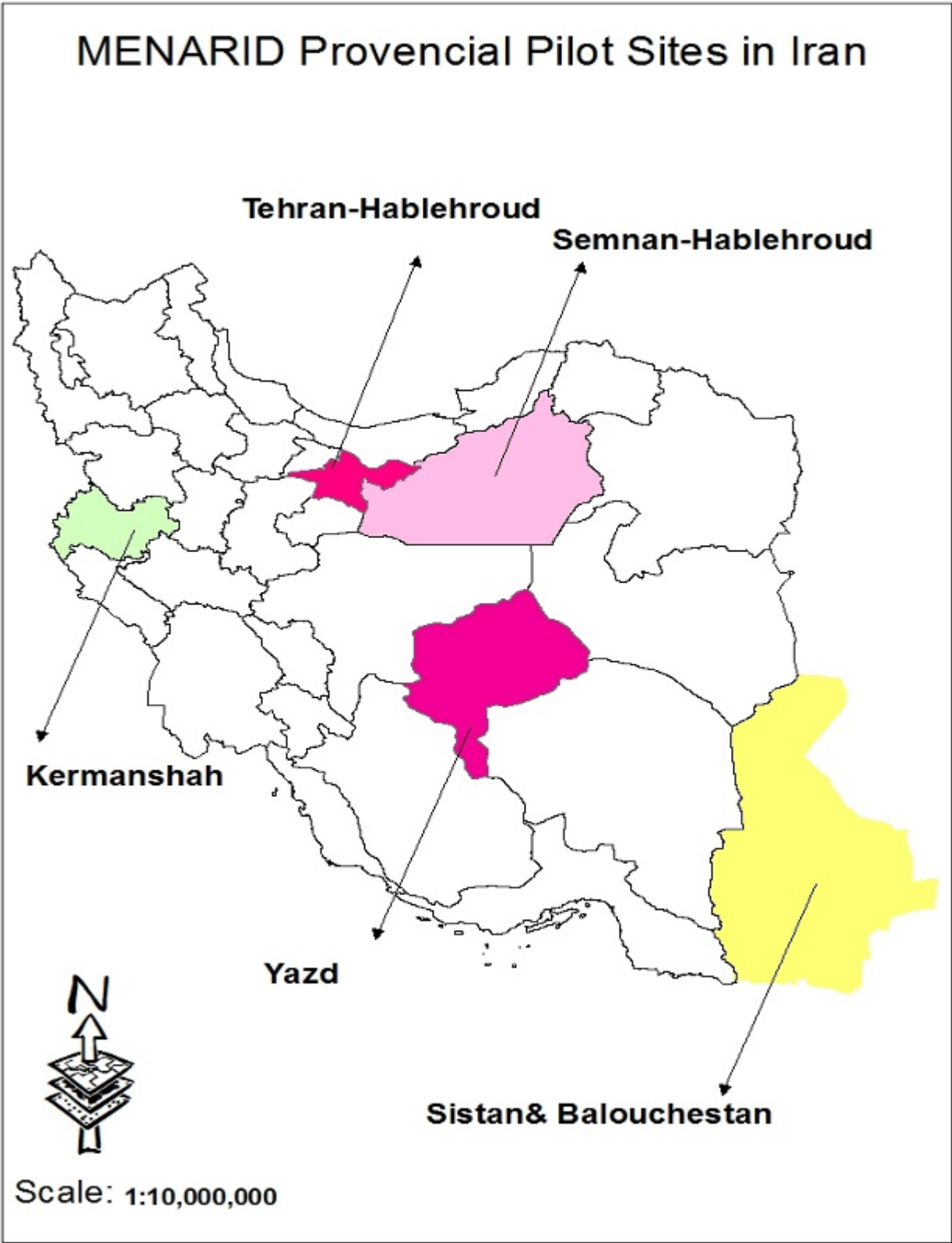
			rehabilitated and delivering 30% increased water use efficiency  d. 4 sub projects at demonstration site for improving resilience to climate change forest and rangelands cover in project area increased by 10%	the assessment of hablehroud experts.  c. 6 projects on integrated water resource management were done;  d. 3 new range-land management and one forestry were completed in Kermanshah(1082 ha), North-khorasan (4000 ha) and Chahar mahal provinces(770 ha)	
	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	8 innovations at demonstration sites	8 innovations including: "breeding livestock", Solar Passive greenhouse", Rain harvesting for rural watershed areas, Optimization of cultivation pattern with medical plants, Solar driers, Integrated participatory Crop Management, Participatory Mapping, 4 PES projects were completed.	HS
	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 and Water Use Efficiency Strategies in place. Technical, management, participatory and	One national IWM strategy in line with IWRM strategies established at national level. Two Water Use Efficiency Strategies were prepared through participation of local	HS

		IWRM approaches in place	advocacy lessons from demonstration sites developed into presentation packages with best practices mainstreamed into national and regional approaches by end of project	communities, water agency, Jihad-agriculture, natural resource organization and project technical experts in Tehran province. Based on these strategies an organization named Ab Baran is established with farmers from water management as members to implement the strategies.	
		Water Use Efficiency is poorly understood and often not considered in water management decisions			
	Number of PES schemes established (or firmly planned) that bring benefits for local livelihoods through INRM	None	Four	Project achieved this indicator by implementing 4 PES schemes	HS
	Measures are in place, including affirmative action, to increase access by women-led businesses and women's organizations to finance for INRM.	None	Four	Totally 185 women-led businesses being developed. These groups could create 501 jobs for women including new jobs like bee keeping, handicrafts, Native poultry, Carpet waiving, waiving cloth.	HS
	Climate change and mitigation policies and programmes are developed that reflect women's concerns and interests, and are monitored for their impact on women's lives so that equality of	None	Four	A comparative study of MENARID intervention and other international practices in the world was conducted. Also project conducted gender analysis and prepared	HS

	outcome is achieved.			recommendations on various aspects of gender.	
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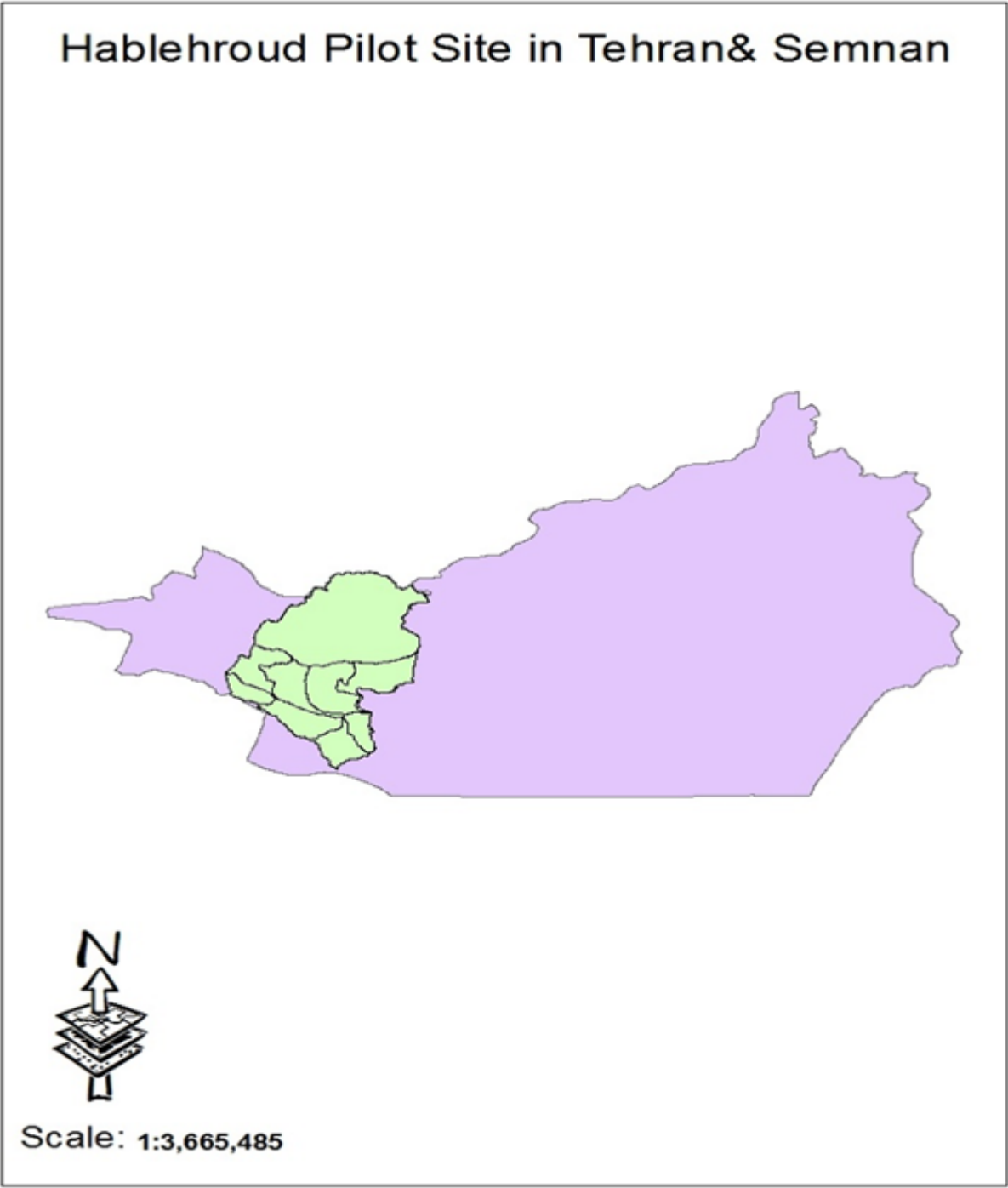
**Annex V: Map of Iran showing Project Sites**

**Figure 1: Map of Iran showing Project Pilot Provinces**

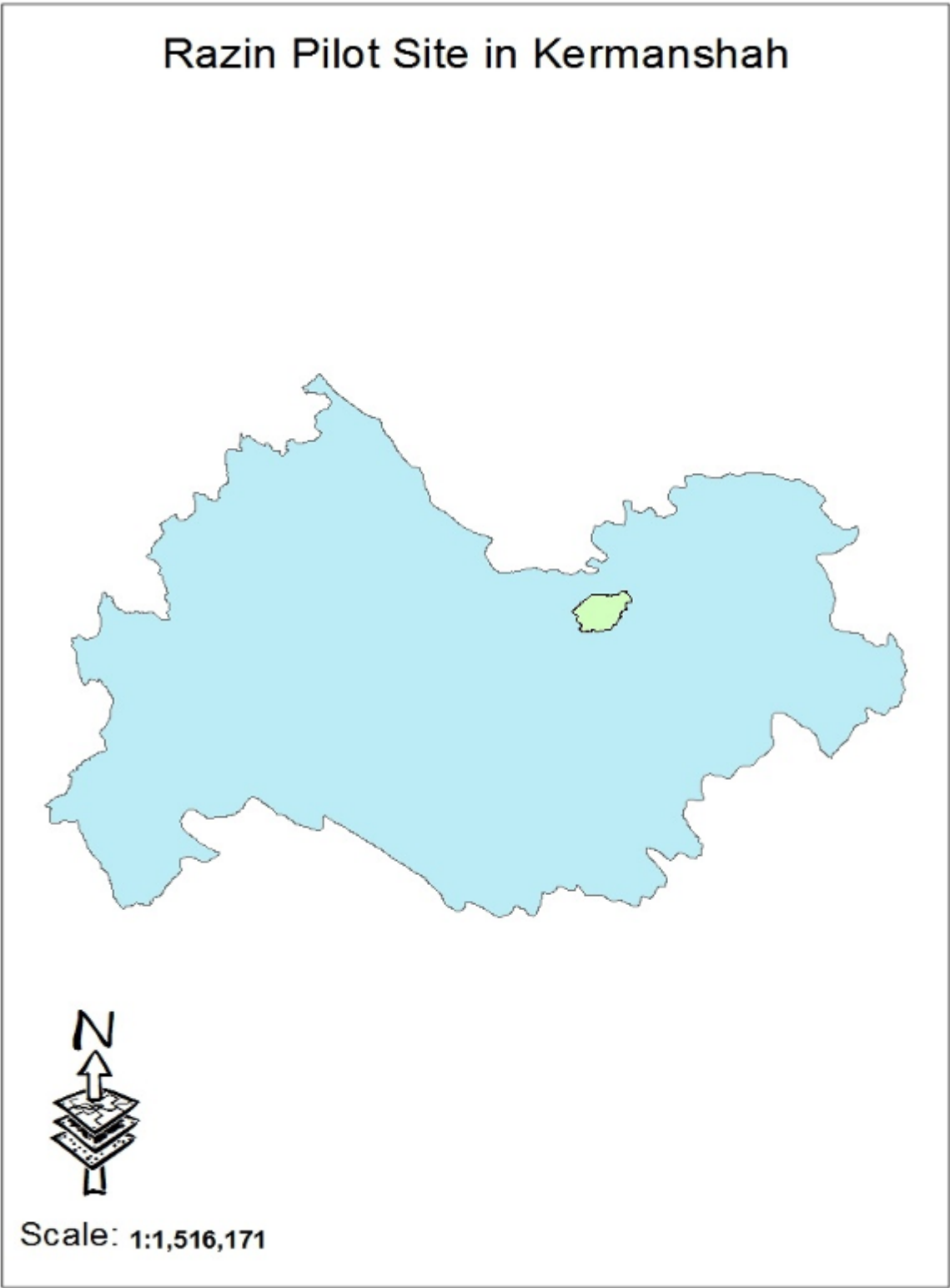




**Figure 1: Land Use Map of Semnan and Tehran Province**



**Figure 2. Land Use Map of Kermanshah Province**



**Figure 3. Land Use Map of Yazd Province**

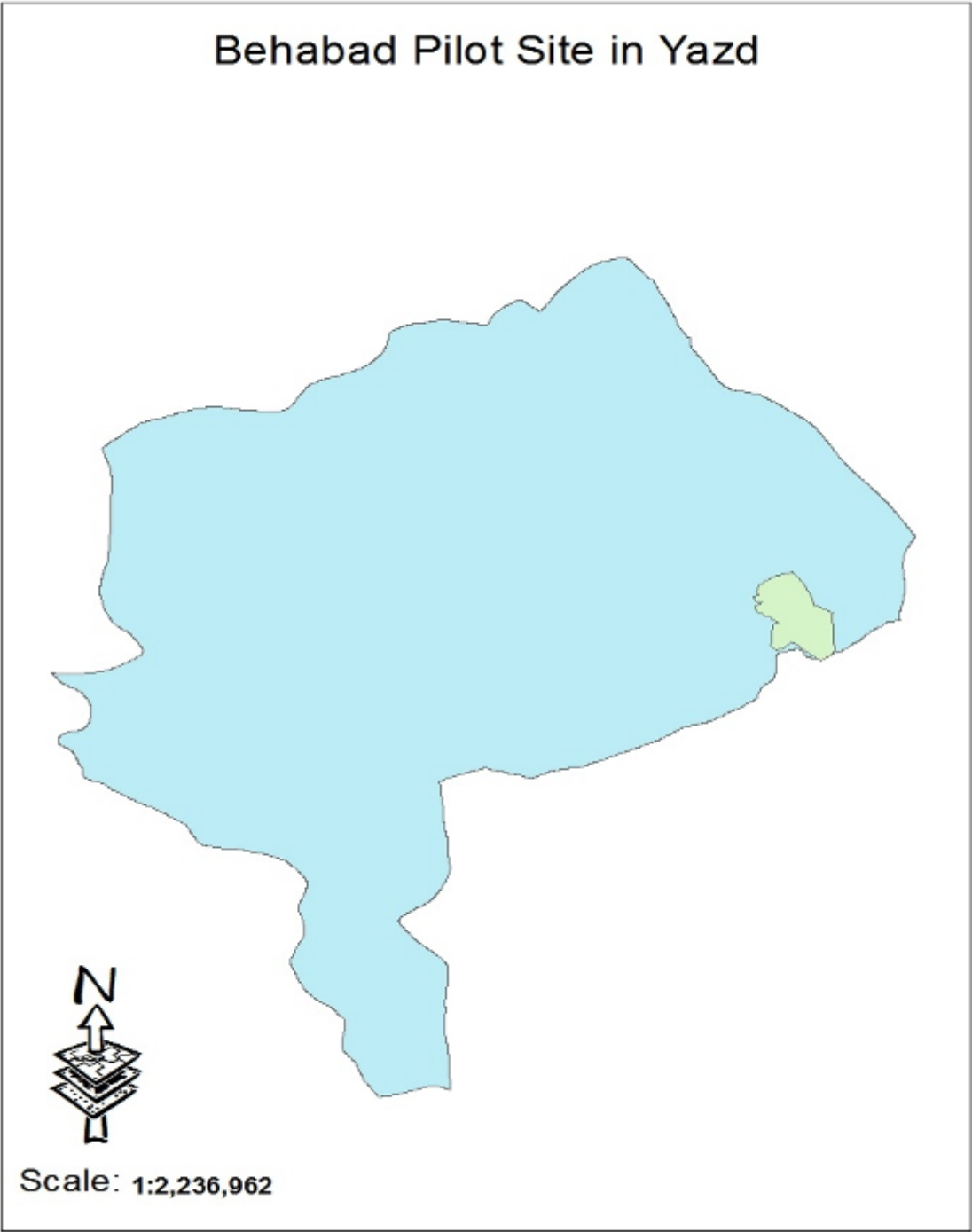
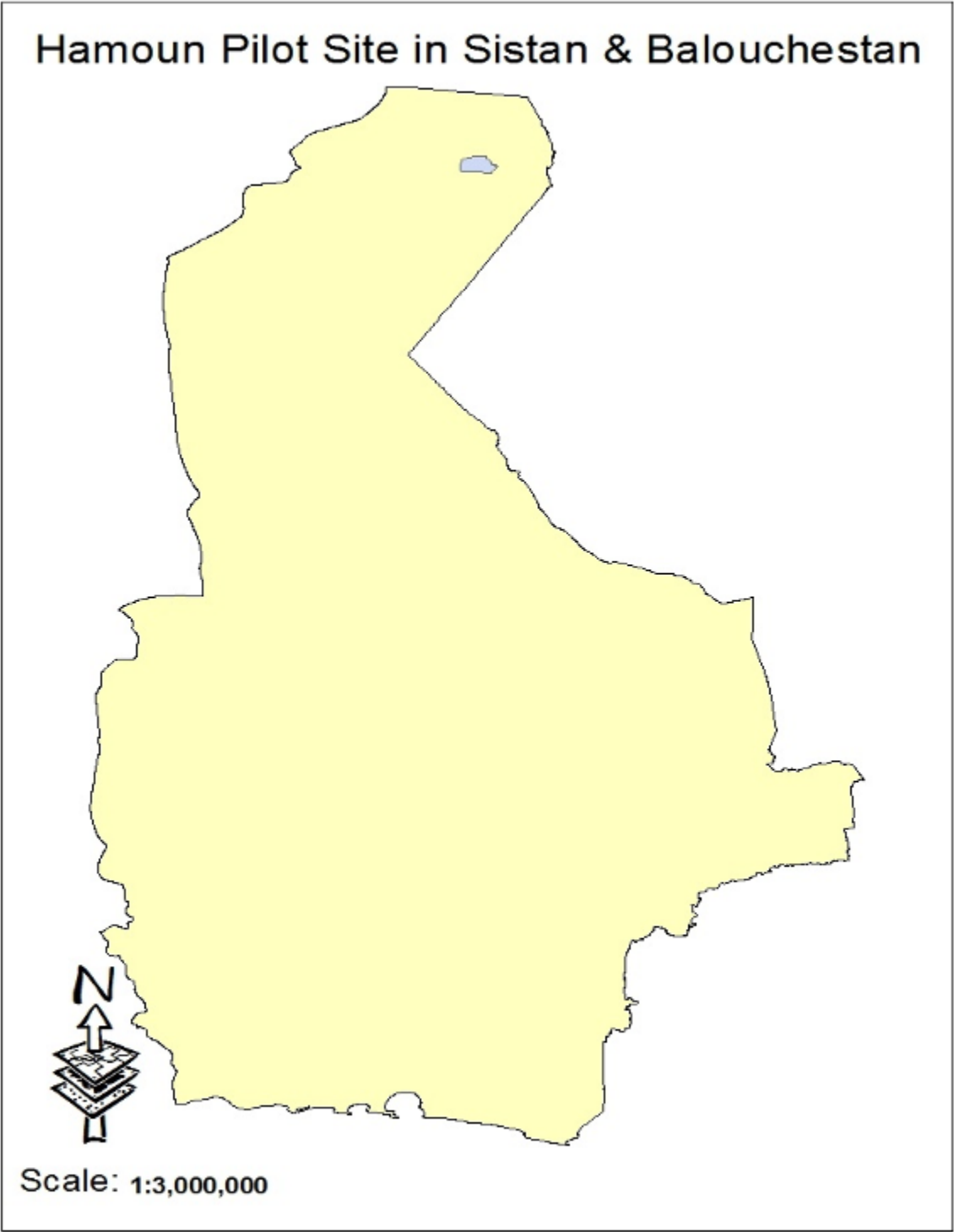


Figure 4. Map of Baluchistan Province



## Annex VI: Revised Table of Project Indicators

Project Strategy	Objectively verifiable indicators							
Goal	“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. .							
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			
<b>Project Objective:</b>  <b>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</b>	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	MENARID approach is being demonstrated in 40000 ha of land  5 provinces made request to replicate the MENARID approach  Project approach to be replicated in 14 township at provincial level in Kermanshah	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	MENARID: 0 ha SMLWR: 8 village: 50000 ha (Phase I)	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	Total: 1867 ha  Sistan: 33 ha Yazd: 218 ha Kermanshah: 1416 ha  SMLWR: 200 ha (phase II)	Field surveys; Project monitoring reports
	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

Project Strategy	Objectively verifiable indicators							
Goal	“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. .							
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 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	
	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

Project Strategy	Objectively verifiable indicators							
Goal	“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. .							
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			
	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
<b>Outcome 1:</b>  <b>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</b>	The project includes gender analysis of drivers of land-use change causing land, ecosystem and water degradation, and measures to identify and address women’s specific needs and contributions in INRM.	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



Project Strategy	Objectively verifiable indicators							
Goal	“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. .							
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			
local livelihoods	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

Project Strategy	Objectively verifiable indicators							
Goal	“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. .							
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
<b>Outcome 2</b>  <b>An enabling environment for INRM and the use of the enhanced knowledge from Component 1</b>	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

Project Strategy	Objectively verifiable indicators							
Goal	“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. .							
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			
	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 medicinal plants, biodiversity conservation, vermi-composting)	Project mid-term and final evaluation
	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	Project mid-term and final evaluation

Project Strategy	Objectively verifiable indicators							
Goal	“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. .							
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			
							men and 216 women	
	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)	
	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

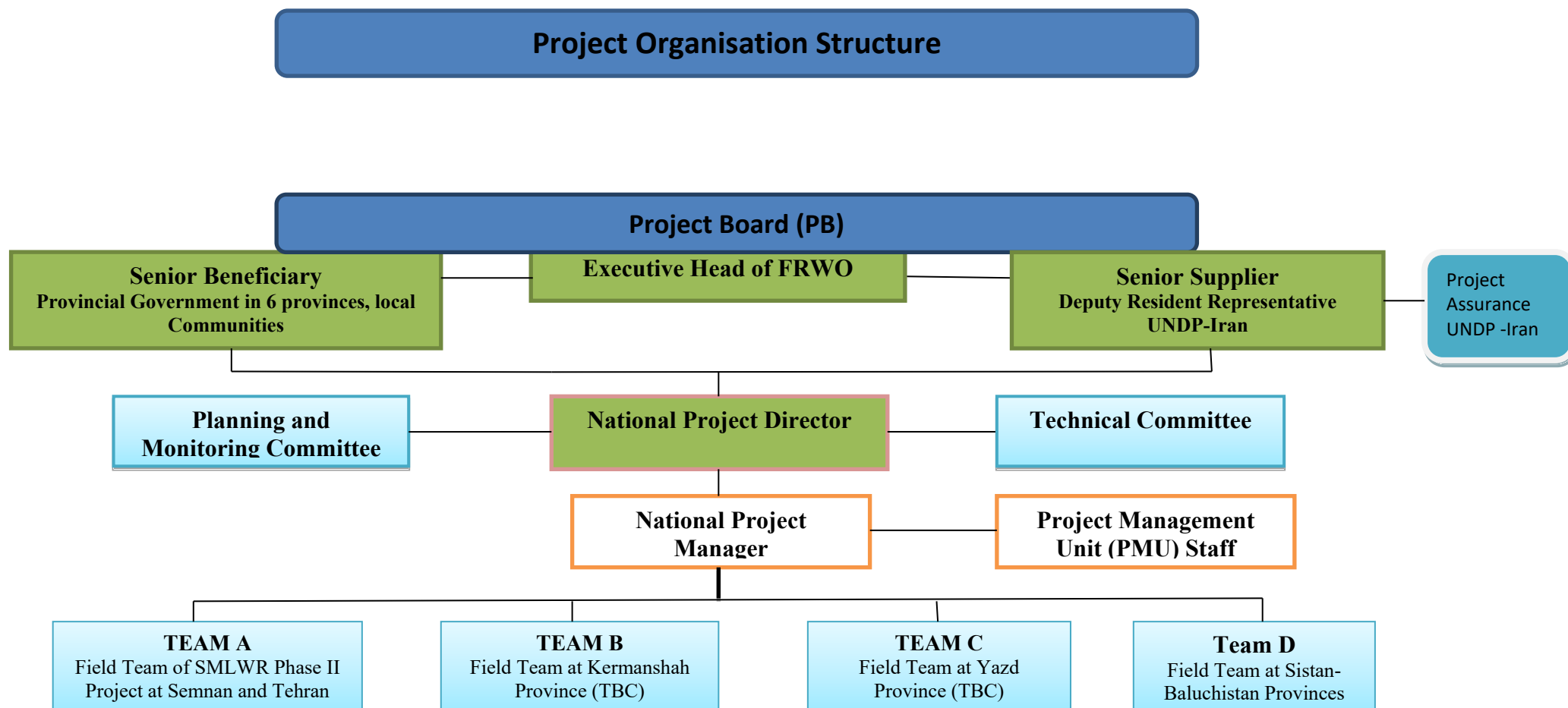
Project Strategy	Objectively verifiable indicators							
Goal	“To promote climate-resilient and gender sensitive integrated management of renewable natural resources, providing global environment benefits for the four GEF focal areas (Land Degradation, Climate Change, International Waters and Biodiversity), while maintaining the capacity of ecosystems to deliver the goods and services needed to support local livelihoods. .							
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
<b>Outcome 3</b>  <b>Community-driven, climate-resilient approaches and techniques for sustainable land and water management demonstrated through INRM practices</b>	Increase in global environmental benefits with co-benefits for local development in demonstration sites	Baseline measured in Y1	None in selected sites	<b>a.</b> 180,000 tones increase in total system carbon <b>b.</b> irrigation area of 4000 hectares rehabilitated and delivering 30% increased water use efficiency <b>c.</b> rain fed agriculture area of 4000 hectares has water and/or wind erosion rates reduced by 20% <b>d.</b> forest land cover in project area increased by 10% <b>e.</b> 20% decrease of sediment into	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 b. Two (2) PES mechanisms support conservation and promote biodiversity-friendly alternative livelihoods at demonstration sites c. 4 sub projects at demonstration sites for rehabilitation of irrigation and rain fed	More realistic figure used	e- Increased CS: 12000 tons 1000 tons reduced C from Solar water heaters (=\$74100) f- One biodiversity-friendly mechanism in Yazd g- Check dam construction Zamele: 216 ha Water transfer by piping (kamkooye& Karim-Abad): 86 ha h- 3 Rangeland management	a) Carbon – GEF CBP tracking tool farmer estimates d) Forest land cover – NDVI remote sensing

Project Strategy	Objectively verifiable indicators							
Goal	“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. .							
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			
				reservoirs and rivers	areas of 4000 hectares rehabilitated and delivering 30% increased water use efficiency d. 4 sub projects at demonstration site for improving resilience to climate change forest and rangelands cover in project area increased by 10%		cases in Kermanshah, Yazd & SMLWR	
	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
	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)	None	None	Four	Four (including two on biodiversity)	No change, made more exclusive	2 PES (Rangeland management in Yazd and Desertification	Project final evaluation

Project Strategy	Objectively verifiable indicators							
Goal	“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. .							
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			
	that bring benefits for local livelihoods through INRM						Combat in Zabol)	
	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 medicinal plants.	Project final evaluation
	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



## Annex VII: Organizational Structure of Project



## **Annex VIII: Field Visit Summary**

Field study mission started from 8<sup>th</sup> of September 2017. On 9<sup>th</sup> and 10<sup>th</sup> both consultants had consultation meetings and preparation for meetings with stakeholders and field mission. On 10<sup>th</sup> September consultants had briefing meeting with the Assistant Resident Representative Mr Ali, UNPD where background and overall project process and development was briefed. International consultant also had security briefing at UNDP office. Same day consultants had Inception meeting with project manager and his team at Project Implementation Unit office housed in MOJA. On 11<sup>th</sup> September both consultants visited Hableh-Roud watershed areas of Tehran and Semnan Provinces and interacted with local communities and relevant government agencies. On 12<sup>th</sup> and 13<sup>th</sup> September field visits to and meetings/interactions with key stakeholders continued. In the evening of 13<sup>th</sup> Consultants returned Tehran and on 14<sup>th</sup> and 15<sup>th</sup> did desk review and preparation of TE report. In the evening of 15<sup>th</sup> flew to Yazd province. From 16<sup>th</sup> to 18<sup>th</sup> had meeting with key stakeholders and also visited activities sites for first-hand information. In the evening of 18<sup>th</sup> flew to Tehran and in the morning of 19<sup>th</sup> flew to Kermanshah Province. From 19<sup>th</sup> to 21<sup>st</sup> September visited project sites and also had meeting and interaction with key stakeholders. By evening flight of 21<sup>st</sup> returned to Tehran and on 22<sup>nd</sup> reviewed documents and by evening flight flew to Mashhad and from there drove to Boinoured. On 23 and 24<sup>th</sup> visited project sites and had meeting with key stakeholders of north-Khorasan province and by night flight of 24<sup>th</sup> returned Tehran. From 25<sup>th</sup> to 26<sup>th</sup> worked on TE report and on 27<sup>th</sup> had debriefing meeting with NPD, NPM, MENARID team and UNDP head of program at FRWO where consultants shared initial findings.

## **Annex IX: Project Deliverables**

- Pen with MENARID Logo (7000 pcs)
- Card holder with MENARID logo (400pcs)
- Notebooks with MENARID logo (4500pcs)
- Hat with MENARID logo (2800 pcs)
- Fabric handbag with MENARID logo (2000 pcs)
- Official A4 papers with MENARID logo (4000 pcs)
- MENARID implementation posters (100 pcs)
- MENARID implementation postcards (100 pcs)
- Business card for project managers and experts (4200 pcs)
- Flag with Project Logo (21 pcs)
- Designing paper folder with MENARID logo (3000 pcs)
- A4 Envelope (1000 pcs)
- A5 Envelope (1000 pcs)
- CD with MENARID logo (3000 pcs)
- DVD with MENARID logo (3000 pcs)
- Designed calendar with MENARID logo (1000 pcs)
- School schedule Table (2000 pcs)
- 8GB flash drive (600 pcs)
- Stand posters with MENARID info (10 pcs)
- MENARID Project Brochure (Persian-English) (3000 pcs)
- PES brochure (1000 pcs)

### **List of MENARID measures in public relation**

- Introductory CD of MENARID Project
- Introductory Brochure MENARID Project
- The Brochure of World Day to Combat Desertification and Drought
- Natural Resources Day Short Documentary Film
- Action Newsletter of MENARID Project
- Film and Photo Collection (Documentation of Activities in Razin Site in Kermanshah Province)
- Production of a Documentary Film on Participatory Management Workshop in Zabol and Zahedan
- Publication of A Book for Sharing International Innovative Experiences - Experiences on Capacity Enhancement for Sustainable Development
- Documentation (Film and Photo) - Sistan and Baluchestan
- Performance Report - Yazd Province
- Performance Report - Kermanshah Province
- Performance Report - Sistan and Baluchestan Province
- Establishment and Maintenance of Promotional Livelihood Series
- Production and Broadcast of MENARID Project Documentary in IRIB 2
- Production of MENARID Actions Introductory Film
- Production of Documentary on Hamun Wetland Condition and Its Effects on People of the Region (Once Hamun)
- Preparation and Publication of MENARID Project Executive Field Features - Yazd
- Preparation and Publication of MENARID Project Executive Field Features - Kermanshah
- Preparation and Publication of MENARID Project Executive Field Features - Sistan and Baluchestan
- Advertising Items (Hat, Pen, USB, Bag, Notebook, Calendar, Poster, Postal Card)
- Attendance in International and National Fairs
- Publication of Land Use Book - Phase I
- Participation in the 1st Rural Empowerment Exhibition - National Sistan Day
- Running Environmental Campaign

- Presentation of MENARID Achievements in Chabahar Food Products Festival
- Video record on Meeting on MTE Results
- Video record on Meeting on Transferring Chinese Technics to Iran
- Video record on Project Performance - 2013
- Video record on The 5th Steering Committee Meeting of MENARID Project
- Video record on Project Performance - 2014
- Video record on Work Plan (2013) Review
- Video record on Training Workshop on “ NEX”
- Video record on 3rd Participatory M& E Workshop
- Video record on 4th Participatory M&E Workshop
- Video record on PES workshop
- Video record on 5th Participatory M&E Workshop
- Video record on Review on Desertification in the world
- Video record on 1st Participatory M& E Workshop
- Video record on 2nd Participatory M& E Workshop
- Video record on Project Performance in Yazd - 2013
- Video record on The Visit of NasrAbad Village Applicants from Beekeeping Video record on Projects
- Video record on Participatory Planning Workshop in Yazd
- Video record on Introduction to Rangeland Restoration Projects for People of Kamkouyieh
- Video record on Meeting of provincial executive committee members
- Video record on Training workshop on Beekeeping
- Video record on The Visit of Journalists from the MENARID Project Executive Fields of Yazd Province
- Video record on The Provincial Visit from Alborz and Mazandaran
- Video record on The Provincial Visit from Fars
- Video record on Beekeeping and Marjoram Cropping Livelihood Project
- Video record on Implementation of Agricultural Water Piping in Karim Abad with the Collaboration of Local Development Office
- Video record on Study on water and agriculture issues in Kamkouyieh (Land mapping in villages, Solar Panels establishment in Asfij, Study on qanats issues in Banestan, Vermi Compost workshop, NPM meeting from pilot sites & PGIS)
- Video record on The Visit of Solar Greenhouse Board of Experts of China from MENARID Pilot Villages of Yazd
- Video record on Training on Medicinal Plants in Vahdat Abad
- Video record on Training on Prevention of Medicinal Plants Degradation in Vahdat Abad and Kamkouyieh
- Video record on Training Workshop on Medicinal, Industrial and Rangeland Plants in Behabad Basin
- Video record on Training Workshop on Development Strategies and Key Cores in Behabad
- Video record on Training visit from South Khorasan by Local Community
- Video record on EE consultant visit from Behabad
- Video record on Visit of UNDP rep. from Behabad site.
- Video record on Meeting of Behabad authorities with NPM, Local community rep.s visit from Shabahang cooperative company, Murali exposure visit from Yazd pilot site, Opening local production exhibition.
- Video record on Consultative meeting for preparing Strategic Document in Natural Resources Office
- Video record on Exposure visit of Behabad Habitants from Kafi Abad and Kazab Villages
- Video record on Consultative meeting with Yazd NGOs on development and social activities
- Video record on MENARID Provincial Executive Committee Meeting
- Video record on Exposure visit of local development groups from Asfij from best practices of Khatam township
- Video record on Starting IPCM Workshop through MENARID
- Video record on Training Workshop on Grape Processing

- Video record on Exposure visit of Kamkouyieh Habitants from Kafi Abad and Kazab Villages
- Video record on Meeting of Kazab Jihad Agriculture Office Head with Asfij and Kamkouyieh local people
- Video record on MENARID team members meeting with Behabad County Governors on MENARID Goals
- Video record on Exposure visit from Abianeh
- Video record on Training workshop on Gardening
- Video record on Local people and authorities meeting on loan allocation for livelihood plans
- Video record on Exposure visit from Birjand's International Carbon Sequestration Project and the Seminar of MENARID County and Province Committees with the Chief Director and Deputies of Natural Resources Department of Mashhad
- Video record on Training course on cooking standardization
- Video record on Visit of vermi compost best practices in Behabad villages
- Photo stories of the project pilot sites - Bahabad
- Video record on PES Workshop- 2
- Video record on PGIS in Karim Abad
- Video record on Training Workshop on Vermi Compost Production in Kamkoyieh
- Video record on Visit from Extraction Best Practice in Dehe Bala
- Video record on Press Conference in Yazd
- Video record on The Visit of Yazd Tour Guides from MENARID Pilots
- Video record on Biological Participatory Project in Janat Basin by People of Kamkouyieh
- Video record on Behabad City Governor Meeting
- Video record on Capacity Building for Children Environmental Training
- Video record on Meeting of Behabad authorities with NPM, Local community rep.s visit from Shabahang cooperative company, Murali exposure visit from Yazd pilot site, Opening local production exhibition.
- Video record on The 8th MENARID project steering committee meeting - Yazd
- Video record on Pictures of Tourist Attraction of Bahabad County
- Video record on Study on water and agriculture issues in Kamkouyieh, Land mapping in villages, Solar Panels establishment in Asfij, Study on qanats issues in Banestan, Vermi Compost workshop, NPM meeting from pilot sites, PGIS
- Video record on Report from local people from pilot villages
- Video record on The Visit and Conversation of People and MENARID's Provincial Authorities regarding Fund Allocation and Livelihood Projects
- Video record on Razin Biodiversity Summer Photo Series
- Video record on Provincial M&E Meeting of Sustainable Agriculture Project in MENARID Sites by MoJA
- Video record on The 2nd technical Committee Meeting in Sistan and Baluchestan
- Video record on The 1st technical Committee Meeting in Sistan and Baluchestan
- Video record on Sustainable Agriculture Meeting of Baghak Village
- Video record on Visit and Meetings of SGP Group
- Video record on MTE Meeting with Participation of the Governor of Sistan and Baluchestan
- Video record on The 3rd technical Committee Meeting in Sistan and Baluchestan
- Video record on Vermi-compost Project Report - Sistan and Baluchestan
- Video record on Wetlands National Day
- Video record on Vermi-compost Workshop
- Video record on The 4th technical Committee Meeting in Sistan and Baluchestan
- Video record on The Visit of Governor from Hamun Site
- Video record on Workshop on Natural Resources Policies and Rules
- Video record on Meeting of the Director of Conservation of Iranian Wetlands Project with Hamun Wetland Working group
- Video record on SGP Experience Transfer Workshop
- Video record on Result-Based Management Workshop
- Video record on SGP Meeting with Sistan and Baluchestan Technical COmmittee
- Video record on Watershed Management Committee Meeting

- Video record on Mushroom Cultivation Workshop
- Video record on Environmental Walking Ceremony in Keikha Village
- Video record on Weaving Workshop in Sanchouli village
- Video record on The Visit of National Manager and Experts from Hamun Site
- Video record on Provincial Planning and Monitoring Committee in Sistan and Baluchestan
- Video record on Renewable Energy Congress
- Photo Series of Hamun and Bahabad Sites
- Video record on Implementation Process of Deh Boland Pool
- Video record on Workshop on Project Extension, Medical Plants Development and Dry Farming
- Video record on The Visit of Board of Experts of China from Razin Site - Common Meeting of Iranian and Chinese Experts in Kermanshah Governorate
- Video record on The Visit of FRWO Director from Kermanshah
- Photo Series of Razin Basin Villages - Introducing MENARID Project and Construction of Concreted-Split Rock Dams in Zameleh - Meeting of Murali and Awrangi with Kermanshah Authorities - The Visit of Murali From Kermanshah
- Video record on Common Meeting and Visit of Executers of the Project - A TV Documentary on Project Impelemntation Process - Photo Series of Razin Site
- Video record on Result-Based Management Workshop
- Video record on Exposure visit from Yazd and Shehr-e Kord
- Video record on Land Arrangement Ditch News Reflection in Provincial News
- Video record on Local Communities Visit from Best Practices of Foresting Projects in Ravansar
- Video record on The Report on Razin Students Visit of Ghasr Shirin
- Video record on The Report of the Visit from Ravansar Farmers Projects
- Video record on The Report of the Visit from Ilam Restoration Management Project

## **Annex X: List of References**

- Annual Work plan 2011
- Annual Work plan 2012
- Annual Work plan 2013
- Annual Work plan 2014
- Annual Work plan 2015
- Annual Work plan 2016
- Midway revised Work plan 2017
- GEF Concept and/or Proposal. Project Document Revised Final Version.
- Inception Report, Report of the Inception Phase and Inception Workshop 2011
- Umbrella MENARID Program Framework Document
- Mid-Term Review Report 2014
- Maps of project provinces
- PIR 2011
- PIR 2012
- PIR 2013
- PIR 2014
- PIR 2015
- PIR 2016
- PIR 2017
- Publications of the Project (listed above)



## Annex XI: Evaluation Questions

<u>Evaluation Criteria/Questions</u>	<u>Indicators</u>	<u>Sources</u>	<u>Methodology</u>
<b>Relevance:</b> How does the project related to the main objective of the GEF focal area, and to the environment and development priorities at the local, regional and national level?	<ul style="list-style-type: none"> <li>• Project objectives and activities related to objective of GEF focal area and priorities at national, local and regional level</li> <li>• Consistency and contribution to GEF focal area objectives and to national development strategies</li> <li>• Stakeholder views of project significance and potential impact related to the project objective</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents, report vs GEF document</li> <li>• Interview with authorities at different level</li> </ul>	<ul style="list-style-type: none"> <li>• Project report review in the light of GEF document</li> <li>• Interviews with relevant personnel</li> </ul>
<b>Effectiveness:</b> To what extent have the expected outcomes and objectives of the project been achieved?	<ul style="list-style-type: none"> <li>• Level of achievement of expected outcomes or objectives to date</li> <li>• Long term changes in management processes, practices and awareness that can be attributable to the project</li> <li>• Enhanced capacity of relevant institutions</li> <li>• Favourable policies and effective implementation of mitigation/adaptation activities</li> <li>• Participation of women in policy and program formulation</li> </ul>	<ul style="list-style-type: none"> <li>• Change in the ground situation observed.</li> <li>• Policy/strategy or program formulation activities include women and their issues incorporated.</li> <li>• Policies/strategies/ programs effectively implemented</li> <li>• Institutions strengthened</li> </ul>	<ul style="list-style-type: none"> <li>• Report with information on effective implementation of activities and strategies</li> <li>• Report on intuition setup</li> <li>• Interaction with the policy level people to ground level communities and field staffs.</li> <li>• Policy document review report.</li> <li>• Field verification of activities</li> </ul>
<b>Efficiency:</b> Was the project implemented efficiently in-line with international and national norms and standards?	<ul style="list-style-type: none"> <li>• Reasonableness of the costs relative to scale of outputs generated</li> <li>• Efficiencies in project delivery modalities Consistency and contribution to GEF focal area objectives and to national development strategies</li> <li>• Changes in project circumstances that may have affected the project relevance and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Financial statements</li> <li>• Project structure and function</li> <li>• Project document and annual reports</li> <li>• Experience of project staffs and other relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of financial statements.</li> <li>• Analysis of project structure and functionalities</li> <li>• Analysis of project circumstances in project document (past and present)</li> <li>• Interaction with relevant stakeholders</li> </ul>
<b>Sustainability:</b> To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?	<ul style="list-style-type: none"> <li>• Degree to which outputs and outcomes are embedded within the institutional framework (policy, laws, organizations, procedures)</li> <li>• Implementation of measures to assist financial sustainability of project results</li> <li>• Observable changes in attitudes, beliefs and behaviours as a result of the project</li> <li>• Measurable improvements from baseline levels in knowledge and skills of targeted staffs.</li> </ul>	<ul style="list-style-type: none"> <li>• Project report</li> <li>• Observation in the field</li> <li>• Interview with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Review of project reports.</li> <li>• Observation in the field to see impact on the ground</li> <li>• Interaction with stakeholders</li> </ul>
<b>Impacts:</b> Are there indications that the project has contributed to, or enabled progress towards reduced	<ul style="list-style-type: none"> <li>• Favourable policies/strategies formulated/amended</li> <li>• Improved monitoring mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Project Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Review of project reports/documents.</li> <li>• Interaction with local to</li> </ul>

environmental stress and/or improved ecological status?	<ul style="list-style-type: none"> <li>• Technically capacity of relevant institution strengthened.</li> <li>• Regular monitoring helped to generate updated information which helped National Communication and also evidence based planning exercise.</li> <li>• Financial arrangement made activities sustainable.</li> <li>• Measurable improvements from baseline levels in knowledge and skills of targeted staff/other stakeholders.</li> <li>• Measurable improvements from baseline levels in the management functions of the responsible organizations that were targeted by the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Interview with stakeholders.</li> <li>• Observation in the field.</li> </ul>	<p>national level stakeholders.</p> <ul style="list-style-type: none"> <li>• Field observation.</li> </ul>
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## Annex XII: Management Response to MTR Recommendations

Recommendation	Response/Action	Time frame	Responsible unit
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 project activities.	Accepted/ Started sending periodic reports to the PB and its members. Invited new members. Conducting PB meeting twice a year. Regular follow up of PB regulations	From middle of 2015	PR/Admin
2. Better coordination mechanisms between GEF, UNDP and FRWO are required. Immediately hold a tripartite meeting (UNDP, FRWO, GEF) to discuss the roles and responsibilities of project board i.e. include a review of its own constitution and expected outcomes.	<ul style="list-style-type: none"> <li>• First a bilateral meeting between UNDP and the Department of Forests and Rangelands</li> <li>• The second meeting of the Tripartite</li> <li>• The project ownership and implementing role should specify</li> <li>• The project should support through simple methods</li> <li>• Less bureaucracy</li> </ul>	Mid 2015	Admin, NPD, NPM, UNDP, GEF, MFA
3. Payment for Environmental Service is working downstream and can be scaled across the pilots, 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. Policy support to land degradation, alternative and land values, water strategies versus business as usual, etc.	it will be included in PES international consultant's TOR	2014	EE
4. Hable-e-Rud 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	<ul style="list-style-type: none"> <li>• Sharing Hable-e-Rud reports, products and achievement,</li> <li>• Organizing study tour for other international and national project of Hable-e-rud</li> </ul>	2015	CB, KM, PR
5. The innovations (qanat system, solar technology, alternative livelihoods linked to INRM, conservation agriculture practices, wind erosion solutions and organic foods potential and a case study on Hableh-e-rud change process) and do case studies on promising and failing innovations and are being documented and to share and for inclusion in the defining MENARID Iran manual. The information shared and leveraged for community support,	<ul style="list-style-type: none"> <li>• documenting innovations and indigenous knowledge</li> <li>• Planning for the implementation of several replicable innovations in Hablehrud and MENARID</li> <li>• Sharing them via website</li> </ul>	2017	KM/PPM

political capital and resource mobilization through the global, regional and local knowledge networks.			
6. Planning for an international knowledge sharing and learning seminar in 2015 with UNDP's support. 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.	<ul style="list-style-type: none"> <li>• Getting the committee approval</li> <li>• Meeting with MFA to clear the objectives</li> <li>• Selecting the implementer</li> </ul>	2016	PR, KM, ADMI, N CB
7. Extension is to be discussed and approved by the project board through August 2015.	<ul style="list-style-type: none"> <li>• Getting the project board approval</li> <li>• Sending a request letter to UNDP</li> <li>• Getting GEF approval</li> </ul>	2014	BON
8. The Project Board 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 PB must be reviewed, corrected and elevated as the primary oversight and decision-making mechanism for project works plans, strategies and changes. The PB must be reviewed, corrected and elevated as the primary oversight and decision-making mechanism for project works plans, strategies and changes.	<ul style="list-style-type: none"> <li>• Review project board's procedures and duties and approve them</li> <li>• Establishing technical Committee</li> <li>• Linking the Technical Committee and project board</li> </ul>	2016	INRM, KM, PR
9. The PMU will require training on how to hold and prepare for a good project board meeting, risk identification and management, develop partnerships and ToRs, good briefing and coordination of institutional contracts and NEX guidelines.	<ul style="list-style-type: none"> <li>• Developing training plan</li> <li>• Conducting training course during the year</li> <li>• Recruiting the implementer for training course</li> <li>• Following up the training courses</li> </ul>	2016	KM, CB, PR
10. revisiting and writing a project implementation strategy infused with the appropriate technical support for key areas: <i>Women's Economic Empowerment, Knowledge Management (KM), Technology</i>	<ul style="list-style-type: none"> <li>• Developing strategy plan for themes that mentioned</li> <li>• Developing integrated strategy plan</li> </ul>	2015	NPM, INRM, PPM, CB

<i>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.</i>			
11. Future implementation must prioritize strategic partnerships with institutions and support of institutional contracts.	<ul style="list-style-type: none"> <li>Record financial support from government agencies, the supporting documents must be submitted</li> <li>Extension of contract updates to the site</li> </ul>	2014	FINAM, C, ME
12. An area of priority post MTE is enhanced technical and implementation oversight.	technical expert will recruit at international, national and local level	2015	CTA, NPM, TC
13. 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.	establishing INRM committee that is playing technical committee role at national level	2015	INRM, CTA, PPM,
14. 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.	developing knowledge management strategic plan	2015	KM
15. provide strategic preparation and technical inputs to PB. PMU should facilitate PB meeting in provinces and make strategic monitoring visits to project sites.	<ul style="list-style-type: none"> <li>Provincial project board is basin management committee and provincial monitoring and evaluation committee</li> <li>National expert will support the provincial level with required</li> </ul>	2015	INRM, PPM

	information • The field visit will be organized for project board members.		
16. The project needs KM approaches to increase visibility and knowledge sharing across pilots.	developing public awareness strategy	2015	<b>PR, KM, PR</b>
17. UNDP, 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).	<ul style="list-style-type: none"> <li>Organizing coordination meeting with UNDP</li> <li>Submitting the request letter by NPM</li> <li>Approving the request letter and support by UNDP</li> </ul>	2015	<b>NPM, UNDP, NPM</b>
18. The UNDP Program officer should also be involved on the national technical committee as a substantive technical member;	inviting UNDP expert to technical committee regular	2014	<b>NPM, INRM, PR, Admin</b>
19. 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;	It should be followed by UNDP	2014	<b>ANPD, UNDP</b>
20. 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>Not accepted.</p> <p>Interaction with other environmental projects was on the MENARID agenda before MTE. Regarding the international knowledge management consultant, the existing national capacity covers the project</p>		
21. Focus is needed on developing an M&E system for dry lands (can do in partnerships of ICARDA-MENARID).	The suggestion should review in the INRM committee to see if it is applicable and practicable, then to extract its indicators and providing related software.	2015	<b>INRM</b>
22. 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.	<ul style="list-style-type: none"> <li>Developing mutual learning strategies with university</li> <li>Developing strategy to support the university thesis</li> </ul>	2015	<b>KM, INRM</b>
23. In the second half, the project needs to focus on building resilience against each of these risks.			

Project Board and UNDP must have a rolling risk management matrix to monitor on a regular basis.			
24. 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.	Not accepted.  INRM committee is the same as technical committee		
25. 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.	developing a plan for south-south cooperation (reviewing project sites needs and interaction with countries base on project sites needs)	2015	<b>KM</b>
26. 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.	developing a methods for working with NGOs and CBOs base on SGP practice	2014	<b>CB, NPM</b>
27. 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.	developing strategy for involving the private sector in project activities	2014	<b>CB, KM, INRM, EE, PPM</b>
28. 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.	Not accepted.		
29. The co-financing and appropriate project budget breakdown should be reviewed and agreed on through a post MTE tripartite meeting.	<ul style="list-style-type: none"> <li>• Reviewing the budget part of project document</li> <li>• Editing budget breakdown of the project</li> <li>• conducting meeting between FRWO, UNDP and MFA</li> </ul>	2015	<b>FINANC, NPM, UNDP, MFA, GEF, M&amp;E</b>
30. Project baseline on environmental conditions and status are a matter of priority. NPM should vet the quality and advise the TC on the need to undertake proper follow-up baseline analysis. Update baseline information upon approval from PB.	<ul style="list-style-type: none"> <li>• Updating the baseline studies</li> <li>• Developing the basin strategic plan</li> </ul>	2016	<b>INRM</b>
31. As an immediate action, develop a toward end-of-project and	<ul style="list-style-type: none"> <li>• Project work plan till end of project drawing up</li> </ul>	2015	<b>NPM</b>

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);	<ul style="list-style-type: none"> <li>Developing the exit strategic plan</li> </ul>		
32. Develop a training package including a replication manual for upscaling activities at the provincial and community level. Focus on principles, i.e. trust, community engagement, cross-sector institutional work.	writing a TOR for developing training package (training package will include case study and experiences)	2015	<b>CB, KM, CB, INRM</b>
33. Mitigate key project risk (continuity of implementation) by instituting an operational National Technical Committee as a target for national capacity building support.	it will include in M&E process	2014	<b>ME</b>
34. 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).	Conducting workshop. the first one was conducted in September 2014	2014	<b>ME</b>
35. Have the project board lift the international security clearance requirement so that technical advisors can visit the sites, forestalling disadvantage to the project.	<ul style="list-style-type: none"> <li>Getting the project board approval</li> <li>UNDP follows up through MFA</li> </ul> It is approved by PB	2014	<b>UNDP, NPD</b>
36. Hire (RE-HIRE) International specialist in key thematic areas such as Climate change, PES and INRM.	<ul style="list-style-type: none"> <li>PES and Technical consultant will recruit</li> <li>Regarding climate change consultant, if the national climate change committee see it necessary then she/he will recruit</li> </ul>	2015	<b>INRM, EE</b>
37. Develop KM, CB, INRM and public awareness strategy.	Developing strategic plan for each department and approve them in related committee.	2015	<b>KM, CB, INRM, PPM</b>
38. 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);	translating all project reports and documents to English and uploading them on project website	2015	<b>KM, INRM, PR</b>
39. Develop project website and project storage portal to enact efficiencies for project operations, including promote	discussing the suggestion with website company to see how it is possible to change website to	2014	<b>PR</b>



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);	portal		
40. 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).	<ul style="list-style-type: none"> <li>• The name will change</li> <li>• It should search the similar project in other countries and make connection with them</li> <li>• To present MENARIC experiences on reference websites</li> </ul>	2014	<b>PR</b>
41. Train PMU staff on NEX guidelines.	holding a joint meeting with UNDP to review the issues of NEX project	2015	<b>FINANCE, ME</b>
42. 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;	it will include in M&E process	2015	<b>ME</b>
43. 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);	recognising new stakeholders and provincial expert for INRM committee and project board	2015	<b>INRM, PPM</b>
44. 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);	<ul style="list-style-type: none"> <li>• Conducting regular meetings</li> <li>• Implementing common site visiting</li> <li>• Developing commons strategy</li> </ul>	2015	<b>INRM</b>
45. Establish concrete cooperation with the meteorology organization and scientific centers for conducting climate change resiliency studies, possibly also as PhD thesis.	make relationship with meteorological organization in project sites	2015	<b>PPM, INRM</b>
46. Ensure common strategies for cooperation between FRWO and DOE.	developing strategic plan for Hamoon wetlands with participation of DOE	2015	<b>INRM</b>
47. Provide training on international negotiation for Multilateral	Not acceptable		

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);			
48. 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.	defining TOR of participatory technology development sub-project	2015	<b>INRM</b>
49. Operationalize national INRM Technical Committee. The ToR of the technical committee should be reviewed and revised with a focus on INRM (PB PMU);	Not acceptable, INRM committee is also technical committee		
50. Undertake studies on climate change impact.	one case study will implement in Yazd province	2015	<b>EE</b>
51. Enact the project-level M&E system and conduct training to ascertain results. Scope and report on MTE highlighted technical gaps (highlighted in MTE report) in implementation strategies.	including in project M&E plan	2014	<b>ME</b>
52. And do future studies to identify the poor as a primary target group of the project.	defining TOR	2015	<b>NPM</b>

## Annex XIII: Evaluation Consultant Agreement Document

### ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

#### Evaluators:

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

Evaluation Consultant Agreement Form <sup>1</sup>	
Agreement to abide by the Code of Conduct for Evaluation in the UN System	
Name of Consultant:	Arun Rijal
Name of Consultancy Organization (where relevant):	
I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.	
Signed at <u>plac@ndize</u>	Kathmandu, 18.072017
Signature:	

## Annex XIV: Evaluation Criteria

### i) Criteria used to evaluate the Project by the Final Evaluation Team

<b>Highly Satisfactory (HS)</b>	Project is expected to achieve or exceed <b>all</b> its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as “good practice”.
<b>Satisfactory (S)</b>	Project is expected to achieve <b>most</b> of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
<b>Moderately Satisfactory (MS)</b>	Project is expected to achieve <b>most</b> of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve <b>some</b> of its major global environmental objectives or yield some of the expected global environment benefits.
<b>Moderately Unsatisfactory (MU)</b>	Project is expected to achieve <b>some</b> of its major global environmental objectives with major shortcomings or is expected to achieve only <b>some</b> of its major global environmental objectives.
<b>Unsatisfactory (U)</b>	Project is expected <b>not</b> to achieve <b>most</b> of its major global environment objectives or to yield any satisfactory global environmental benefits.
<b>Highly Unsatisfactory (U)</b>	The project has failed to achieve, and is <b>not</b> expected to achieve, <b>any</b> of its major global environment objectives with no worthwhile benefits.

### ii) Scale used to evaluate the sustainability of the Project

Likely (L)	There are no risks affecting this dimension of sustainability.
Moderately Likely (ML)	There are moderate risks that affect this dimension of sustainability.
Moderately Unlikely (MU)	There are significant risks that affect this dimension of sustainability.
Unlikely (U)	There are severe risks that affect this dimension of sustainability.

### iii) Rating scale for outcomes and progress towards “intermediate states”

<b>Outcome Rating</b>	<b>Rating on progress toward Intermediate States</b>
<b>D:</b> The project’s intended outcomes were not delivered	<b>D:</b> No measures taken to move towards intermediate states.
<b>C:</b> The project’s intended outcomes were delivered, but were not designed to feed into a continuing process after project funding	<b>C:</b> The measures designed to move towards intermediate states have started, but have not produced results.
<b>B:</b> The project’s intended outcomes were delivered, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding	<b>B:</b> The measures designed to move towards intermediate states have started and have produced results, which give no indication that they can progress towards the intended long term impact.
<b>A:</b> The project’s intended outcomes were delivered, and were designed to feed into a continuing process, with specific allocation of responsibilities after project funding.	<b>A:</b> The measures designed to move towards intermediate states have started and have produced results, which clearly indicate that they can progress towards the intended long term impact.

**NOTE:** If the outcomes above scored C or D, there is no need to continue forward to score intermediate stages given that achievement of such is then not possible.

### iv) Rating scale for the “overall likelihood of impact achievement”.

Highly Likely	Likely	Moderately Likely	Moderately Unlikely	Unlikely	Highly Unlikely
AA AB BA BB+	BB AC+ BC+	AC BC	AD+ BD+	AD BD C	D

