

ANNEX I – DESCRIPTION OF THE ACTION

Project Title: “Enhancing integrated natural resource management for the restoration of wetland ecosystems and support to alternative livelihoods development of local communities”

Implementing Partner: UNDP

Expected duration of the project: 60 months

Brief Description

In Iran, environmental degradation is posing serious problems. Wetlands are disappearing due to climate change and inefficient water use, particularly in agriculture. Iran is also vulnerable to climate change, especially concerning its impacts on water availability (surface runoffs and underground water storage expected to decrease), increased temperatures and increased hot-spots of sand and dust storms, all of which exacerbate the impacts brought about by the degradation of wetlands. The situation has already had negative consequences for rural livelihoods and exacerbated sand and dust storms due to the dry former lakes and riverbeds. This situation causes displacement of women, men, and children, putting them in situations of increased vulnerability, at risk of poverty and with rights endangered.

In order to address the abovementioned challenges, the project will promote integrated natural resource management for the restoration of wetland ecosystems and support alternative livelihoods development of local communities in the Hamoun wetlands. To do so, the project activities are designed to contribute to three main components: Component 1: Better capacities and coordination; Component 2: Sustainable land and water management; Component 3: Climate-smart agriculture and alternative livelihoods.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

CPD OUTCOME 1: Responsible government agencies formulate, implement and monitor integrated natural resource management, low carbon economy, and climate change policies and programmes more effectively (UNDAF outcomes 1.1 and 1.2).

CPD OUTCOME 3: Relevant government agencies formulate, implement and monitor their social welfare, poverty eradication and sustainable employment policies and programmes more effectively (UNDAF Outcomes 3.1 and 3.5)

Indicative Output(s) with gender marker²: GEN 2

Total resources required:	USD 11,206,000	
Total resources allocated:	USD 11,206,000	
	UNDP TRAC:	USD 100,000
	Donor:	USD 11,106,000

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I. ACRONYMS

ABD	Area-Based Development
DoE	Department of Environment Islamic Republic of Iran
ICHHTO	Iran's Cultural Heritage, Handicraft and Tourism Organization
INRM	Integrated Natural Resources Management
LED	Local Economic Development
MENARID	Institutional Strengthening and Coherence for Integrated Natural Resources Management in Iran
MFA	Ministry of Foreign Affairs
MoJA	Ministry of Jihad Agriculture
SPAC	Office of Strategic Planning Affairs and Control of the Government of the IR Iran
UNDAF	United Nations Development Assistance Framework
UNFCC	United Nations Framework Convention on Climate Change

II. DEVELOPMENT CHALLENGE

In Iran, environmental degradation is posing serious problems. Wetlands, among the most productive ecosystems of the country are disappearing due to unsustainable water use, particularly in agriculture. Iran is also vulnerable to climate change, especially concerning its impacts on water availability (surface runoffs and underground water storage expected to decrease), increased temperatures and increased hot-spots of sand and dust storms, all of which exacerbate the impacts brought about by the degradation of wetlands. The situation has already had negative consequences for rural livelihoods and exacerbated sand and dust storms due to the dry former lakes and riverbeds. Biodiversity and rural incomes have been severely affected, and more than 5,000 villages in the east and south of Iran have been abandoned due to these phenomena. This situation causes displacement of women, men, and children, putting them in situations of increased vulnerability, at risk of poverty and with rights endangered. While the wetlands targeted by this action are a transboundary water resource, there is currently no existing agreement or cooperation mechanism on the restoration of the wetlands, their habitats, or on best practices in the area of sustainable livelihoods and adaptation measures.

The Sistan and Baluchestan province is the second largest province in Iran with an area of 180,726 km², a population of 2.5 million, and a density of 22 people per km¹. The province borders with Afghanistan and Pakistan in the east, sharing water resources with them. In 2018 the population growth rate was 3%, and the unemployment percentage in the same year was 18.6%². The young population represents 67% of the total population and is the segment that is most affected by the unemployment problem. Over recent years, the youth coefficient of the population has increased. The province also holds a low rank in terms of quality, education level, and skills of the workforce.

Figure 1. Sistan and Baluchestan Province



The Hamoun system - Natural conditions

The Sistan area is located in the north of the Sistan and Baluchestan province and one of the driest regions of Iran at the tail end of a river basin shared with Afghanistan. It comprises three geographical sub-units: (i) the upper plain of the inland delta of the Helmand (Hirmand) river, which is mostly drained and used for agriculture; (ii) the wetlands (Hamoun) covering the lower delta plain and (iii) a hypersaline lake (Gowd-e-Zareh) in the lowest part of the basin.

¹ National Census, 2018.

² Idem.

The Hamouns are transboundary wetlands on the Iran-Afghanistan border and cover three lakes: Hamoun-e Hirmand (entirely in Iran); the Hamoun-e Sabari on the border and shared by both countries; and the Hamoun-e Puzak, almost entirely inside Afghanistan territory. Furthermore, the wetlands are an integral part of the region's unique social and cultural environment.

Figure 2. Hamoun wetlands



Source: (map) j. You/science; (data) d. Del Pietro, United Nations Environment Program global resource information database-Geneva.

The Hamoun wetlands in Iran's territory are fed by the Helman river along with other small rivers, the Khash, the Farah and the Ardaskan (Harut) rivers, which receive waters from the western part of the Hindu Kush. With an area of about 50,700 square kilometres and a depth of 1 to 5 metres, the interconnected wetlands were considered in the past the largest freshwater lake across the Iranian Plateau.

The average annual precipitation in the lower Sistan basin is about 53.5 mm³. Life, including of humans, is only possible if there is an inflow of external water to the region.

Additionally, the water supply from the Helmand river is characterised by marked fluctuations. At the moment, and since the year 2000, the environmental conditions in the wetlands were marked by an extreme drought lasting 19 years, and it is not yet certain that this phase is over. The Helmand River has changed its pathway and flows numerous times forcing human migration in order to access its abundant water supply and the resulting benefits of the river. Additionally, there is no outflow from the end of the lake since water is lost only by evaporation. Droughts and inundations, human settlement and natural life suffered several problems over history because of these extreme conditions.

The situation has become more difficult and unsustainable in the basin in the last decades during which the growth in the population together with the intensification of economic activity impacted on the natural environment. The combined effects of natural and man-made simultaneous influences have had very severe impacts on natural and human life across the Hamoun wetlands. The most severe drought recorded commenced in 1998 and has lasted until now varying in different periods until 2019.

Over the last decades, the government has promoted the protection of the Hamoun environment to preserve the local flora and fauna. From 1975, about 60,000 ha of Hamoun wetlands have been designated as an internationally important wetland (Ramsar site). In July 1990, all three Hamoun sub-regions were placed on the Montreux Record of priority sites for conservation action and currently about 293,030 ha of Hamoun wetlands are managed as a wildlife refuge⁴. In 1990, the southern end of Hamoun-e Puzak, Hamoun-e Sabari, and Hamoun-e Hirmand were put on the Red List of the Ramsar Convention. In the last decade, the government of Iran promoted the nomination of the wetlands in the UNESCO Man and Biosphere Program.

³ Directorate of Water, 2019.

⁴ UNDP, "Restoration and sustainable use of the shared Sistan basin a baseline situation analysis". February 2005.

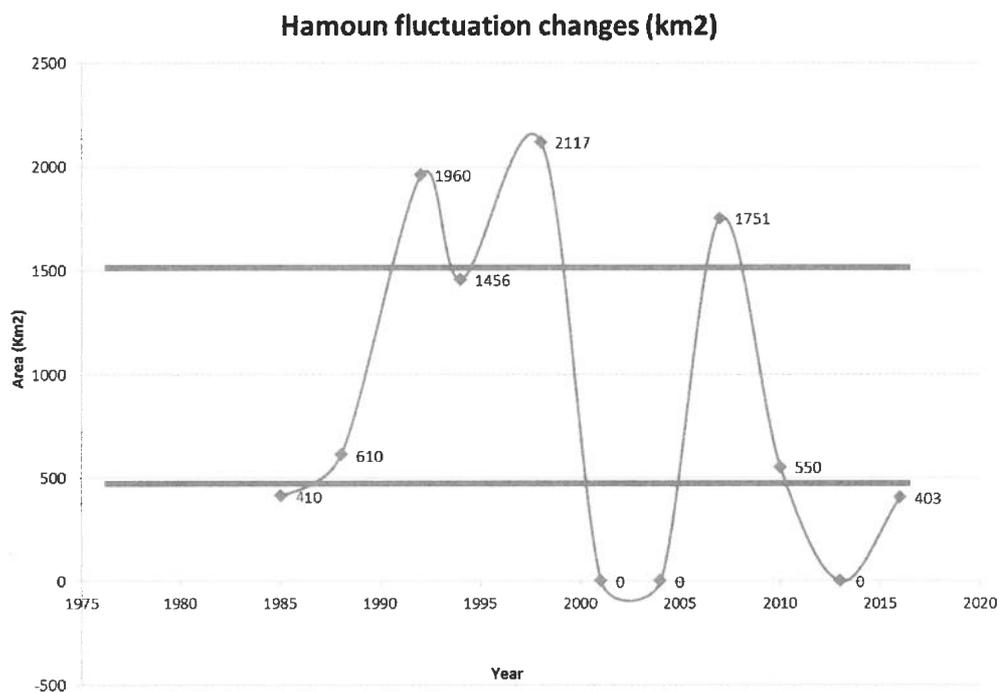
In March 2016, the International Coordinating Council of UNESCO's Man and the Biosphere Program approved and added Hamoun to the World Network of Biosphere Reserves.

The environmental problem

The Hamoun wetlands are located in an extremely arid region and are entirely dependent on the water sources coming from the Helmand river in Afghanistan. The region's main environmental challenge is the variability in that river that often fails to carry this resource. Serious degradation occurs when dry periods extend over unusual durations, threatening not only the ecosystem (flora and fauna) but limiting the possibilities for human livelihoods as well.

Based on satellite image analysis and the available record from the government of Iran, different flow periods can be determined over the last forty years, which resulted in different inundation patterns in the Hamouns:

- A low-water period in 1985
- A medium and high-water period in 1986-1999
- A dry period in 2000-2005
- A medium-water period in 2005-2010
- A dry period in 2010-2018



Source: Conservation of Iranian Wetlands Project

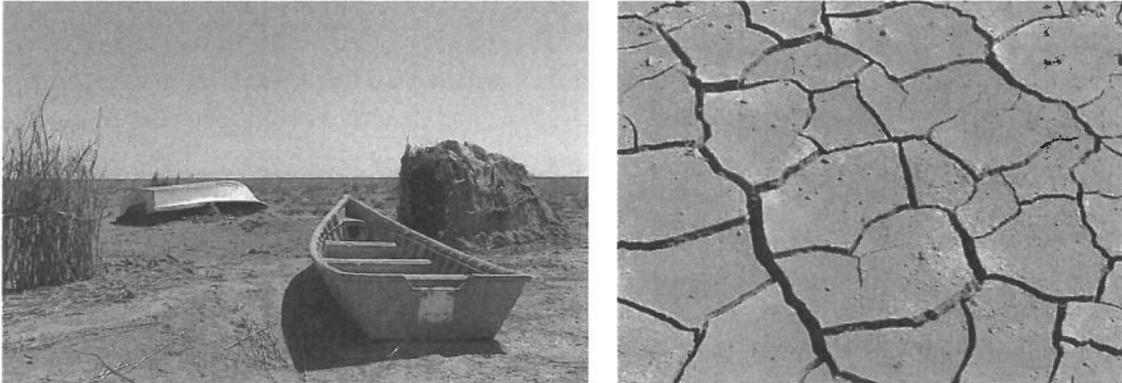
As can be observed, fluctuation in the water flow can vary from high water to very dry periods. Additionally, there is a tendency in the reduction of water in the basin since 2000.

The wetland vegetation distribution shows a continuous decline of the vegetation cover, observable from 1985 to the onset of the drought in 2019. Additionally, it can be noticed that the vegetation cover extent does

not match with the water inundation. This would indicate that other factors than water availability are playing an important role in vegetation development.

There was hardly any inflow into the Sistan wetlands between 2000 and 2019, and this drought resulted in the disappearance of the vegetation cover and the consequent collapse of the ecosystem.

Figure 3. The disappearance of the vegetation cover in the wetlands ⁵



These wetlands provide a habitat for diverse and globally significant fauna and flora. They also provide vital support for sustaining the local economy and for regulating the micro-climate of the region. In the past, most of the wetlands were green and boasted a variety of flora and fauna. The area hosted globally significant bird populations and the lake teemed with fish with the total annual catch exceeding 12,000 tonnes per year.

Regarding the environmental pressure in the wetlands, several factors have accelerated and affected the current dry period. The wetlands are currently in a state of ecological crisis with major impacts on biodiversity and socio-economic conditions. The retreat of the Hamoun lakes and wetlands—a process that accelerated in the late 1990s until the surface water largely vanished in 2004—has compounded the crisis.

Some of the reasons for this situation are the reduction in precipitation in the area, possibly because of accelerating climate change. Additionally, there is an increase in the abstraction of water from rivers and mismanagement of water resources in the Sistan basin. Farmers in the area still use traditional irrigation systems with low water efficiency and over-exploitation of the pastures by local livestock is also affecting the environment. Finally, the lack of formal agreement between Iran and Afghanistan regarding the shared resource is also causing lack of revisability on how much water will enter from the Helmand river in Afghanistan.

The drinking water demand in the region is low compared to the demand for agriculture and the ‘demand’ of the Hamouns. A direct relation can be seen between the use of water for irrigated agriculture and the environmental conditions in the area; a further increase of irrigation water will decrease even further the average water cover in the wetlands and will have corresponding negative impacts on ecology and health⁶.

Three reservoirs (Chahnimeh) have been constructed for public water supply near Zahak city.

Developing the Sistan basin and protecting the Hamouns requires intensive cooperation between Afghanistan and Iran. This cooperation should be based on ‘sharing’ and joint development and management of the river basins. The present treaty between Iran and Afghanistan does not include the protection of the ecosystems in the wetlands.

⁵ Idem.

⁶ Water Research Institute. Integrated Water Resources Management for the Sistan Closed Inland Delta, Iran. Main Report. April 2006.

Declining allocations of water to the environment can, therefore, lead to wider environmental problems such as salinization, dust storms, the spread of microbial diseases, desertification, disappearance of wetlands and loss of biodiversity. This is the current case of the Hamoun wetlands where strong winds blow from the North over the region in spring and summer. Known as the '120-day winds' from late May to late September, this strong wind blows in the same direction at a velocity of more than 70km/h. When the Hamoun Lakes had water and vegetation covered the land, the 120-day winds served as a cooling system during the hot, dry summers. However, now that the area is dry, the 120-day winds drive a great deal of soil, silt and clay from the dry lake beds and spread it over the region. All these particles driven by the wind create dunes and bury houses, while silt and clay particles send suspensions of dust into the air cause several types of respiratory and optical infections. These seasonal winds have increased both in duration and speed, for instance, in 2004, the seasonal winds lasted for 230 days, and their maximum speed exceeded 120km/h.⁷

Because of the windblown micrograms and other small particles, Zabol was included by WHO in the list of the most polluted cities in the worlds by particulate matter concentration.

Livelihoods in the Hamoun wetlands

Iran has a vast natural resource endowment and can draw heavily upon its large, young, tech-savvy and growing population. The population of Sistan and Baluchistan province is 2,775,014. The Hamoun wetlands have a population of more than 66,000 inhabitants, and more than 400,000 people inhabit Sistan district. Only 8 out of the 200 villages that constitute the region have more than 1,000 residents. In the region of Sistan, Zahak and Zabol are the most populated sub-regions with 178,690 and 165,560 people living there respectively⁸.

More than 67 percent of the population of Sistan Baluchistan province is under 30 years old⁹. The environmental conditions are having a negative impact on economic activities, leaving young people (particularly women) negatively affected in terms of unemployment and access to sustainable livelihoods. The mortality rate in Sistan Baluchistan province is 14.03 percent¹⁰. The unemployment percentage in Sistan Baluchistan province is 18.6 percent.¹¹

Sistan and Baluchestan province is the poorest province of Iran, with 53 percent of people living with less than \$5.5 per day PPP¹² in 2016. Provincial poverty rates seem to be correlated with the low level of urbanization, employment, inequality and access to infrastructure observed in province. The population in Sistan and Baluchestan is found to have the highest probability of being poor compared to the rest of the provinces in the country.

The main economic activities for the families in the Hamouns and towns nearby are agriculture, livestock, fishing, trade and handicraft production. However, with the extreme weather condition, namely the lack of water, rapid evaporation of the lake and the seasonal winds, traditional economic activities are not practiced anymore in many villages. It is estimated by the local authorities that there were more than 5,000 families of fishers. Although the government has invested in improving the genetics of the fishes, the lack of water in the lake has been a major barrier for many families to find food and has increased the risk of food insecurity.

⁷ UNDP, "Restoration and Sustainable use of the Shared Sistan Basin a Baseline Situation Analysis". February 2005. Page 11.

⁸ Statistical Centre of Iran, 2016

⁹ Directorate of Civil Registration of Sistan Baluchistan province: Statistical Centre of Iran, 2017.

¹⁰ Deputy of Medical Sciences, Zahedan University. Statistical Centre of Iran, 2016.

¹¹ Statistical Centre of Iran, 2018.

¹² World Bank, Iran Economic Monitor. Weathering Economic Challenges Special Focus Topic: Understanding the latest poverty trends in Iran (2009–2016). 2018. Page 39.

Agricultural activities used to be one of the main economic activities in the Sistan Basin, growing food for selling in other parts of the country. There was an area of approximately 200,000 ha of arable land¹³ and the total area classified as irrigated for cultivation and orchards is estimated at 150,000 ha. As a consequence of the latest droughts, large portions of the arable land are no longer under cultivation. According to government partners, the maximum number of hectares of cultivated land at the moment does not exceed 40,000 ha. Farmers produce cereals in limited acreages where they can obtain a low quality of drained water through so-called "Chahak" small wells. No reliable data exists on the presence of fruit production in the past within the Basin.

In general, the Sistan District is very arid, most of the land being desert and the majority of the agricultural activity is dependent on irrigation. The livelihood of most people in the basin is acutely vulnerable to climatic variations. In the Sistan basin, the economic structure consists largely of small-scale, family and traditional activities. Agricultural (irrigated and non-irrigated) practices are the principal economic activities in the river catchment on which it is calculated that over 67 percent¹⁴ of the population of Zabol District is dependent.

It is estimated that of the total 915,000 hectares of the land area of Zabol District, only 9.8 percent is arable. The remaining land comprises pasture, desert or wildlands. About 98 percent of total arable and permanent cropland was irrigated in 2002, mostly for wheat and horticulture. Crops grown in the area include wheat, barley, forage, garden products, beans, watermelons, melons, onions, alfalfa and other greens. Traditional practices have been abandoned and, in some cases, traditional skills are being lost. If this situation is allowed to continue, it could cause irreversible damage to the social and cultural fabric of the region. In the past, the economy was largely dependent on growing livestock as a source of cash income and an integral component in most existing farming systems. The recent six years drought has had a major impact on livestock numbers which have suffered.

Regarding industrial development in the region and nearby cities, few middle size industries can be found. However, there are many small local industries and enterprises providing services. Transboundary commerce seems to be an important source of income for the local families that trade raw materials and small industrialised products with Afghanistan. However, because of the security issues and lack of local production, the transboundary fairs have been discontinued.

In past decades, the products of Hamoun were sold in nearby regions and even in the central provinces. However, since the dry period started, local production is limited, and the small amounts produced are sold in the local market.

The regions constitute a unique natural resource, with cultural heritage, indigenous culture and agricultural productions. A brief historical review of the Sistan plain shows that the Hamoun wetlands have been crucial in the development of civilisations from 8,000 to 5,000 years ago and some very important archaeological sites belong to Shahri Sokhta (Burnt City).

The site, along with other tourism attractions present in the region, can represent the starting point for the development of the tourism industry related to hospitality and handicraft industry. Authorities in the museum of the Burnt City explained that more than 4,000 visitors come to the site every year and most of them are nationals. The site needs greater infrastructure and authorities would be interested in promoting joint actions with the local entrepreneurs and handicrafts groups. Some other attractions that could be used for the development of the tourism industry in the region are as follows: Shahr-e Sukhteh (Shahr-e Sookhteh or Burnt City) is an ancient city located at a distance of 60km from Zabol and 6 km from the Rostam Castle. This city was one of the vital centers of Asian civilisation in the Bronze Age, and dates to the 4th and 3rd millennium BC.

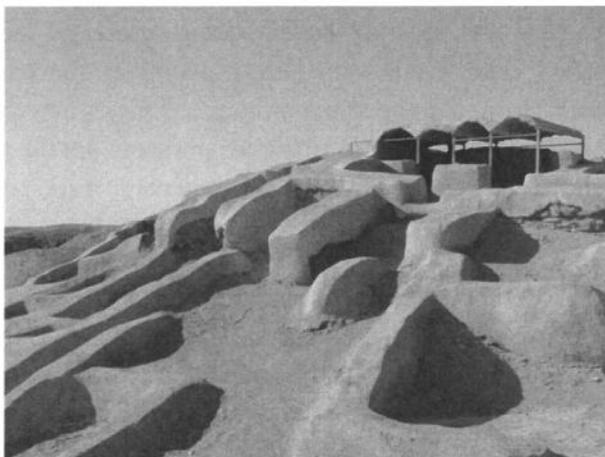
- Dahan-e Gholaman is the largest Achaemenid site in all of eastern Iran

¹³ Idem. Page 5

¹⁴ Idem. Page 22.

- Karkooy Fire Temple (also known as Karkousha or Karkoo) is located in Karkooy or Karkouyeh Village (Hirmand County)
- Kooh-e-Khajeh (Khawjeh Mount or Mount Khajeh) is one of the most valuable and historical relics of this province and is located in the territory of Sistan
- Local handicrafts such as ceramics, pottery vessels, reeds curtains, handwoven cloths, and carpets

Picture: Burnt City



There is potential for the development of the handicraft sector in the region. In 2018, the province of Sistan and Baluchestan exported \$11 million of handicrafts. Handicraft exports from the Republic of Iran reached \$289 million in 2018, showing a percent yearly growth, according to data compiled by the Cultural Heritage, Handicrafts and Tourism Organization.

Traditional ceramics, pottery vessels, handwoven cloths as well as personal ornamentations can be sold in Iraq, Afghanistan, Germany, the U.S., the UK, and other countries. However, local handicraft groups and tourism operators are still undeveloped in Hamoun and Zabol counties.

Progress towards the protection and management of the wetlands

With the aim of the restoration, protection and sustainable use of the Hamoun Lakes, the United Nations Development Programme has supported a series of efforts since 2001. These resulted in the development of a project proposal to be driven jointly by the Islamic Republic of Iran and Afghanistan and supported by the Global Environment Facility.

Additionally, UNDP conducted a study in February 2005 with the aim of providing an update on the status of the Sistan Basin. Geographically, this study focused mainly on the Iranian portion of the Basin area and an overview of the socio-economic context and analysis on the environmental problem and trends in the region.¹⁵

In 2010, UNDP commenced the project MENARID- Institutional Strengthening and Coherence for Integrated Natural Resources Management in Iran. The project aimed to remove barriers to Integrated Natural Resources Management (INRM) by developing and strengthening institutional knowledge, capacity and coordination, and by demonstrating and upscaling successful sustainable land and water management practices.

In 2014, UNDP and the Department of Environment Islamic Republic of Iran (DOE) implemented the International Technical Round Table. A final recommendation report was prepared after a 3-day technical

¹⁵ UNDP, "Restoration and Sustainable Use of The Shared Sistan Basin a Baseline Situation Analysis. February 2005. Page 5.

round table which brought together eminent Iranian and international experts to develop solutions for consideration by the government. The report gathers a range of practical and in-country solutions specifically for the Hamoun wetlands and Lake Urmia.

Between 2014 and 2016, UNDP has supported the development of the Hamoun Wetlands Integrated Management Plan using a participatory methodology to ensure participation of all regional stakeholders, including the local community. Since then, the Directorate of Environmental Protection of Sistan and Baluchestan Province has been guiding the process of implementation of the management plan as well as leading the technical working group for the wetland's restoration.

The goal of the plan is the application of the ecosystem management approach for the sustainable revival, protection, and use of the Hamoun International Wetlands with the effective participation of all stakeholders and all authorities at local, national and international levels.

The Hamoun Wetlands Integrated Management Plan provides a description of the key stakeholders for the wetlands, and lists four objectives for the restoration of the area:

- Goal 1: Restoration, improvement and protection of biodiversity in the wetlands
- Goal 2: Achieving desirable soil and water conditions and control of dust storms
- Goal 3: Increased general awareness and participation, improved livelihood, and sustainable utilisation of the resources in the wetlands
- Goal 4: Upgrading international cooperation on protection and management of the Hamoun international wetlands

III. STRATEGY

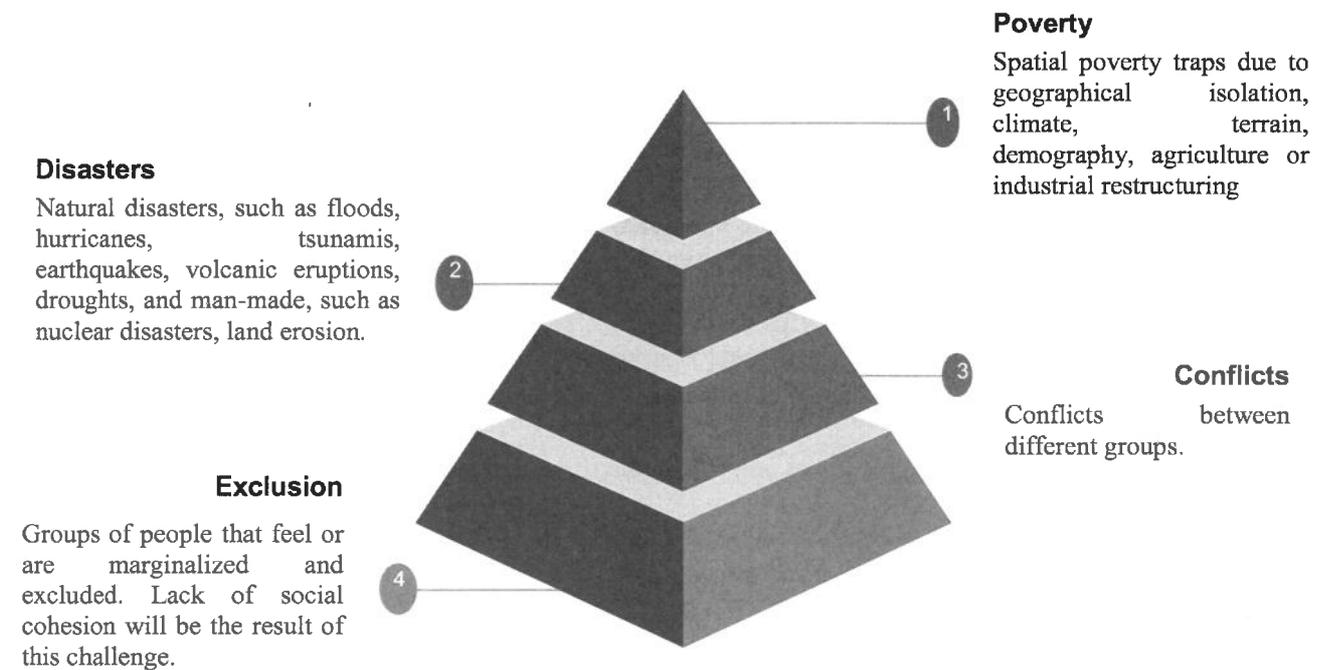
Over the past decade, Hamoun wetlands have been affected by severe droughts and increasing pressures of over-extraction of water which have deepened the inflow-outflow imbalance of the lake. Droughts are expected to increase in intensity due to climate change. In response, the action will enhance institutional capabilities for implementing integrated natural resource management to restore wetland ecosystems and to improve resilient livelihoods across the region. The action is intended to build technical capacities in the two countries while also advocating for extending cooperation in the area of environment and natural resources management, which will contribute to the Hamoun wetlands ecosystem's rehabilitation.

All phases of the project are designed around the premise that socioeconomic, biodiversity and water-related issues are interrelated components of a wetland ecosystem which should be taken into consideration when planning for restoration, livelihoods development and management of the region. The project implementation strategy brings together the pieces of the puzzle to ensure that all aspects of the integral **area-based development** in the wetlands are covered.

Area-Based Development approach to promote the Hamoun Wetland Restoration and Livelihoods Development

As we have seen, countries face different development situations, regions inside countries have their own challenges alongside different socio-economical and natural conditions. As a result, the development

situations are different and therefore require a special approach. Four types of development situations¹⁶ can be distinguished:



The above-mentioned development situations which often occur simultaneously are key factors to ensure an integrated approach while implementing developing actions. Poverty and marginalisation often go together and are exacerbated by disasters and climate change.

Targeting specific geographical areas in a country, characterised by a particular complex development problem, through an integrated, inclusive, participatory and flexible approach can bring positive results to address each specific context.

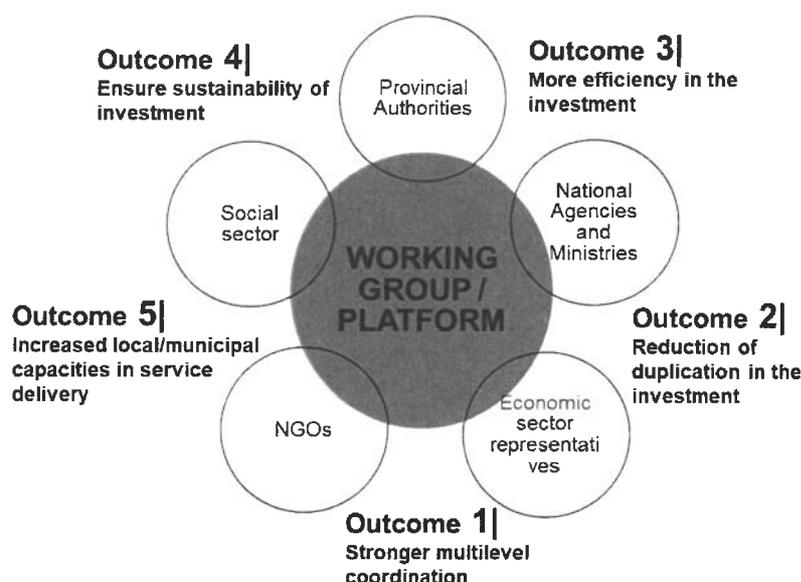
Moreover, the area-based approach highlights institutional linkages and integration across sectors for a given territory. Additionally, it stresses the need to improve connections among households and institutions in a given area as well as coordination across areas and sectors to promote cohesive development processes. This approach is based on a multi-actor and multi-sector approach, where the plurality of actors of a given territory – local authorities, CSOs, academia, the private sector, traditionally excluded groups – work jointly to define priorities, plan and implement sustainable human development strategies. Joint work of different institutions allows greater coherence among those development actors operating in the same space, instead of each actor working in separate sectors.

The area-based development refers to integrated multi-sector development across a specific portion of the territory (municipalities, regions, subregions), guided by a spatial vision for the desired future and supported by strategic investments. Moreover, it is understood as a process of socially constructing a particular area, driven by the interaction between geophysical characteristics, individual and collective initiatives and economic, technological, sociopolitical, cultural and environmental forces within the territory¹⁷.

¹⁶ UNDP and IDB, “A Practitioner’s Guide to Area-Based Development Programming”. 2006.

¹⁷ CEPAL, Panorama del desarrollo territorial en América Latina y el Caribe. Agendas globales de desarrollo y planificación multinivel. 2017.

Figure 4. Regional working group for better coordination and linkage



Capacity Building for Better Coordination and Articulation of Stakeholders

Capacity building and education are the main tools of participatory-development projects. Hence, the project tries to enhance the level of stakeholders' participation, local communities in particular, in planning and implementing actions to restore and manage fragile environments such as the wetlands.

Training and learning-by-doing will be implemented to support local institutions to ensure sustainable management of the region. During the project implementation, a comprehensive capacity and needs analysis will be carried out within existing institutional frameworks to understand gaps and propose solutions for intervention. Thereafter, capacity building plans based on the identified needs will be developed and implemented.

Three-phase approach

The project will apply a three-phase approach that will demonstrate progressive development in the capacity of the local institutions as well as the final beneficiaries. Each phase has been designed to address identified problems and challenges in the Hamoun wetlands and nearby regions. Moreover, the components at the beginning of the project are designed to promote strategic thinking among public and private stakeholders in order to implement participatory planning.

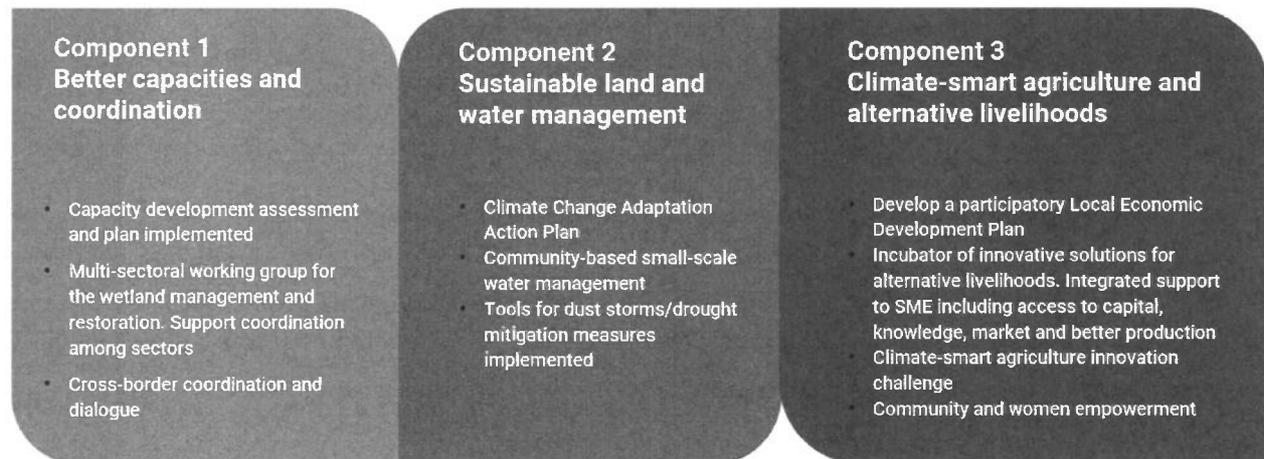
Several threats to the sustainable management of the wetlands and livelihoods of the population will be addressed by the project, namely:

- Low coordination and dialogue between the governments of Iran and Afghanistan about the use and management of the wetlands
- Changes to the water regime (dams, diversion, irrigation, wastage)
- Poor coordination among regional organisations responsible for the management of the wetlands.
- Low cross-sectorial interventions and joint interventions between institutions
- Unsustainable exploitation of wetland resources (over-fishing, over-grazing and over-hunting)
- High dependency of the local population on the use of the wetlands for food production and income generation, which increase their vulnerability to watersheds

- Land degradation in watersheds (deforestation, over-grazing, agriculture) and wind erosion.

The three phases aim to ensure sustainable management of water resources and agricultural land use as well as promote alternative livelihoods. Component 1 focuses on developing the capacities of the regional sectorial departments to contribute and ensure the restoration and management of the wetlands. This component will also include the promotion of bilateral meetings and activities between Iran and Afghanistan in order to promote better coordination and dialogue for shared waters and ecosystem management. Additionally, the project, through a multi-sectoral working group, will raise awareness among local sectors and population on ecosystem services of the Hamoun wetlands in order to enhance public participation in their management. Biodiversity conservation and sustainable use of wetland resources are key components of the project.

Figure 5. Project components



Policy framework

The project will contribute to the implementation of the national policy framework related to biodiversity protection and wetlands management. It builds on the April 2016 Joint Statement between HRVP Mogherini and Foreign Minister Javad Zarif, in particular with respect to the recognition of the importance of cooperation in the areas of water resources management, conservation and sustainable use of nature, biodiversity, and desertification.

In addition, this action builds on the 19 November 2018 EU Council conclusions on Water Diplomacy¹⁸. It is designed to maximise the potential of water as a tool for peace and stability through transboundary water cooperation and in addressing the water-related consequences of climate change. It integrates a gender perspective with alternative livelihoods interventions focusing on women. It is also in line with the EU-Iran Framework for technical cooperation on the environment and its associated Joint Roadmap.

The action is in line with the national policies for the environment, including article 38 of the Sixth Five-Year Development Plan (2017-21). This article emphasises the need for development and implementation of action plans for conserving and managing biodiversity and protected areas through a participatory approach. Additionally, it fully aligns with national priorities and processes related to gender in the Sixth Five-Year National Development Plan (2017-2021), specifically article 101 on protecting women's rights and enabling society to benefit from women's human capital in the process of sustainable development. Overall, the action will contribute with Section 5 'Regional Balance, Rural Development and Empowerment of Vulnerable Populations of the National Plan'. In line with Article 27, the project will support regional and village planning to promote economic development. The project will also contribute to Section 7 'Agriculture' in order to achieve food security and increase food production. In particular, the project will

¹⁸ [13991/18](#) of 19.11.2018

contribute to the qualitative targets related to the sustainable use of land and water: development of new irrigation systems and construction of irrigation and drainage sub-networks, and establishing and organizing water supply groups.

The project will also contribute to the implementation of Article 35 (Section 8) by supporting irrigation systems that ensure efficient and sustainable use of the water in order to reduce the pressure in the reservoir and aquifers. Most importantly, the project will directly make improvements towards the implementation of Section 9 (Environment and Natural Resources): *Implement a Plan of Action for protection, restoration, management and wise use of the country's wetlands; with the participation of other executive bodies and local communities; particularly in relation to the wetlands registered by the Ramsar Convention, so that at least 20 percent of critical and at-risk wetlands of the country shall be restored, preserved and stabilised.*

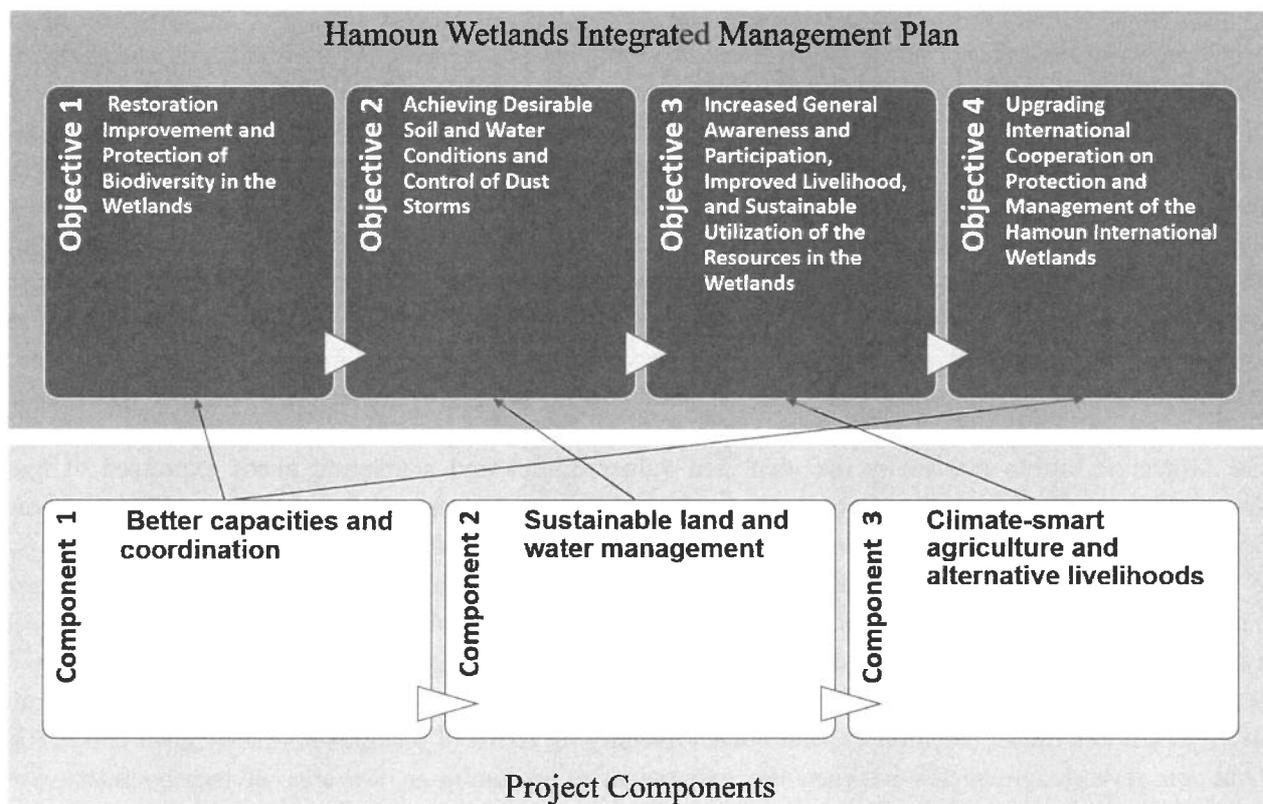
The project is further guided by the identified vulnerabilities and adaptation needs expressed in Iran's Intended Nationally Determined Contribution to United Nations Framework Convention on Climate Change (UNFCCC) and will directly contribute to its achievement, especially as far as efficiency and reducing losses in water yield, where eco-friendly and climate-smart agricultural technologies and practices are concerned. Iran's Revised National Biodiversity Strategies and Action Plan will also be supported, in particular through water resources conservation and for the attainment of key associated national targets. It will support the Department of Environment's implementation of key international agreements, in particular the Convention on Wetlands and the Convention on Biological Diversity. In terms of bilateral Iranian-Afghan cooperation, there are several agreements between the two countries including in the area of transboundary water resources. There have been four agreements on Helmand river (called Hirmand river in Iran), which flows into the Hamoun wetlands. The most recent, entered in 1973, is called "Hirmand (Helmand) Water Treaty" and acknowledges an 820 million cubic metre annual water right for Iran. While there are regular bilateral meetings and negotiations between the two countries on Helmand water basin monitoring, there is currently no existing agreement or cooperation mechanism on the Hamoun wetland ecosystem and its natural habitats.

Furthermore, environment and livelihood promotion is a priority under the United Nations Development Assistance Framework (UNDAF, 2017-2021) in Iran and also under the UNDP Country Programme Document. The project will contribute to the achievement of Outcome 1 and 3.

<p>CPD OUTCOME 1: Responsible government agencies formulate, implement and monitor integrated natural resource management, low carbon economy, and climate change policies and programmes more effectively (UNDAF outcomes 1.1 and 1.2).</p>	<p><i>Output 1.1: Strategies and measures that promote sustainable and integrated management of natural resources, biodiversity and ecosystem services are developed and considered for adoption/implementation by the Islamic Republic of Iran</i></p> <p><i>Output 1.2: Climate change adaptation and mitigation solutions developed and considered for adoption/implementation by the Islamic Republic of Iran</i></p>
<p>CPD OUTCOME 3: Relevant government agencies formulate, implement and monitor their social welfare, poverty eradication and sustainable employment policies and programmes more effectively (UNDAF Outcomes 3.1 and 3.5)</p>	<p><i>Output 3.2: Innovative sustainable employment strategies and measures are developed and considered for adoption/implementation by the Islamic Republic of Iran.</i></p>

Lastly, the project has been designed to contribute to the implementation of the Hamoun Wetlands Integrated Management Plan developed by the Baluchistan and Sistan Region with the support of UNDP. The three components of this project will contribute to the four objectives of the plan, namely:

Figure 6. Objective of the Hamoun Wetlands Integrated Management Plan



The Hamoun Wetlands Integrated Management Plan was a joint effort developed by the local stakeholders and led by the Department of Environment to promote sustainable use of the land and restoration of the wetlands. Additionally, objective three focuses on promoting sustainable agriculture and alternative livelihoods. The three components of this project will contribute directly to the recommendations defined in the four objectives of the plan. In this regard, an integrated approach to the sustainable management of the region, covering the different aspects of restoration and development, will be implemented.

IV. RESULTS AND PARTNERSHIPS

The project aims to support the wetland ecosystems restoration, sustainable agriculture and alternative livelihoods in the Sistan Basin. The measure aims to maximise the potential of water as a tool for peace and stability through transboundary water cooperation and in addressing the water-related consequences of climate change.

The **overall objective** of the project is to promote regional development of the Sistan area by supporting Hamoun wetlands restoration and sustainable livelihood for the local population. The project aims to remove barriers to Integrated Natural Resources Management (INRM) by developing and strengthening institutional knowledge, capacity and coordination, by demonstrating and up-scaling successful sustainable land and water management practices and alternative livelihoods for the families living in the region.

The project in Iran entails a unique integrated area-based development approach to natural resources management and poverty eradication focused on institutional strengthening for environmental, economic and social development objectives. The project deals with a need for inter-sectoral and cross-border collaboration in the management of land/water resources, dynamic development and risky context across all pilot sites and activities.

Expected results

The expected results include:

Component 1: Better capacities and coordination

Result 1: Capacities, institutional arrangements, and coordination mechanisms among key stakeholders developed in the Hamoun wetlands.

The first result of the project is focused on assessing and developing the capacities on the key stakeholders responsible for the management and restoration of the wetlands at a national and provincial level. A comprehensive capacity and needs analysis within existing institutional frameworks will be carried out in order to understand gaps and propose solutions for intervention. Subsequently, capacity building plans will be developed and implemented to ensure climate resilience interventions from all sectors.

In order to ensure better collaboration between the two sides of the border, local and transboundary events and initiatives will be organised. For instance, joint technical working groups, cross-border markets and fairs, training and consultation workshop will be promoted, as well as high-level missions to promote better management of the shared resource.

Activities:

- 1.1 Carry out a comprehensive capacity and needs analysis within existing institutional frameworks in order to understand gaps and propose solutions for intervention
- 1.2 Develop and implement capacity building plans based on the findings from activity 1.1 to ensure climate resilience interventions
- 1.3 Organize local and transboundary events and initiatives such as joint technical working groups, cross-border markets and fairs, training and consultation workshop.

Component 2: Sustainable land and water management

Result 2: Sustainable land and water management and wetland restoration measures implemented.

In order to ensure the implementation of the Integrated Hamoun Wetlands Management Plan, the project will support the development of a Climate Change Adaptation Action Plan that will provide a detailed list of concrete and prioritised actions agreed by the stakeholders. Subsequently, the project team will work on the implementation of the Action Plan on watershed management, water efficiency, wetland restoration, biodiversity conservation with special focus on climate change adaptation.

The project will engage the local communities in the restoration of the lake, mainly through implementing sustainable agriculture solutions in the pilot farms and also engaging women in alternative livelihood.

In addition, a number of tools for dust storms and drought mitigation measures will be identified and implemented.

Activities:

- 2.1 Develop a Climate Change Adaptation Action Plan for the implementation of the Integrated Hamoun Wetlands Management Plan
- 2.2 Support the implementation of the Action Plan on watershed management, water efficiency, wetland restoration, biodiversity conservation with special focus on climate change adaptation
- 2.3 Identify and implement mitigation measures to address the negative impact of dust storms/drought in the local community.

Component 3: Climate-smart agriculture and alternative livelihoods

Result 3: Strategy and plan of action for sustainable and climate-smart agriculture and alternative livelihoods developed and priority actions implemented.

The activities to be implemented under this result will support inclusive economic development and empowerment to reduce poverty and promote job creation in the Sistan basin, focusing on women and youth.

In this component, the project will provide technical assistance in the development of strategies for local economic development and tourism. The development of these strategies will be based on evidence, after a series of assessments and diagnostics will be carried out with the participation of all stakeholders.

The activities for this component include technical support and capacity building to the Provincial Government in evidence-based planning for local economic development and enhances the participation of women and young people in the planning and implementation process of local economic development strategies.

Moreover, activities will be implemented to create an enabling environment for the private sector, entrepreneurs and cooperatives to operate and boost their profits, improve production and reach new markets. Through this component, the project will provide financial and non-financial support to cooperatives, women and young people in rural areas to develop and up-scale their economic activities.

The implementation of this result will require the use of the Local Economic Development approach. The intervention will start with a participatory assessment to understand the biological carrying capacity of the Hamoun Landscape and identify local level opportunities for sustainable alternative livelihoods. A deep analysis of the existing resources will be carried out. Participation of local communities and stakeholders will allow creating a comprehensive analysis as well as developing their knowledge about the region and opportunities for development.

Subsequently, and based on the findings from the assessment, a participatory Local Economic Development (LED) Plan will be developed. The plan will include the following components:

- Assessment of enabling environment for economic activities: market opportunities, access to knowledge and capital
- Priorities for sustainable alternative livelihoods
- Thematic Action Plans with a list of intervention and pre-identified beneficiaries and partners

Several activities will be carried out to support the implementation of the LED Plan, including a call for proposal for the local organizations and SMEs to propose business plans and projects. The University of Zabol will be involved and proposals from young people encouraged. Some of the key activities are as follows:

1. Capacity building to local organisations to develop proposals of business plans and projects
2. Call for proposals and selection of initiatives from local organisations using a competitive process
3. Support implementation of selected initiatives
4. Mentoring and capacity building of the selected groups to implement the action and access to markets.
5. Support SMEs that are providing services to the selected local initiatives, including offering services for tourism and adding value to local production.

Additionally, climate-smart agriculture intervention with special focus on sustainable water management will be implemented, including a mutual understanding with the Agriculture Jihad Organisation to promote coordination among different funds in the support to the local farmers. Afterwards, a project team will support the development and implementation of action plans with the local community on the type of

intervention in each village and farm. Frequent monitoring of water efficiency and contribution to the wetland water requirement will be conducted.

Activities:

- 3.1 Assess the biological carrying capacity of the Hamoun Landscape and identify local level opportunities for sustainable alternative livelihoods in a participatory manner
- 3.2 Develop a participatory Local Economic Development Plan
- 3.3 Support the implementation of the thematic action plan including a call for project proposals for local organizations and SMEs to propose business plans and projects on job generation in the region.
- 3.4 Joint action with UN agencies to ensure integral development of skills and entrepreneurship in the Hamoun wetland
- 3.5 Support climate-smart agriculture interventions with special focus on sustainable water management

Partnerships

The project will be implemented in partnership and direct collaboration with the Department of Environment (DoE).

Additionally, coordination and collaboration will be promoted between the project and public, private and social institutions at different levels. The project will also promote and allow the joint work of UN agencies to ensure coordinated and integral support to the Sistan and Baluchestan Province. This coordination will permit integral interventions that will cover different aspects of the development process.

In order to support the development of new businesses and the implementation of innovative technology for efficient water use in agriculture, the project will develop a close partnership with the University of Zabol. This coordination will also facilitate boosting the participation of young people in the project.

Stakeholder engagement

The primary target rights-holders are farmers and other residents of the villages and communities of the Hamoun wetland landscape. Final rights-holders include 8,650 residents of afflicted areas benefitting from drought mitigating measures, 60 pilot villages where 3,000 farmers benefit from sustainable agriculture practises and 300 women who will benefit from alternative livelihood initiatives. The targeted wetland areas have a population of more than 400,000 who will benefit from increased water inflow to the lakes and restored natural habitats.

The project will also build the capacities of the public instructions and support them with resources and specialised staff to promote the sustainable management of the wetlands.

National level: Key government stakeholders for the activities include the Department of Environment of Iran and the Forest, Range and Watershed Management Organization (FRWO) – a subsidiary of the Ministry of Agriculture – both of which have the mandate, technical capacity, and nation-wide scope to carry out activities on sustainable agriculture, wetlands restoration and integrated natural resources management. The Department of Environment has been implementing significant measures as part of the Conservation of Iranian Wetlands Project. FRWO has conducted community-based and participatory approaches and capacity building at the local level, for example, as part of the Institutional Strengthening and Coherence for Integrated Natural Resource Management (MENARID) project.

The Ministry of Foreign Affairs will also be a key counterpart for activities related to regional and bilateral dialogue.

Activities also aim to strengthen bilateral cooperation between Iran and Afghanistan and concerned stakeholders on the Afghan side include the Ministry of Energy and Water, the National Environmental Protection Agency, the Ministry of Rural Rehabilitation and Development, and the Ministry of Agriculture, Irrigation and Livestock. Afghan local authorities and communities within the neighbouring provinces of Nimruz and Farah may also be involved in the proposed project subject to the degree of involvement of Afghan national authorities.

Provincial level: The Soil and Water Development Company of Sistan is the key counterpart in the planning and management of joint water resources in the Sistan region, whilst the Ministry of Energy and its associated regional water authorities contribute to water management in the region. The Office of the Governor-General affiliated to the Ministry of Interior has a key leading role in multi-sectoral coordination and supervision in the province.

Other stakeholders engaged throughout the project include Iran's Cultural Heritage, Handicraft and Tourism Organization (ICHHTO) which will support the development and promotion of sustainable alternative livelihoods such as ecotourism and handicraft production. The Organization for Nomadic Affairs will contribute to the provision of services for the nomadic population in the selected areas.

Additionally, the activities will ensure engagement of universities and research centres, including the Hamoun International Wetland Research Institute and the University of Zabol. The project will also seek to engage urban and rural councils, existing local cooperatives, NGOs and the media, who will engage the public for the protection and revival of the wetlands. The project will also benefit and work with the locally active cooperatives and other potentially affected groups.

The main actor and beneficiary of the project is the national working group on wetlands and the Hamoun working group. All three components of the project are targeting the Hamoun working group and the institutions of which it is constituted.

South-South and Triangular Cooperation (SSC/TrC)

Under Component 1, the project will promote south-south collaboration and coordination between Iran and Afghanistan in order to promote sustainable use of the shared resource in the wetlands. During the project implementation, cross border collaboration meetings and exchanges will be promoted to strengthen the dialogue between the two countries.

Additionally, several exchanges for learning on best practices for cross border collaborations will be promoted. UNDP will identify, in collaboration with the government of Iran, suitable examples from other countries to promote exchanges about shared resource management.

Knowledge

During the project implementation, a number of knowledge products will be developed. A best practice document will be created before the end of the project with the aim of providing useful guidance for scaling up the approach in other regions of Iran. In addition, a number of press releases, media products, posters, banners and videos will be developed during the implementation of the project.

Sustainability and scaling up

A major intention of this project phase is to institutionalise responsibility for Sistan area development and Hamoun wetlands restoration in different organisations to improve their coordination. Public and private authorities need to understand that regional development and the maintenance of resilient ecosystems does not lie in the hands of a specific project alone but depends on the efforts and collaboration of all. This is why the management plan shall be integrated into different government bodies' work schemes and will exceed the project's scope and duration.

All the project activities have a core of sustainability and will be further developed with the focus on their long-term positive impact. New sustainable income models for rural habitants and community-run or co-

managed reserves will be guided and strengthened throughout the project to become self-sustaining. In the future, the lessons learned from these pilot models can be utilised in the design of financially sustainable Protected Areas and similar deprived areas across Iran.

However, to finally ensure the efficient and coordinated continuation of conservation efforts which is absolutely needed in the future, an exit-plan and an up-scaling roadmap will be developed jointly with relevant DoE and governor offices from early stages of project implementation. This roadmap shall lead to a long-term national plan for regional development of the Sistan area and restoration of the Hamoun wetlands which is linked to the national development plan and in the framework of national plans with allocated budget. The national plan shall build on the lessons learnt through the project and on the increased engagement of other stakeholders.

V. RESULTS FRAMEWORK¹⁹

EXPECTED OUTPUTS	OUTPUT INDICATORS ²⁰	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
		Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5		FINAL
Output 1 Capacities, institutional arrangements, and coordination mechanisms among key stakeholders developed in the Hamoun wetlands	I.1 # comprehensive capacity and needs assessment documents	0		1					1	Assessments approved
	I.2 # of capacity building plans developed and implemented	0	2019	1	1	1			3	Plans approved
	I.3 # of local and provincial arrangements and coordination mechanisms enhanced (the multi-sectoral working group for wetland restoration)	1	2019	1	1	1	1	1	1 ²¹	Training/project reports
	I.4 # of bilateral technical working groups at the senior expert level established or enhanced (one on livelihoods and one on land and water management)	0	2019	1 new	1 enhanced	2 enhanced	2 enhanced	2 enhanced	2 ²²	Training/project reports

¹⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards.

²¹ Only one, the multi-sectoral working group for wetland restoration will be supported every year with specific activities. Therefore, the final target is 1.

²² Two bilateral technical working groups will be established or enhanced. One will be established in year 1 and enhanced over the next years. The second one will be created on year 2 and enhanced during the next three years.

	1.4 # of bilateral consultation workshops and field visits for senior experts and local authorities conducted	0		1	2	2	2	2	2	9	Training/project reports
	1.5 # of transboundary events and initiatives	1	2019	1	1	1	1	1	1	5	Project reports
Output 2 Sustainable land and water management and wetland restoration measures implemented	2.1 # of climate change adaptation action plans developed	0	2019	1						1	Project reports
	2.2 # of interventions supported by the Action Plan	0			4	3	3	3	3	13	Evaluation reports/ Project reports
	2.3 # number of grants/loans provided								5,0000	5,0000	Evaluation report/ Project reports
Output 3 Strategy and plan of action for sustainable and climate-smart agriculture and alternative livelihoods developed and priority actions implemented	3.1 # of participatory thematic Action Plans to promote alternative livelihoods developed (tourism, agriculture and SMEs)		2019	2	1					3	Plans developed.
	3.2 # of sustainable alternative livelihoods initiatives implemented in pilot villages	0	2019	-	5	10	5	2	22	22	Project reports
	3.3 % of water use efficiency in pilot farms	30%	2019	-						45%	Evaluation report/ Project reports / Interviews report

	<p>3.4 # of farmers who apply sustainable agriculture practises in their farms (disaggregated by sex)</p>	TBD	2019	-	10 farmer X 30 villages	1200 farmers in 120 villages	Evaluation report/ Project reports / Interviews report			
	<p>3.5 # women's cooperatives enhanced or established</p>	TBD	2019		5	5			10	Evaluation report/ Project reports / Interviews report
	<p>3.6 # of households that increased their income as a result of the project support (disaggregated by sex)</p> <ul style="list-style-type: none"> • Support by the initiatives: 22*15*5=1650 (50% women) • Supported by the women's cooperatives: 10*20*5=1000 • Supported with climate-smart infrastructure: Farmers:1200*5= 6000 (50% women) 	0	2019					<p>-Support by the initiatives: 1650 (50% women) -Supported by the women's cooperatives:1000 -Supported with climate-smart infrastructure: 6000 (50% women)</p>	8,650 households (55 % women)	Evaluation report/ Project reports / Interviews report

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	3 in total, one per component.	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform DoE decisions to improve project performance.
Project Report	A status report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	Capture the progress towards the achievement of the objectives

<p>Project Review (Project Board)</p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Every six months</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>
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Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date
Mid-term	EU - DoE	1-3	CPD outcome 1 and 3. UNDAF outcome 1 and 3.	Dec 2022
Final evaluation	EU - DoE	1-3	CPD outcome 1 and 3. UNDAF outcome 1 and 3.	Dec 2024

actions implemented

Development Plan

<p>3.2.2 Conduct assessment of enabling the environment for alternative economic activities: market opportunities, needs for access to knowledge and capital.</p>	
<p>3.2.3 In participatory workshops, determine priorities for the development of sustainable alternative livelihoods</p>	
<p>3.2.4 Develop in collaboration and participation of local organizations and stakeholders (governmental agencies, CSOs, University, etc.) thematic Action Plans (1 tourism, 1 industry and 1 agriculture) with a list of intervention and pre-identified beneficiaries and partners.</p>	
<p>3.2.5 Public launching of the Thematic Action Plan for alternative livelihoods in the Hamoun wetlands</p>	
<p>3.2.5 Conduct mid-term review of the outcomes and lessons learned from the Plans development and implementation</p>	
<p>3.3 Support the implementation of the thematic Action Plan including a call for proposal for the local organizations and SMEs to propose business plans and projects on job generation in the region</p>	<p>3.3.1 Recruit consultants to carry out the call for project proposals to support the implementation of the Thematic Plans for alternative livelihoods (1 team leader, 2 spec. marketing, 2 business development and 2 processing and technology)</p> <p>3.3.2 Implement workshops and training to support local organizations to prepare business plans and project proposals Special attention will be given to the participation of young people and women's groups.</p>

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Institutional Management Arrangements

The project will be implemented in accordance with UNDP's National Implementation Modality (NIM) whereby the Department of Environment (DoE) is the designated National Implementing Partner under the UNDP Country Office support to the government. This modality encompasses the direct payment by UNDP for goods and services (including personal) procured by the implementing partner.

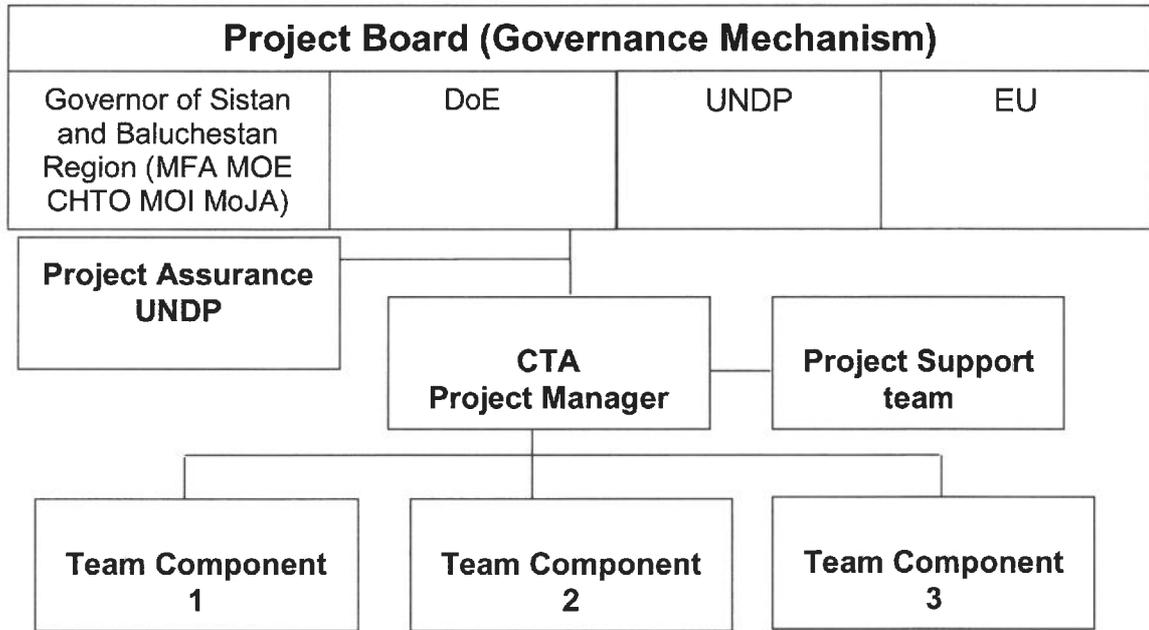
UNDP will be responsible for the provision of project inputs and support the implementation of the project when is needed. Services will be provided according to UNDP rules and procedures, based on a standard letter of agreement with the Minister of Local Issues for the provision of full support services. In addition to the broader stakeholder consultation and advisory fora, the management of the project at hand will entail functions as defined in the National Implementation Guidelines http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/NIM_for_Government_english.pdf

This project will be implemented by Department of Environment (DoE) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure the best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The envisaged procurement of goods, necessary for ensuring an operational PMT along with the implementation, will be carried out following UNDP rules and procedures. Unless otherwise determined by the PB, upon completion of the Project, the DoE will take over the ownership of the project assets (including project vehicles). The project team and DoE will ensure that target groups will be engaged in decision making for the project, to ensure their voice and participation.

Governance of the project is undertaken through the Project Board which convenes minimum once a year. The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the CTA and the Project Manager, including the recommendation for approval of project plans and revisions. In order to ensure accountability, Project Board decisions should be made following standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. The composition of the Project Board is indicated in the diagram below.

Project Organisation Structure



Project Office Costs

This section outlines the project management costs described in ANNEX III of the Contribution Agreement which forms part of the Project Office Costs, as determined in the Art. 7 of the special conditions. They cover the costs of the recruitment of full-time personnel necessary for the project implementation as well as part-time personnel from UNDP Country Office who are directly assigned to the operations of the project office.

4.2 Project management arrangements ensure on-time delivery of project activities and timely financial and narrative reporting	Chief Technical Advisor CTA (Full time)	The CTA, supported by the Project Manager, will oversee the effective, transparent and accountable implementation of the project, including strategy setting, planning, activity design, financial and personnel management. He/She will develop policy documents to support the project implementation and local development and will identify needs for additional technical support. Co-ordination of project implementation, work planning and reviews.
	Project Manager (Full time)	Under the leadership of the CTA, the Project Manager will work full time for the project to ensure results are achieved. Main responsibilities will be to guide and coordinates the daily work of the Project team; plans the activities of the project and monitors progress against the approved work-plan; mobilizes personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications and overseeing all contractors' work; among others.
	M&E specialist (Full time)	The M&E specialist will prepare the quarterly, annual and other periodical reports for the EU, UNDP and DoE. He/she will also support building the capacity of other stakeholders on M&E and related work.
	2 Programme and Admin (Full time) (1 in the region and one at a national level)	The Programme and administrative will support the project administrative implementation ensuring efficiency and transparency. One of them will be seated in the project provincial's office and the second one at the national office in the DoE
	Finance and procurement assistant (Full time)	The finance procurement assistant will support the team in all procurement and finance-related tasks. The person will be seated at national level with frequent travels to the region. He/she will also be responsible for financial reports and ensuring compliance with the project's budget.
	2 National technical specialists (Full time)	The national technical specialists will work with the Project Manager to ensure full implementation of the project. They will support the team in the regional office with technical information regarding climate-resilient agriculture, alternative livelihoods and wetlands protection and restoration. They will support the drafting of reports and procurement processes when needed.
	Coordinator in the regional office (Full time)	The Coordinator of the Regional Office will be seated in Sistan and Baluchestan province and will coordinate all activities described in the project work plan in coordination with the national office, the governmental stakeholders and UNDP.
	4 Experts in the regional office (1 per project component and 1 for climate-smart agriculture) (Full time)	The fours experts working in the regional office will be responsible for the implementation of the three project's components. They will develop internal work plans, prepare TORs for recruitment of consultants and support M&E.
	Communication officer in the region (Full time)	The communication officer will implement the visibility and communication plan (annex VI). He/she will develop press releases, picture's portfolio, brochures, and other communication materials to ensure engagement of the stakeholders at local,

		national and international level. This person will also lead to the development of videos and best practice documents.
Programme Support based in Iran	Assistant Resident Representative (Programme) (10%):	He/she will be responsible for overall supervision of the project processes to ensure the quality of results and its integration with the entire UNDP programme, potential links creating synergies with other UN agencies initiatives, alignment with the SDGs, UNDP strategic plan, UNDAF and CPD
	Programme Analyst (16%):	His/her prime responsibility will be to ensure that the project produces the results specified in the Project document, to the required standard of quality and within the specified constraints of time and cost.
	Programme Associate (26%)	He/she will be responsible for ensuring monitoring practices are conducted on a timely basis, setting up of the project in Atlas, generating financial reports, contribution to spot-checks.
	Assistant Resident Representative (Operations) (0.8 %)	He/she will oversee the general operations of the project, ensuring compliance with UNDP rules and regulations,
	Head of Finance (4%)	He will review and approve project payments against contracts and invoices.
	Finance Associate (3.8%)	He/she will calculate the Daily Subsistence allowance for the mission of project staff.
	Finance Clerk (13%)	He/she will be responsible for submitting the requests for payments, vouchers etc.
	Head of Procurement (1%)	He/she will be responsible for procuring required procurement of goods and services as provisioned in the project work plan
	Procurement Associate (1.2%)	He/she will support the head of procurement of goods and services
	Programme Support Unit (10%)	He/she will oversee project budget management, monitoring and evaluation processes, quality assurance assessments and other corporate requirements.
	Procurement/Travel (3.7%)	He/she will be responsible for purchasing tickets and arranging accommodations and other travel requirements
General Operating Expenses	<ul style="list-style-type: none"> • Office Rent • Utility (Electricity & Water etc) Charges • ICT expenses • Security Costs 	