

**Islamic Republic of Iran**

**United Nations Development Programme**

**SUSTAINABLE MANAGEMENT OF LAND & WATER RESOURCES  
IN  
HABLEH-RUD BASIN  
PHASE II**

**Brief description:**

The first phase of the SMLWR project (1997-2003) gained valuable experience in terms of community-based approaches to the sustainable management of the land and water resources within the Hable-Rud Basin. During the second phase of the project, activities will be directed at scaling up from the Phase I pilot sites so as to achieve a wider beneficiary and geographic area impact within the basin. This will involve an expanded programme of micro-level community-based planning and capacity building with the aim of empowering more rural communities to better manage their local natural resources (soil, water and vegetation). The project will use the Hable-Rud basin as model for developing an effective inter-agency and multi-sectoral institutional co-ordination mechanism for river basin management. A strategy and action plan will be prepared for the entire basin providing a macro-planning framework within which the community planning can take place in line with watershed management principles. A range of capacity building activities will be undertaken so as to increase the number of technical experts, extension workers and community facilitators with the skills needed to work, in a participatory manner, with rural communities. A comprehensive M&E system will be developed to monitor the delivery and impact of project activities at the local and basin levels.

## SIGNATURE PAGE

**Country:** Islamic Republic of Iran

**UNDAF Outcome:** Global environmental concerns and environmentally sensitive development integrated into national development frameworks and implemented

**CP Outcome:** Sustainable land/water and biodiversity management in critical ecosystems

**Expected Outputs:** Community-based resource management policies and practices developed and piloted/demonstrated.

**National Executing Agency:** Forests, Rangelands and Watershed Management Organisation (FRWO), Ministry of Jihad Agriculture

**National Implementing Agency:** Forests, Rangelands and Watershed Management Organisation, Ministry of Jihad Agriculture

**Project Site:** Hableh-Rud basin in Tehran and Semnan Provinces

Programme Component:	Effective water governance & land management
Project Title:	Sustainable Management of Land and Water Resources (SMLWR) II
Project ID:	TBD
Project Duration:	July 2005 – July 2010
Mgmt Arrangement:	National Execution

GMS Fee:	3%
Total budget:	\$ 8,200,000
Allocated resources:	
- Government C/S:	\$ 6,000,000
- UNDP TRAC 1&2:	\$ 600,000
- Third Party C/S: (to be mobilized )	\$ 400,000
Govt. In-kind:	\$ 1,200,000

**Agreed by:**

<u>Name</u>	<u>Title</u>	<u>Organisation</u>	<u>Signature</u>	<u>Date</u>
Mohammad Samadi	Head of Organisation	FRWO		
Yuxue Xue	Resident Representative, a. i	UNDP		

## PART I – SITUATION ANALYSIS

### Introduction

Iran is a country composed of several climatic divisions, more than 80 percent of which comprises arid to semi-arid and arid to semi-humid conditions. Thus, as a result of the climatic conditions and dominant natural characteristics, a major part of the country is very sensitive and vulnerable to inappropriate methods of exploitation and also very susceptible to desertification. Meanwhile, changing socio-economic conditions in conjunction with the absence of an integrated policy to protect the natural resource base have led to the degradation of land and water resources.

The use of poor soil and water management practices on arable lands has been the cause of widespread loss of soil organic matter, nutrient imbalances and soil fertility depletion, reduced water retaining capacity and infiltration caused by subsoil compaction, loss of topsoil structure. There has been a corresponding reduction in resistance to sheet and rill erosion, increased soil salinity, and water-logging.

There has been a significant reduction in the area, and quality, of Iran's forest resources due to uncontrolled logging, uncontrolled grazing of the undergrowth by livestock, forest fires, and conversion of forest areas into residential or agricultural lands. From an original estimated forest area of 19.5 million ha, this has declined to around 7.3 million ha of natural forests and plantations in 2000 (World Resources Institute). The consequence has been the loss of valuable forest areas, tree species and increased incidence of damaging flash floods.

Over the last 25 years there has also been a major decline in the quality and productivity of the country's rangeland resources owing to excess livestock numbers and poor range management. Overgrazing has, in places, resulted in the almost total loss of vegetative cover. Elsewhere, it has led to the disappearance of valued perennial grasses and medicinal herbs and their replacement by non-palatable weeds, or spiny shrubs of little value.

### *Changes in quality of rangelands of Iran from 1974 to 2000*

Rangeland Condition	1974		2000		Change	
	Area (m ha)	Area (%)	Area (m ha)	Area (%)	Area (m ha)	Area (%)
Good-Fair	14	15.6	9.3	10.3	-5.3	-4.7
Fair-Poor	60	66.7	37.3	41.5	-25.2	-22.7
Poor-Very Poor	16	17.7	43.4	48.2	+30.5	+27.4

Source: FRWO (2001)

In 1900, approximately 300,000 ha of farmland were irrigated in Iran. By the end of 2000, the irrigated area had expanded to more than six million ha, mostly as a result of large irrigation projects and mining of the ground water sources. As irrigation accounts for some 92% of water use, there is a critical need to maintain the quality and quantity of the country's surface and groundwater resources and to make more efficient use of existing water supplies.

More than 3,700 important flood events have been recorded in Iran over the past 40 years, 52% within the last decade. The number of floods during the decade from 1991 to 2001 was 5 times higher than in the decade from 1951 to 1961. This increase in flooding frequency is a

stark indication of the degraded condition of many of the country's upland watershed areas. Such floods cause human suffering and severe economic consequences.

One way of assessing environmental sustainability is to consider the proportion of land area covered by forest (Indicator 25 of MDG No. 7). The Food and Agriculture Organisation (FAO) has estimated that the country is losing 1.33 percent of its forest resources each year (see: Initial National Communication to UNFCCC).

Iran is an intensive user of water. Total consumption in 2000 was about 1,000 m<sup>3</sup> per head of population, a little more than half of the renewable water resources available. This places Iran 2<sup>nd</sup> in intensity of water use per person among the 164 countries for which the FAO AQUASTAT database provides information. Only 2 percent of this water is used in industry while 6 percent is used domestically. In domestic water use per person, Iran ranks 60<sup>th</sup> out of 161 countries. The overwhelming majority of water use is in agriculture and accounts for 92 percent of the total (FAO, 2003). Sixty-one percent of land under grain production is irrigated and the total area under irrigation for all crops increased from 4.9 million ha in 1980 to 7 million ha in 1990 and 7.5 million ha in 2000 (FAO, 2003). Overall water-use efficiency is low (30%).

### **Phase I Exercise**

The National Action Plan (NAP) for Sustainable Management of Land and Water Resources (SMLWR) was initiated, as a joint programme of UNDP and the Government of the Islamic Republic of Iran, in 1997. Its purpose was to contribute to a better understanding of the problems associated with the sustainable management of the country's land and water resources, by using the 1.2 million hectare hydrological basin of the Hable-Rud watershed as a pilot study area. The aim of the original programme was to develop appropriate methods, technologies and tools for overcoming: (i) the continuing degradation of land and water resources; (ii) limited community participation in decision-making; (iii) a lack of holistic and integrated approaches to development programming; (iv) institutional and human resource weaknesses; and (v) unsustainable planning and management of the resources.

During Phase I, the programme consisted of four inter-related component projects. One was intended to serve as an umbrella project providing overall co-ordination and strategic planning. The other three were field-based and focused on issues pertaining to community participation in a range of desertification control, watershed management and irrigated agriculture development activities, within a limited number of pilot villages in separate parts of the watershed.

A wealth of valuable experience has been gained during Phase I, on how to tackle the problems of involving rural communities in the sustainable management of the land and water resources, within the Hable-Rud Basin, that is expected to be applicable to other parts of Iran. The programme has received significant financial resources from the Government enabling it to implement a wide range of studies and field activities. The programme has created a small cadre of highly motivated and hard working national and provincial staff with a good knowledge of the problems and potential solutions. Through the participatory planning activities a growing number of land users (men and women) have demonstrated a strong willingness and enthusiasm to get involved in programme activities and have taken an active role in initiating and formulating their own community level activities.

A notable achievement of the programme to date has been the way that the participatory brainstorming on local problems and potential solutions has generated the self-confidence amongst the pilot communities to organise themselves, prepare their own micro-projects, and seek

technical and financial support from other sources. For instance, members of the women's group in Lazoor have secured funds from the GEF small grants programme for the production of medicinal herbs, and the village co-ordinating committee is currently discussing with the World Bank proposals for a mineral water bottling project.

Phase I has also been responsible for bringing about major social change within several of the pilot villages, through organising women-only groups and conducting gender sensitisation activities with the men. This has given women more confidence to raise their concerns in mixed group meetings convened to discuss, and decide on, village development issues. Men also now have a better understanding of the role women play in sustaining the rural economy, are willing to listen and act on their concerns, and no longer relegate women to the sidelines when it comes to taking village related decisions and implementing village based development activities.

During Phase I, the farmer field school (FFS) approach was piloted with one community in the Garmsar plain. Through this farmers were brought together in a small group to investigate for themselves some of their key crop production problems. In the short time that the FFS received programme support, farmers investigated several options for integrated pest management (IPM) and more efficient water utilisation. In the 2001/2002 season the Garmsar FFS worked on wheat and barley and found that through the use of mechanical pest control (hand picking) and conservation of the pests' natural enemies, they could protect their crop from pest attack without using pesticides and also protect themselves from pesticide exposure. The end result was higher yields at lower cost. These farmers also investigated alternative irrigation methods by comparing different lengths of furrow, and depth of water application, and found ways to increase yields with lower quantities of water. In May 2002 they went on to investigate IPM for melon production and, through a better understanding of the life cycle and habits of the melon fly, have been able to reduce pesticide sprays from more than 30 times per season to virtually nil. Although this FFS is no longer receiving direct support from the programme, farmers have continued to meet and conduct their own experiments to improve their farming practices.

## **PART II – STRATEGY, RATIONALE AND JUSTIFICATION FOR A SECOND PHASE**

The Common Country Assessment (CCA) carried out by the United Nations Country Team in 2004 and the subsequent UN Development Assistance Framework (UNDAF) underline the need for reducing the deterioration of land and water resources as a pre-requisite for ensuring the Millennium Development Goals and call for the provision of international assistance in that regard. Furthermore, the UNDP Country Programme 2005-2009 notes that excessive use, as well as wastage, of natural resources has become a critical problem, contributing to deterioration of land and water resources. While the Government has taken a series of measures to overcome environmental problems, the country is still beset by desertification, air and water pollution, soil erosion, deforestation, loss of bio-diversity, and under-utilization of renewable energy resources.

Likewise, the 3<sup>rd</sup> and 4<sup>th</sup> Five-Year Development Plans (FYDP) of Iran pinpoint natural resource management as an area of urgent priority and provides for considerable investment in integrated management of land and water resources. The Government of I. R. Iran has placed preservation of the environment and natural resources as a priority. It has ratified the United Nations Convention to Combat Desertification and Drought (UNCCD). Iran's National Action Plan under UNCCD was submitted to the Convention Secretariat in 2005.

The component projects of Phase I have so far had limited impact in relation to the extent of the poverty and land degradation problems to be found within the Hable-Rud basin as a whole. Phase I activities focused on a small number of pilot communities and, within these, a limited number of beneficiaries. Furthermore, improved land and water management activities have so far been carried out in a very small geographic area. There is thus a need for continuing activities through to a second phase, that can not only build on the lessons gained from the Phase I pilot sites, but also scale up activities, thereby ensuring a wider beneficiary and geographic area impact.

The experience gained from Phase I also needs to be properly reviewed and documented so that it can serve as a model for similar community-based activities in other parts of Iran. In particular, there is a need to use the experience gained to prepare Iranian specific technical guidelines and training materials on how to undertake community-based participatory planning for SMLWR. These can then be used to expand the capacity of the central and provincial advisory support service providers to support rural communities as they assume responsibility for the management of their local natural resources. Likewise, the successful experience with community-based gender analysis and sensitisation should be written up, in the form of guidelines and training materials, to show how such activities can be undertaken within the cultural context of rural Iranian communities.

Considerable benefits could be achieved by replicating the pilot experience with FFS and expanding this to many more farmer groups, not only within the Garmsar plain, but also to investigate soil, water and pest management problems within the irrigated arable lands and orchards in the middle and upper portions of the Hable-Rud basin. There is also a need to adapt the FFS approach for use by groups of herders so that they can investigate alternative range management practices in both their winter and summer grazing areas.

While Phase I undertook a wide range of SMLWR related field activities with individual pilot communities, and carried out a number of bio-physical and socio-economic studies for the basin as a whole, and at a more detailed level for some sub-basins, this information was never used to develop a strategy and action plan for the entire basin. This is still needed in order to provide a planning framework in which the individual community plans are developed, and

within which potential conflicts related to the different needs of upstream and downstream water users, the seasonal movement of livestock between summer and winter grazing areas, and short-term exploitation versus long-term sustainability, can be resolved through inter-community co-operation and facilitation. The development of such a strategy, as well as good documentation of the Phase I experience, would serve as the basis for the development of a model that could be applied elsewhere in Iran. Such a model would enable the project to pass on details of the concepts, principles and procedures involved, in pursuing a community-based approach to SMLWR within entire river basins, and area based development projects.

During Phase I, the three component field projects relied heavily on employing domestic consultants for conducting studies and for designing and implementing a wide range of project activities. Likewise, most of the training on participatory planning was undertaken by consultants, and many of the facilitators originally used in the community level exercises were also employed on a consultancy basis. Where government staff were involved these were largely experts based in Tehran rather than coming from the provincial and local government level.

The previous over reliance on consultants resulted in limited capacity building amongst local advisory service providers (provincial government, NGO and/or other civil society organisations). This has limited the opportunities for: (i) replicating activities within other areas of the Hable-Rud basin; and (ii) continuing to provide facilitation support to current and future participating communities on the termination of the project. There are currently very few technical experts and extension workers, at the central or provincial government levels, with the skills required to act as facilitators in community-based participatory planning for SMLWR and farmer field schools. There is thus a need to develop, and implement, an in-service training programme so as to build the institutional capacity (trained manpower) at the central and provincial levels that would be needed to expand the community-based participatory planning and FFS programme in Phase II, and also for these to continue post project. Through the development of model curricula and training materials, the second phase would also enable such training to be replicated in other parts of Iran.

One of the factors that has hindered the replication of the community-based approach to SMLWR has been that most senior officials and policy-makers are unfamiliar with the concepts, and unaware of the potential benefits to be gained from empowering rural communities to take primary responsibility for the improved management of their local soil, water and vegetation resources. There is thus a need for a proactive programme to sensitise and brief senior officials, policy-makers, and administrators, at the central, provincial and local government levels, as well as community leaders and political representatives, in order to sensitise them to, and raise their awareness of, the benefits of the approach as revealed by the Hable-Rud experience.

Phase I failed to develop and put in place an M&E system for monitoring individual project performance and determining the impact of project activities. Hence, there is little hard information to back up the largely anecdotal evidence of how successful Phase I has been in empowering rural communities, addressing land and water management problems, and improving household welfare. There is thus an urgent need for a comprehensive M&E system that would enable the project to collect such data for both project management and advocacy purposes. In addition, there is a need to involve the communities in participatory self-monitoring and evaluation so that they can assess the impact of their own activities, as well as contribute their indicators of success to the overall M&E system.

The Phase I management structure of four separate component projects has been problematic, hence the need for programme reformulation and the development of a more effective inter-

sectoral institutional management co-ordination structure. This is not only for implementing Phase II programme activities, but also to meet the needs for the future (post project) management of the land and water resources within the Hable-Rud basin.

### **PART III – MANAGEMENT ARRANGEMENTS**

#### **1. Managerial and Organizational Arrangements for Integrated and Co-ordinated Management of the Hableh-Rud Basin**

This project will be implemented by The Forests, Rangelands and Watershed Management Organisation (FRWO) of the Ministry of Jihad Agriculture. The UNDP National Execution (NEX) modality as stipulated in the UNDP Programme Manual and the UNDP – Iran NEX Manual shall apply.

A National Project Director (NPD) will be appointed by the Implementing Agency to undertake overall responsibility for managing project funds and overseeing delivery of outputs. The NPD must be a senior government official of the Implementing Agency. The NPD shall not be paid from the project budget for his/her services.

A full-time professional will be competitively selected by NPD in consultation with UNDP and appointed as National Project Manager (NPM) to supervise project staff and look after the day-to-day activities of the project. S/he will be responsible for carrying out all the activities according to the project documents and the project work plans. S/he will be supervised by and report to the NPD. Terms of reference for the NPD and NPM are stipulated in the UNDP Iran NEX Manual

A project office will be established and equipped within the FRWO. A number of technical and support staff will be selected in a competitive manner to assist the NPM. The structure of the project office and the terms of reference for project staff will be prepared by the NPD in consultation with UNDP. The project office may establish local sub-offices in the provinces concerned and/or at the project site. The comprehensive project management structure and project offices organigramme will be prepared by NPD in consultation with UNDP. Full local participation and gender sensitivity are essential elements in defining office structure and staffing.

At a minimum, the project office will have the following core personnel: National Project Manager, one international Chief Technical Advisor (CTA), 4 Senior Experts, 6 Technical Experts, 1 Senior Women and Development Expert, 1 Women and Development Expert, 1 Documentation and Information Management Expert, 1 Financial Officer/Accountant, 1 Administration and Procurement Officer, 1 Senior Secretary, 1 Secretary, 1 Filing and Documentation Clerk, 1 Support Staff. Field staff will include a sufficient number of Community Planning Facilitators (male and female) and Farmer Field School Facilitators. A detailed organigramme and job descriptions will be prepared by the NPD/NPM in consultation with UNDP.

To ensure efficient project management and international dissemination of project best practices, one Programme Assistant at G5 level will be hired by UNDP from the project budget. S/he will be situated within the UNDP Country Office in Tehran to facilitate financial tracking of budgets, sound work planning and reporting, controlling the quality of outputs etc. A job description for the Programme Assistant post will be prepared by UNDP in consultation with the NPD.

Two Provincial Project Review Committees (PPRC) will be established, one in each of the provinces concerned. The PPRC will be chaired by the Director General for Natural Resources of the province and composed of the following members: Governor General's office, Department of the Environment, Management and Planning Organisation, two representatives (one male and one female) from local communities and representatives of other organizations

as deemed relevant. The PPRC will oversee project progress and makes decisions at the provincial level. One main task of the PPRC is to review work plans at its quarterly meetings.

A central Project Steering Committee (PSC) will oversee the progress of implementation and endorse quarterly and annual work plans to be prepared and proposed by the NPD/NPM in consultation and co-ordination with the PPRCs. The membership of the PSC shall include, at a minimum, the NPD as the Chairperson, the Management and Planning Organisation, the Department of the Environment, one NGO representative with expertise and experience in participatory management of natural resources, two representatives from local communities, the UNCCD National Focal Point, two representatives from academia with relevant technical expertise, the FRWO Director Generals of Semnan and Tehran, the Ministry of Foreign affairs and UNDP. The NPM will act as the PSC secretary. The PSC will meet on a quarterly basis.

A project office will be established, staffed and adequately equipped under the supervision of the provincial FRWO in each province to ensure the necessary supervision and co-ordination of activities at the provincial level.

## **2. Preparation of Reports**

The NPM will prepare quarterly and annual reports in English for submission to the PSC. The quarterly progress report should contain a summary of inputs delivered and attainable outputs, deviations from the agreed timetable and the current timetable for each component of activities for review, study and approval. Every report should include fiscal account for the preceding quarter and a timetable for the next quarter. This report should be concise and must describe the activities undertaken.

## **3. Monitoring and Evaluation**

At the outset of the Phase II of the programme, a M&E plan should be prepared and an M&E system established. This system should provide for reviewing and reporting on:

- Programme activities and expenditures;
- Capacity development activities;
- Environmental, social and economic impacts of the project.

A mid-term review and a final review will respectively be carried out in the 2<sup>nd</sup> and final years of project implementation by external international and national consultants.

The project shall be audited by external auditors as per UNDP rules and procedures.

#### **PART IV – LEGAL CONTEXT**

As the Islamic Republic of Iran has not signed the Standard Basic Assistance Agreement (SBAA), this project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document between the Government of the Islamic Republic of Iran and the UNDP (as attached) until such time that the SBAA is signed by Iran. The project document shall be governed by normal UNDP practices regarding project revisions, monitoring, and evaluation.

This project shall be subject to one or more external audit exercises to be planned, organised and carried out through UNDP. As appropriate, UNDP will include the project in its annual audit plans. Auditors will be selected by UNDP and paid from the project budget for their services.

This project will be implemented through the National Execution (NEX) modality of UNDP. All NEX monitoring/evaluation and reporting requirements, as stipulated in the UNDP Iran NEX Manual and the UNDP Programme Manual will apply.

## PART V – RESULTS AND RESOURCES FRAMEWORK

### Key Project Concepts and Principles

The component activities outlined in this project document are based on the following key concepts and principles:

- ***Watershed management is multi-dimensional in that it cuts across different sectoral development interests*** - and often administrative responsibilities. Hence improved management of the natural resources (soil, water and vegetation) of individual watersheds requires an inter-agency collaborative approach, as no single Ministry or department has the full range of disciplinary expertise or institutional responsibility to deal with this alone. Likewise, the management of larger watersheds and river basins will typically require inter-provincial cooperation, particularly for the equitable sharing of water resources.
- ***A strategy for watershed management should serve as a flexible strategic planning framework*** - that provides the guiding principles with which land users can plan and implement their own local level improved land and water management activities in conformity with watershed management principles, rather than a rigid physical plan based on external expert assessments of land suitability.
- ***Water is not the only product of improved watershed management*** - as a well managed watershed can produce a range of crop, livestock and tree products on a sustainable basis. Maintaining the downstream quality and quantity of water supplies should not adversely restrict the livelihood opportunities of those living upstream.
- ***Recognition of the active and central role of the land user (farmer, herder, bee-keeper etc.)*** - as the steward and manager of his/her local land and water resources. Whereas the land may legally be owned by the Government, it is those communities and individuals who have recognised rights to use specific areas within the Hable-Rud basin, who should assume primary responsibility for their improved management.
- ***Watershed management should be undertaken in a socially equitable, culturally sensitive and gender aware manner*** - thereby ensuring that both local level and basin-wide plans for improved soil, water and vegetation management do not increase social inequalities. The benefits should be shared between rich and poor households, men and women, young and old. Likewise, communities in the upper portions of a watershed should not have to change their livelihood activities, to ensure increased supplies of water to better off irrigated farmers in the Garmsar Plain, without receiving compensatory benefits;
- ***A community-based approach is fundamental to improved watershed management*** - and seeks to build on rural peoples' inherent skills and capacity to: (i) assess their natural resources and determine the problems affecting the productivity of their crop lands and range lands; (ii) identify, plan and implement improved land and water management interventions for the purpose of restoring, sustaining and enhancing the productivity of the community's land resources; (iii) monitor and evaluate the impact of their current, and future, soil, water and range management practices; and (iv) resolve conflicts between different land users with regard to their use and access rights to the community's land and water resources.

- ***People-centred participatory learning approaches*** - based on adult learning principles, are essential to overcome the failings inherent in past ‘top down’ extension programmes. The need is for farmers and herders to learn through their own field based discovery exercises the underlying principles, as well as the costs and benefits, of alternative improved soil, water, pest and range management practices.

### **Development Goal and Outcome**

The main objective of this assignment is to contribute to the UNDAF Outcome number 4 “Global environmental concerns and environmentally sensitive development integrated in national development frameworks and implemented” as translated into the UNDP Country Programme Outcome “conservation and sustainable use of land and water (including trans-boundary water bodies) and globally significant biodiversity in critical ecosystems through interventions at national, basin-wide and site-specific levels.” As such, the specific development goal and outcome of this initiative are:

### **Development Goal**

*To contribute to the empowerment of rural communities in Iran to better manage the natural resources (soil, water and vegetation), on which they depend to meet their livelihood needs, in ways that increase household incomes while restoring, sustaining and enhancing the productive potential of their local land and water resources.*

### **Intended Outcome**

*Sustainable Management of Land and Water Resources through Formulation, Implementation and Demonstration of Participatory and Pro-poor Strategies and Plans.*

### **Project Components, Immediate Objectives and Outputs**

To achieve the intended outcome, the outputs and activities of this initiative have been arranged in 8 components as follows:

Component 1: Documentation of successes gained and Lessons Learned in Phase I;

Component 2: Macro-level strategic planning for the sustainable management of land and water resources in the Hableh-Rud basin;

Component 3: Establishment of a comprehensive monitoring and evaluation (M&E) System;

Component 4: Micro-level community-based planning and capacity building for diversified and sustainable livelihoods;

Component 5: Advisory support service provider capacity building;

Component 6: Inter-agency and multi-sector co-ordination for river basin management;

Component 7: Development of a suitable model of the community-based approach to the sustainable management of land and water resources, linked to the Iran National Action Plan under the UN Convention to Combat Desertification and Drought and poverty reduction strategies;

Component 8: Advocacy and awareness raising for local community leaders, government officials, decision-makers and stakeholders on participatory approaches to SMLWR

### **Component 1: Documentation of Successes gained and Lessons Learned**

The processes and impacts of Phase 1 were not properly and professionally documented. Findings and lessons are therefore hard to convey. To rectify this shortcoming, it is imperative to take an accurate stock of Phase I and establish an appropriate documentation mechanism for Phase II so that the abovementioned information is available for use by others, in the basin and elsewhere. Much of the Phase I pilot experience if properly documented can serve as a model for similar community-based activities in other parts of Iran.

**Immediate objective 1:** to document and review the achievements, experiences gained, and lessons learnt, from Phase I activities, and improve the collation, storage, analysis and retrieval of project generated data.

**Output 1.1:** A functioning and user-friendly management information system (MIS) systematically gathering, storing, analysing, and retrieving data derived from the studies, field visits, and project activities conducted during Phases I and II.

**Activity 1.1:** Development of a project management information system as a means of gathering, storing, analysing and retrieving data derived from the studies, field investigations and project activities conducted in phase I, and to be conducted in Phase II.

The project will establish its own management information system (MIS) to handle all past and future project generated data, retaining it in a form that can be easily retrieved and used by project staff for reference, reporting and management purposes. One core component of the MIS would be a central documentation centre/library containing hard copies of all reports and studies prepared by project staff and consultants, as well as a collection of photos, slides, videos and other audio-visual materials documenting project activities. The MIS would also contain a computer-based data bank with the following databases:

- a GIS database with background information on the bio-physical and socio-economic conditions of the Hable-Rud basin (derived from the various consultant studies);
- a bibliographic database with abstracts of all the reports and studies generated by the project;
- a technology and approaches database containing information on the various SMLWR technologies and community-based planning approaches used within the Hable-Rud basin;
- a project activity database with records of the various field activities and micro-projects supported by the project.

These databases would be developed as a project expert system allowing potential users to access information through keyword searches. As part of the MIS the project would establish a project website in English and Persian to publicise its achievements, experiences gained, and lessons learnt. A documentation/information management expert will be appointed by the project to establish and operate the MIS. As necessary the expert will be trained to perform these duties through attending relevant short information technology courses offered by universities and private sector organisations within Iran and, if appropriate, specialist short overseas courses.

**Output 1.2:** A catalogue, containing details of the successful SMLWR technologies and community planning approaches used within the Phase I pilot villages.

**Activity 1.2:** Preparation of a catalogue, documenting the successful SMLWR technologies and community planning approaches used within the Phase I pilot villages.

Through a series of participatory workshops and community meetings, project staff and community representatives, will systematically document representative examples of each of the SMLWR technologies and community planning approaches used in Phase 1. The information thus gained will be used to compile a loose-leaf catalogue that could be used to show interested communities elsewhere (both within and outside the Hable-Rud basin) how the pilot communities addressed particular technical and organisational problems. The catalogue will be periodically updated by adding new information sheets, following the documentation of additional technologies and approaches successfully used during Phase II by other communities. Guidelines, and sample questionnaires, for the documentation of technologies and approaches are available from the website of the World Overview of Conservation Approaches and Technologies (WOCAT) programme ([www.wocat.net](http://www.wocat.net)).

**Output 1.3:** A bilingual (Persian and English) quarterly newsletter.

**Activity 1.3:** Publication of a quarterly newsletter.

A well-designed, concise and informative newsletter will be published on a quarterly basis to publicise information, share experiences, and attract attention. The newsletter should be widely circulated among various stakeholder circles and a to wide audience within the country.

**Output 1.4:** A documentary film on the project achievements focusing on participatory methods and approaches

**Activity 1.4:** Produce a documentary film.

A documentary will be produced for the wider dissemination of project achievements in terms of participatory management of resources for wide dissemination among interested communities and possible broadcast by national television channels.

### **Component 2: Macro-level strategic planning for the sustainable management of land and water resources in the Hableh-Rud basin;**

While Phase I successfully piloted the participatory development of community level plans for SMLWR it was unable to develop a strategy and action plan for the basin as a whole. This will therefore be one of the priority tasks for the first year of the second phase. The strategy and action plan will be in the form of a planning framework, providing a set of conceptual guidelines for both the development of individual community plans, and the formulation of major investment projects (for those soil and water management problems that cannot be solved by the efforts of individual communities alone). By sub-dividing the Hable-Rud basin into broad watershed management zones, with similar bio-physical resources and socio-economic characteristics, the strategy will highlight the different development constraints and opportunities for particular locations within the basin. One component of the strategy will be a set of criteria (environmental and socio-economic) for determining the order of priority in which to address the land and water management problems of individual communities and sub-basins. The strategy will contain a schedule outlining when all of the rural communities will be

assisted to formulate and implement their own plans for SMLWR. The strategy will also provide the overall framework within which potential conflicts related to the different needs of upstream downstream water users, the seasonal movement of livestock between summer and winter grazing areas, and short-term exploitation versus long-term sustainability, can be resolved through inter-community co-operation and facilitation.

**Immediate objective 2:** To develop a strategic planning framework for guiding the formulation of community plans and investment proposals for the effective and equitable management of the land and water resources of the entire Hable-Rud basin while considering food security and efficient production of agricultural and other produce.

**Output 2.1:** A comprehensive survey report on the existing potential of natural resources (water, soil, forests, rangelands etc.) and human resources for economically viable and environmentally sustainable production.

**Activity 2.1:** Conduct a survey on available potentials and capabilities of the Hableh-Rud basin for economically viable and environmentally sustainable production.

The survey will benchmark the current situation of the basin vis-à-vis natural resources and human capacities. The current levels of the Human Development Index (HDI) and Millennium Goals (MDGs) will be measured and benchmarked for planning purposes and the monitoring of progress.

Productivity of resources and production patterns will be surveyed and recorded. Indigenous knowledge and local experience will also be surveyed and recorded.

As part of the survey, a thorough stakeholder analysis (SHA) will be carried out.

When conducting the survey, the project staff and consultants will make use of the data contained in the reports from the Phase I studies and any other secondary data sources. Where the information is currently unavailable, a limited number of new (short) studies will be commissioned to fill specific information gaps.

The findings of the survey will contribute to and be incorporated in the strategy and action plan described in Output 2.2.

Terms of reference for the study

**Output 2.2:** A strategy and action plan for the entire Hable-Rud Basin providing an overall framework for the planning and implementation of SMLWR activities.

**Activity 2.2:** Preparation of a strategy and action plan for SMLWR for the entire Hableh-Rud Basin.

The strategy and action plan will be prepared by project staff under the guidance of the international technical adviser with, where necessary, the support of other international and national consultants. As part of the formulation process a series of stakeholder consultation workshops will be held in order to reach consensus agreement on the guiding principles and core elements of a strategy and action plan for restoring, sustaining, and enhancing the productive capacity of the soil, water and vegetation resources of the entire Hable-Rud Basin. In addition to consulting with representatives from the technical and administrative central and provincial government institutions concerned, consultations will be held with other

stakeholders such as NGOs, private sector companies as well, as representatives of the rural communities directly involved in using the soil, water and vegetation resources of the basin for crop and livestock production. The strategy formulation process will draw upon secondary sources of information, in particular the findings of the phase I studies, as well as the knowledge of the stakeholders consulted to:

- identify and define the major ecosystems, and hydrological sub-basins, within the Hable-Rud Basin, and determine their key constraints and opportunities for SMLWR;
- identify and describe the dominant socio-economic and cultural characteristics of the inhabitants of the Hable-Rud basin, and determine the major economic activities pursued within the basin;
- determine the location, nature, extent and severity of the existing degradation of the land and water resources within the Hable-Rud Basin;
- identify the causes of the current degradation within the Hable-Rud Basin - the natural hazards, direct causes, and underlying/root causes;
- estimate the current economic and financial losses, social welfare and poverty consequences, and the ecological impact, associated with the present degradation of the rangelands, croplands and water resources and determine future alternative scenarios for different SMLWR strategies within the Hable-Rud basin;
- review and, as appropriate, propose amendments to the policy and legislative environment governing SMLWR within the Hable-Rud basin;
- identify the potential for introducing new technologies (e.g. fish ponds, intensive fodder production, medicinal herbs) within specific areas of the Hable-Rud basin, that would enable rural communities to increase the economic returns from improved management of their existing land and water resources;
- assess, and recommend ways to improve, the capacity of the central, provincial and local government and NGO extension, research and development agencies to meet the needs of the Hable-Rud rural communities by giving advice and support in the formulation and implementation of community-based plans for SMLWR;
- define the guiding principles and conceptual basis for the strategy and action plan; and
- formulate a strategic planning framework covering the following requirements: (i) policies; (ii) legislation; (iii) institutional support services; (iv) field level technologies for SMLWR; (v) participatory development processes, approaches and methods; (vi) equitable sharing of the costs and benefits; (vii) monitoring and evaluation indicators of success; (viii) funding (needs and source); (ix) prioritisation of the rural communities and sub-basins with regard to the order in which their problems need to be addressed; and (x) further project and programme support needed, and how this might be scheduled, to cover the entire basin.

Maximum participation shall be ensured in preparation of the strategy and action plan. Once the strategy and action plan are finally drafted, they should be made widely available to the local people by appropriate means including media discussion panels and display centers. The general agreement of local inhabitants must be ensured before the strategy and action plan are implemented. Barriers to implementation should also be identified and removed.

**Output 2.3:** A feasibility report outlining the costs and benefits of potential major investment projects that, if implemented, would address specific soil and water management problems, occurring within parts of the Hable-Rud basin, that cannot be solved by the efforts of individual communities alone.

**Activity 2.3:** Preparation of a technical and economic feasibility report on the potential for large scale investment projects to address those soil and water management problems cost effectively that cannot be solved by the efforts of individual communities alone.

Many of the consultant studies undertaken in Phase I have identified a number of technical options for the improved management of soil, water and vegetation resources within specific portions of the Hable-Rud basin. In particular, with regard to the improved management of water supplies, drainage and salinity control within the existing irrigated part of the Garmsar Plain, and the possible expansion of the irrigated area. While these studies have identified what is technically possible they have not yet been used to formulate fundable investment proposals. There is thus a need to undertake some rapid feasibility studies to determine whether large-scale investments in implementing these technical options could be justified economically and/or socially as part of an overall strategy for SMLWR within the Hable-Rud basin.

A small project identification/feasibility mission comprising both international and national consultants mission will therefore review the Phase I studies and prepare a feasibility report. This report will identify which, if any, large scale investment projects would be feasible for economic and/or social reasons to address those soil and water management problems that cannot be solved by the efforts of individual communities alone. The Food and Agriculture Organisation (FAO) could be a potential specialised agency to help field the mission. Additional government-funded feasibility studies may subsequently be undertaken as further investment opportunities are identified (e.g. to construct water impounding structures that would serve more than one community).

### **Component 3: Establishment of a comprehensive monitoring and Evaluation (M&E) System**

A key gap in the activities conducted during Phase I was the development of a comprehensive system for monitoring and evaluating the various activities of the four component projects. A priority activity for Phase II would therefore be the development of an M&E system to provide information that can be used by the project management to monitor progress through the implementation of the various project activities. It could also form the basis for undertaking ongoing, and ex-post, evaluation of their impact by the project staff, and with the participating communities.

The project will put together a team of international and national M&E specialists who will work with project staff at the central and provincial levels to design and test the component elements of a comprehensive M&E system and to formulate an overall M&E plan. This team will review the study on project activity and participatory M&E prepared at the end of Phase I, by Absaran consultants, for the Desertification Control component project. Where appropriate, its recommendations will be incorporated into the overall M&E system. The team will also be expected to draw upon the international body of literature related to M&E for community-based projects in the field of sustainable land and water management, in particular the following references which have been made available to the office of the FRWO:

- FAO 1989. *Community Forestry - participatory assessment, monitoring and evaluation*. Community Forestry Note 2.
- FAO 1990. *The Community's Toolbox - the idea, methods and tools for participatory assessment, monitoring and evaluation* in community forestry. Community Forestry Field Manual 2. FAO Rome.
- Herweg, K. 1996. *Field Manual for Assessment of Current Erosion Damage*. Centre for Development and Environment, University of Berne, Switzerland.
- Bosshart, U. 1997. *Photo-monitoring*. Centre for Development and Environment, University of Berne, Switzerland.
- Stocking, M. and Murnaghan, N. 2000. *Land Degradation - Guidelines for Field Assessment*. UNU/UNEP/ PLEC Working Paper. Overseas Development Group, University of East Anglia, Norwich UK.

- Herweg, K. & Steiner, K. 2002. *Impact Monitoring & Assessment - Instruments for use in rural development projects with a focus on sustainable land management*. Volume 1 Procedure, Volume 2 Toolbox. Centre for Development and Environment, University of Berne, Switzerland.

The M&E system should be operational by the end of the first year of the second phase. Provision has been made in the budget to purchase a limited amount of equipment and instruments for monitoring different aspects of the ecological environment. The specific items to be purchased, and how they would be used, will be determined during the development of the M&E system.

**Immediate objective 3:** To monitor and evaluate, with the participating communities, the effectiveness of Phase I and Phase II activities, and their environmental and socioeconomic impacts at the local and basin levels.

**Output 3.1:** An M&E framework directly linked with and regularly reporting to the project management and stakeholders.

**Activity 3.1:** Establish an M&E framework with the following components:

- an operational component that monitors the delivery of project activities, controls the quality of outputs and tracks financial expenditure;
- an operational component being used to monitor the impact of the project's capacity building activities;
- an operational component to monitor the global and local environmental impact of the project's activities considering, *inter alia*, the Multilateral Environmental Agreements (MEAs) to which Iran is a Party, UNCCD NAP and other national environmental strategies and plans;
- an operational component to monitor the impact of the project's activities on the beneficiaries; and
- an operational component being used by the participating communities to monitor the impact of their community-based plans and SMLAWR activities on their standard of living and local ecological environment.

One mid-term comprehensive evaluation will be carried out by a team of external national and international consultants in the second or third year. A similar evaluation will be conducted towards the end of the project.

**Output 3.2:** An operational component that monitors the delivery of project activities, controls the quality of outputs and tracks financial expenditure.

**Activity 3.2:** Development of the project activity and financial M&E component of the system.

Project management needs to ensure that the utilisation of project resources (inputs) results in the proposed activities being undertaken, which in turn leads to the achievement of the expected outputs, within the time-frame, quality and cost standards set out in the project work plans and budget. Project activity and financial monitoring will facilitate this through the collection and scrutiny of information available from routine administrative records and reports, supplemented as necessary from; (i) field checks on both quantity and quality aspects; (ii) the UNDP project management system (ATLAS); and (iii) financial audits. This component element of the M&E system will therefore be developed primarily in order to:

- identify and monitor the use and availability of specific project inputs such as: (i) manpower deployment including consultant inputs; (key posts filled/vacant); (ii) equipment, vehicles and supplies, (physical availability on project and serviceability); and (iii) UNDP/other donor and government budgetary allocations and their actual utilisation;
- identify and monitor project activities, specifically to see: (i) if they have been completed, are on-going or about to be initiated; (ii) whether they are on schedule as set out in the annual and quarterly work plans; and (iii) who is undertaking them;
- identify and monitor project outputs such as: (i) number and quality of special studies undertaken; (ii) number of staff and/or farmers/herders trained (including numbers of men and women); (iii) number of participatory workshops conducted at community level; (iv) number of FFS established; (v) number of springs protected/boreholes drilled; (vi) length of irrigation canals/pipelines constructed; (vii) number of water impounding dams built, (viii) number of check dams/gabions installed; (ix) area of rangeland in which improved management practices (seeding, closure, rotational grazing) have been undertaken; (x) numbers of tree seedlings raised and planted; etc.

**Output 3.3:** An operational component of a comprehensive M&E system being used to monitor the impact of the project's capacity building activities.

**Activity 3.3:** Development of the organisational capacity building M&E component of the system.

The project will direct considerable efforts at strengthening government and non-government advisory support service providers as well as building the capacity of community-based organisations to address the problems of SMLWR within the Hable-Rud basin. This component of the M&E system would therefore be developed to monitor and evaluate the effectiveness of the project's organisational capacity building activities thereby enabling it to determine the impact on:

- national, provincial and local government level administrative and technical agencies - what capacity has been built to enable them to facilitate (create an enabling environment) and support (provide technical advice and financial assistance) the rural communities for participatory improved natural resource management planning?
- national, provincial and local non-government organisations - what capacity has been built to enable them to act as advisory support service providers to rural communities engaged in participatory planning for improved natural resource management? and
- community-based (peoples') organisations – how many and what types of community organisations have been established, do they have local support and commitment, are they functioning effectively and do they have the organisational skills required to involve the community in assessing their land degradation and agricultural (crops and livestock) production problems and designing and implementing local solutions?

**Output 3.4:** An operational component to monitor the global and local environmental impact of the project's activities considering, *inter alia*, the Multilateral Environmental Agreements (MEAs) to which Iran is a Party, UNCCD NAP and other national environmental strategies and plans.

**Activity 3.4:** Development of the environmental status and impact M&E component of the system.

It is assumed that implementation of the component project activities will result in present land and water management practices being improved which, in turn, will lead to a decrease in the degradation of the natural resources (soil, water vegetation etc) of the Hable Rud basin. There is, therefore, the need to have a component of the M&E system that can be used to assess whether the anticipated environmental benefits are being realised. If the answer is no, then the system should also be able to say why they are not being realised, and provide guidance on how the situation could be changed for the better. This component element of the M&E system would be developed primarily to:

- identify and monitor changes in land use and soil, water and vegetation management practices;
- monitor seasonal and annual variations in key climatic variables;
- identify and characterise basin- and community-specific 'land quality' indicators (soil properties, seasonal stream flow, water quantity and quality, vegetative cover, quality and diversity of the species in the range, etc) ; and
- assess changes (based on the land quality indicators) in the environmental status of those areas where SMLWR improvements have been promoted, so as to determine their environmental impact;
- assess changes against MDG indicator concerning the environmental factors.

It is anticipated that this component will involve the development of a regular programme of: (i) photo-monitoring (taking photos at fixed points at regular intervals to record visible environmental changes); (ii) meteorological data collection (particularly temperature, rainfall and snow cover); and (iii) instrumentation of representative micro-catchments (to record surface runoff, stream flow, sediment load, salinity, soil loss etc).

**Output 3.5:** An operational component of an M&E system being used to monitor the impact of the project's activities on the beneficiaries.

**Activity 3.5:** Development of a beneficiary impact M&E component.

It is assumed that the project would have a beneficial impact on the social status, welfare and livelihoods of the beneficiaries at the rural household and community levels. There is thus a need to have in place an M&E system that can be used to assess whether the anticipated economic, social and cultural benefits are being realised. If the answer is no, then the system should also be able to say why they are not being realised, and provide guidance on how the situation could be changed for the better. Where appropriate, relevant MDG indicators HDI will be used as M&E indicators in this component. This component element of the M&E system will be developed to:

- identify economic, social and cultural changes at the rural household and community levels;
- determine the extent to which the costs and benefits of the programme are shared equitably between the different socio-economic target groups at the community level and within the household between the individual members (male, female, old and young);
- assess the economic, social and cultural impact on the beneficiaries as a result of their involvement in component project activities; and
- determine the reasons for adoption/non-adoption of land and water management improvements.

It is anticipated that this component would involve conducting periodic sample surveys/case studies to: (i) identify economic, social and cultural changes that can be attributed to project

activities; and (ii) identify which of the inhabitants of the Hable-Rud basin have actually benefited from the project. Some of these studies would be conducted by project staff while others might be contracted out to suitable NGOs, academic or private sector institutions.

**Output 3.6:** An operational component of a comprehensive M&E system being used by the participating communities to monitor the impact of their community-based plans and SMLWR activities on to their standard of living, and local ecological environment.

**Activity 3.6:** Development of a community level participatory M&E component of the system.

While the other components of the M&E system will primarily be conducted by project staff with the aim of providing information for project management and for reporting to UNDP/other donors, FRWO, MPO and other stakeholders, it is essential actively to involve the farmers and herders in a comprehensive M&E system. In particular, there is the need for a component in which they are involved in the identification and selection of their own specific M&E indicators, to ensure their criteria for success or failure are properly incorporated into the system. Those engaged in the development and field testing of the M&E system would therefore work with a representative sample, amongst the beneficiary communities, to develop participatory methods for the monitoring and evaluation of the situation within individual community areas.

The aim of the participatory M&E would be to stimulate critical self-awareness amongst farmers and herders as to the impact of their land and water management practices on their croplands (rain-fed and irrigated) and rangelands, thereby providing the motivation to make improvements. The focus will be placed on the identification, development and testing of simple bio-physical and socio-economic indicators that can be used by farmers, herders and development workers for the participatory monitoring and evaluation of changes over time at:

- the field, farm, village, range and catchment level (geographic area impact); and
- the household and community level (socio-economic/cultural impact).

Once the methods for developing sets of participatory M&E indicators have been developed and tested, the project would then seek to extend these to all the participating communities so that they are fully involved in monitoring the impact of their own project related activities. Periodic inter-community workshops and field days will be conducted so as to involve representatives from the participating communities in the overall monitoring of the Hable-Rud basin.

#### **Component 4: Micro-level community-based planning and capacity building for diversified and sustainable livelihoods**

A wealth of valuable experience has been gained during Phase I, on how to tackle the problems of involving rural communities in the sustainable management of the land and water resources, within the Hable-Rud Basin. Through such participatory planning activities, a growing number of land users (men and women) have demonstrated a strong willingness and enthusiasm to get involved in programme activities and have taken an active role in initiating and formulating their own community level activities. However, the Phase I component projects have so far had a limited impact in relation to the extent of the poverty and land degradation problems to be found within the Hable-Rud basin as a whole. To date, activities have focused on a small number of pilot communities and, within these, a limited number of beneficiaries. Likewise, project initiated activities for improved land and water management have been carried out in a very limited geographic area.

The primary focus of the second phase of the project would be on scaling up activities, thereby ensuring a wider beneficiary and geographic area impact. There would be a two pronged focus, namely: (i) increasing the number of beneficiaries and land area treated within the existing pilot communities; and (ii) replicating the participatory planning process by working with other interested communities elsewhere within the Hable-Rud basin. While continuing to provide technical advice, but only very limited financial support, to the Phase I communities most of this component's activities will be directed towards planning and capacity building within the new communities. The project will provide technical and financial support to each new community for a period of two years. This will cover both the participatory planning process and the implementation of some of the key components of the plan. Thereafter, the communities should have been sufficiently empowered to be able to seek further technical and financial support from other provincial, national and international sources (as is now being done by some of the Phase I pilot communities). After the two-year active involvement period, continuing project support would primarily be in the form of technical advice and, if required, acting as a facilitator to help link communities with other sources of support.

In the first year, a limited number of new communities will be selected from amongst those adjacent to the Phase I pilot villages, specifically those that have shown an active interest in participating in project activities. In subsequent years, the new villages would be selected according to the prioritisation criteria outlined in the Hable-Rud strategy and action plan (component 2). It is anticipated that, in addition to using its own staff as community planning facilitators in these new villages, the project would also make use of local NGOs and CBOs, as well as some individual members of the coordinating committees of the pilot villages for encouraging community-to-community facilitation.

Poverty reduction by enhanced and diversified production would be aimed for. Where appropriate, the project activities will be linked to the on-going Area-based Development Programme being implemented by Government and UNDP in some other provinces

**Immediate objective 4:** to empower the rural communities, of the Hable-Rud basin, to identify, formulate, appraise, implement and monitor their own community-based participatory plans for SMLWR, thereby enabling them to raise household incomes and living standards, reduce the risk of flood damage, and improve the local ecological environment.

**Output 4.1:** A minimum of 72 individual community-based participatory plans for SMLWR (covering 10% of the land area of the Hableh-Rud Basin) taking into consideration the production capacity baseline and aiming at sustainable production.

**Activity 4.1:** Community-based participatory problem identification and planning for SMLWR and sustainable production of crops and other commodities.

Within an individual community, the participatory planning process will involve a series of meetings and participatory workshops, using a variety of PRA tools. During this, a project trained facilitator will assist members of the community to identify, prioritise and analyse their problems, develop possible solutions and formulate plans for putting these solutions into operation. As needed, technical experts from the national and provincial project management offices, as well as other technical sections of the MoAJ in Tehran and the provincial MoJA Organisation, would act as consultants to the community to advise on, and assist with, the design of technical solutions to local soil, water and vegetation management problems.

Where appropriate, the community-based planning process would also seek to bring neighbouring communities together where there is a need for inter-community plans and

agreements related to the improved and equitable management of key shared resources (particularly water). Baseline production capacities will be identified and built on.

**Output 4.2:** A minimum of 72 individual communities having been assisted to implement some of the SMLWR-related component activities required to implement their community plans.

**Activity 4.2:** Implementation of key components of the community-based plans.

The project will enter into an agreement with each of the participating communities to meet part of the external investment costs required to implement some of the SMLWR-related component activities required to implement the community plan. Each community will be expected to share in the cost of each activity, either by raising funds within the community, or by members of the community making in-kind contributions of labour and materials.

In Phase I, project support included providing assistance for measures related to control of flash floods, improved water storage and distribution, supplementary irrigation of annual/perennial crops and forages, closure and revegetation of degraded rangeland areas, growing of medicinal plants, and bee keeping. Similar activities are expected to be supported in the second phase as well as other SMLWR interventions identified by the communities, and a limited number of new technical innovations identified with the assistance of technical experts from the project. It is expected that more assistance would be given, in Phase II, to assisting communities and individual farmers to develop efficient water use, drainage and salinity control within the irrigated portions of the Garmsar plain.

**Output 4.3:** A minimum of 72 communities engaged in the identification, formulation, appraisal, implementation and monitoring of their own micro-projects.

**Activity 4.3:** Community capacity building for the identification, formulation, appraisal, implementation and monitoring of participatory micro-projects.

This would involve the use of a range of formal and informal training approaches (workshops, hands-on-training, learning-by-doing, community-to-community exchange visits etc) to provide community leaders and other key community members with the skills required to: (i) set up and manage community-based organisations and development funds; (ii) prepare micro-projects to obtain the external financial and technical support required to overcome specific community identified problems; and (iii) manage and monitor the implementation of the micro-projects of the community.

**Output 4.4:** Women and youth actively participating in the community-based planning process within all of the communities engaged in project supported activities.

**Activity 4.4:** Community level gender sensitisation and analysis, to determine the role of women and youth in sustaining the rural economy, and find ways to overcome the constraints to their participation in community development activities.

During phase I gender related PRA tools were used in the village of Lazor to identify the critical role women play in meeting the welfare needs of the household, and to determine the contribution they make to the various livelihood enterprises pursued. This information was reviewed with the male participants and this had the effect of sensitising them to the constraints and opportunities faced by the women in their community. This led to social changes as the men gained a greater understanding of, and respect for, the contribution women

made to the life of the village. In particular within Lazoor, project activities were instrumental in increasing the opportunities for women to influence household and community level decisions. Similar culturally sensitive gender sensitisation and analysis activities will be conducted in all the communities involved in the second phase, with the aim of overcoming local constraints to the participation of women in project supported community development activities. Activities would also be directed at finding ways to increase the involvement of the youth in local development activities so as to provide them with an alternative to migrating out of the area in search of gainful employment.

**Output 4.5:** Functioning inter-community networks leading to information exchange, collaboration and conflict resolution for SMLWR within the Hable-Rud Basin.

**Activity 4.5:** Development of inter-community networks for information exchange, collaboration and conflict resolution for SMLWR within the Hable-Rud Basin.

There is a need for greater interaction between the rural communities of the Hable-Rud basin in order to: (i) learn from each others' experiences with participatory planning approaches and technologies for SMLWR; (ii) facilitate inter-community collaboration in areas of mutual interest; and (iii) resolve any conflicts that might arise from the following. a) The competing needs of upstream and downstream users of shared water resources; b) the movement of livestock between summer and winter grazing areas; and c) short-term exploitation versus long-term sustainability of soil, water and vegetation resources. The project would seek to develop formal and informal inter-community networks through encouraging exchange visits, and personal contacts, between individual villages.

**Output 4.6:** An operational programme of people-centred learning (farmer field schools) involving: (i) a minimum of 100 FFS in which farmers have investigated a range of improved soil, water and pest management practices; and (ii) a minimum of 50 FFS in which herders have investigated improved range management practices.

**Activity 4.6:** Development and implementation of an expanded programme of people centred learning (farmer field schools) for improved soil, water, pest and range management.

In contrast to the limited success achieved in past years by conventional extension methods, Farmer Field Schools (FFS), based on a people-centred, innovative, participatory, learning by discovery approach, have been the success story of the 1990's. The FFS approach was developed by an FAO Project in South East Asia as a way for small-scale rice farmers to investigate, and learn, for themselves the skills required for, and benefits to be obtained from, adopting integrated pest management (IPM) practices in their paddy fields. Subsequently, the FFS approach has been extended to countries in Africa, Latin America and the Middle East (including Iran). At the same time there has been a shift from IPM for rice based systems towards other annual crops, vegetables and cotton, and the curriculum has been enriched with other crop management aspects. More recently, farmer field schools organised on the principles and practice of integrated soil management have been piloted in Africa and Asia. It has been found that the FFS approach, although originally developed for IPM purposes, provides a proven people-centred learning methodology whereby farmers can learn about, and investigate for themselves, the costs and benefits of alternative land husbandry practices for sustaining and enhancing farm productivity.

During Phase I, the FFS approach was piloted with one group of farmers in the Garmsar Plain and was used to enable them to investigate alternative irrigation water use efficiency, pest control and soil fertility management practices. Project support to this FFS was of limited

duration, however the members have continued to meet regularly to exchange ideas and information, but currently with no active external technical support. The pilot experience proved the validity of the approach with farmers significantly reducing their pesticide use and identifying more efficient water management practices. The intention in the second phase is to develop a full FFS programme so as to greatly expand the number of farmers within the Hable-Rud basin learning about improved soil, water, pest and range management, through their own field based investigations.

Initially, the focus will be on providing support to, and expanding, the existing FFS activities related to improved soil, water and pest management within the Garmsar plain. Subsequently, the approach would be extended to communities in the upper and mid portions of the Hable-Rud basin. Many of the upland rangelands are used by groups of herders and the project will seek to develop herder range schools, based on the FFS approach, to investigate the costs and benefits of alternative range management practices. Globally, the FFS approach has so far been used in the context of investigating the production problems of various agricultural field crops (annual and perennial, rainfed and irrigated). The project would therefore be undertaking important pioneering work by developing the approach for improved range management purposes.

The project would seek assistance from FAO to support this activity by putting together a small team of international and national experts familiar with the FFS approach to develop locally appropriate curricula for addressing the irrigated agriculture and range management problems of both the lowlands and uplands. In doing this, the team will draw heavily on existing Iranian experience with FFS for IPM on rice and pistachios as well as the best practice cases achieved by the GEF Small Grants Programme of UNDP in Iran. The project will also provide a limited amount of equipment to facilitate the farmers' learning experience. In addition, the project will train up a cadre of FFS facilitators (see Component 7: Advisory support service provider capacity building). The project will provide technical and financial support to those FFS investigating improved soil, water and pest management practices for 2 years, and those investigating improved range management practices for 3 years.

#### **Component 5: Advisory support service provider capacity building**

**Immediate Objective 5:** to enhance the capacity of the government and NGO advisory support service providers to work with rural communities in the planning and implementation of sustainable land and water management activities.

During Phase I, the three component field projects relied heavily on employing domestic consultants for conducting studies and for designing and implementing a wide range of project activities. Likewise, most of the training on participatory planning was undertaken by consultants and many of the facilitators originally used in the community level exercises were also employed on a consultancy basis. Where government staff were involved these were largely experts based in Tehran rather than coming from the provincial and local government level.

Previous over reliance on consultants resulted in limited capacity building amongst the local advisory service providers (provincial government, NGO and/or other civil society organisations). This has limited the opportunities for: (i) replicating activities within other areas of the Hableh Rud basin; and (ii) continuing to provide facilitation support to the current and future participating communities on the termination of the project. There are currently very few technical experts and extension workers, at the central or provincial government levels, with the skills required to act as facilitators in community-based participatory planning for SMLWR. Scaling up from the Phase I pilot, communities will therefore require the

development and implementation of an in-service training programme so as to build the necessary institutional capacity (trained manpower) at the central and provincial levels for expanding the community-based participatory planning in Phase II, and also to continue it post project. Likewise, building on the pilot experience with FFS for improved soil, water and pest management would require training many more extension workers as FFS facilitators. It is also anticipated that other specialist training needs will be identified during the course of implementing the second phase. While the training will be targeted primarily at central and provincial government staff working on a full or part time basis for the project, training will also be provided to individuals of those NGOs and CBOs willing to support the community-based field activities of the project.

**Output 5.1:** A report outlining the type of in-service training needed, and how this should be provided, to enable staff from the project and collaborating agencies to implement the proposed community-based plans for SMLWR within the Hable-Rud.

**Activity 5.1:** Assessment of training needs

At the start of the second phase, the National Programme Manager and the Provincial Programme Managers, with the assistance of the international technical adviser, will undertake a detailed training needs assessment amongst their project staff and existing (and potential) collaborating extension, training and research agencies (government, NGO and CBO advisory service providers) at the national, provincial and local levels. This will be reviewed with the national and provincial project management committees as the basis for developing a comprehensive in-service training programme to build the capacity of project staff and the collaborating agencies required to promote SMLWR within Hable-Rud basin, both during and post project support. This educational programme will be implemented after gaining approval of the MPO and adoption of the timetable.

**Output 5.2:** A cadre of community facilitators, technical experts and extension workers with the skills required to work in a participatory manner with rural communities for the identification, formulation, appraisal, implementation and monitoring of community-based plans for SMLWR.

**Activity 5.2:** Provision of training in community-based participatory planning.

With the assistance of both international and national consultants/resource persons the project will develop the curricula and supporting training materials, and then implement a series of practical training workshops on the concepts, principles, tools and methods for promoting a community-based approach to participatory planning for SMLWR as well as technical skills less available in the country. Assistance will be sought from FAO to conduct the training. The Iranian guidelines developed under component 7 will form part of the training materials used for carrying out this component activity.

**Output 5.3:** A cadre of women, and youth, development facilitators with the skills required to undertake gender analysis and sensitisation exercises with rural communities.

**Activity 5.3:** Training in how to undertake gender analysis and sensitisation within rural communities.

With the assistance of both international and national consultants/resource persons the project will develop the curricula and supporting training materials, and implement a series of practical training workshops. These will be held on the concepts, principles, tools and methods

for raising awareness of the role of women in sustaining the rural economy and finding culturally sensitive ways to overcome the constraints to their participation in community development activities. This training will also consider how to determine and address the particular needs of young people. The Iranian guidelines developed under component 4.3 would form part of the training materials used for implementing this component activity.

**Output 5.4:** A cadre of FFS facilitators with the skills required to organise and conduct FFS on (i) improved soil, water and pest management; and (ii) improved range management.

**Activity 5.4:** Training of farmer field school (FFS) facilitators.

With the assistance of international and national consultants/resource persons and the support of FAO FFS experts, the project will develop curricula and supporting training materials. It will implement a series of practical field based training workshops on the adult learning concepts, principles and methods involved in conducting farmer field schools and how to develop FFS curricula for investigating: (i) improved soil, water and pest management practices; and (ii) improved range management practices. In developing these materials, the project would also draw on the experience of other Iranian FFS IPM programmes.

**Output 5.5:** One or more technical training workshops/seminars conducted to provide technical experts, and extension workers, working with communities within the Hable-Rud basin with the specialist skills required to advise on particular SMLWR problems, and design solutions to them.

**Activity 5.5:** Miscellaneous technical training workshops/seminars

In addition to the above training workshops, the curricula and supporting training materials for a number of other technical training workshops/seminars would be developed and then used by the project to conduct further in-service training activities. The specific topics for these, and the number required, will be identified as part of the training needs assessment

**Output 5.6:** A cadre of trainers/resource persons with the skills to develop and conduct topic and area specific training.

**Activity 5.6:** Training of trainers.

There is a need to build up a cadre of potential trainers in order to be able to replicate the various training activities developed by the project, without the need to continually hire consultants. It is often assumed that once someone has participated in a training course then they would have the teaching skills to train others on return to their duty stations. For most experts further training will be required, specifically on how to train others (staff and farmers). There is thus a need to develop a module for a training of trainers workshop, that would either be added on to individual in-service training workshops, or conducted as a separate activity. The aim of such a module would be to give potential trainers the opportunity to discuss and determine how they would conduct training. Potential trainers would be selected from the participants in the first round of in-service training activities, and these would then receive additional training to enable them to train others.

Issues to be covered in project supported training-of-trainers workshops would include:

- how to develop a training workshop outline and lesson plans that reflect the needs and circumstances of a specific sub-catchment, watershed, province, district, institution or community;
- which teaching methods to use for learning about specific topics, with the emphasis on participatory learning approaches and the use of practical learning-by-doing field exercises;
- what disciplinary background and experience would be required of additional trainers/resource persons and where might they be found;
- how to produce audience, location and topic specific handouts; and
- how to use audio-visual materials (power point, overheads, slides, posters/wall charts, videos etc) as effective teaching tools.

**Output 5.7:** Project staff and representatives of the Hable-Rud farmers, herders and women with increased knowledge of the land and water management practices, and participatory planning methods, used elsewhere in Iran and in other countries.

#### **Activity 5.7:** Study tours

The project will organise a series of study tours for programme staff and groups of farmers, herders and women, both within and outside Iran. The purpose of these would be to: (i) see the successful field application of improved land and water management practices in other parts of Iran, and in other countries; and (ii) learn about, and share experiences with, the use of alternative community-based participatory planning and people-centred learning (extension) methods. Project staff, with the assistance of the international adviser and FAO, will identify suitable places and institutions to visit on these study tours. The following are possible suggestions for international study tours:

- study tour to Jordan and Syria to see examples of rangeland management, water conserving irrigation and fertilisation methods (fertigation), drainage and salinity control - this could be organised with the assistance of the Beirut UNDP/UNSO office for West Asia; and
- study tour to India to see the desertification control work of the Central Arid Zone Research Institute in Jodhpur, and the community-based small watershed management work undertaken by the Central Soil and Water Conservation Research and Training Institute in Dehra Dun - India also has extensive government and NGO experience with the development and use of participatory assessment and planning tools for improved natural resource management.

Prior to undertaking any study tours, other potential countries and topics to be investigated would be identified, with the assistance of the international technical adviser and FAO at the start of the second phase. Each international study tour will allow 10 professional officers, from the project and collaborating national and provincial agencies, to travel to another country for 2 weeks to learn about technologies and/or participatory planning approaches that they might be able to use to improve their work within the Hable-Rud basin. Internal study tours would involve both project staff and representatives of the Hable-Rud farmers, herders and women. The numbers, duration and places to visit will be determined during project implementation.

**Output 5.8:** A small core group of project experts with additional specialist skills and knowledge gained from overseas training.

### **Activity 5.8: Overseas short-term fellowships**

It is anticipated that the training needs assessment would also identify the need for the skills and knowledge of some project staff to be improved in specific areas, through short overseas specialist training where this is unavailable within Iran. The training might be related to specific SMLWR technologies, computer modelling of degradation processes or ecosystem characteristics, participatory planning methods, M&E systems and impact assessment methods, or development of information management expert systems. Provision has therefore been made in the budget to meet the costs of a limited number of short-term (1-3 month) overseas training fellowships to be awarded to individual project staff to improve their capacity to perform their project functions on return.

### **Component 6: Inter-agency and Multi-sector Co-ordination for River Basin Management**

The integrated management of the land and water resources within river basins requires a multi-sector approach involving many different technical and administrative agencies. The Hableh-Rud basin falls partly within Tehran Province and partly within Semnan Province, hence improving management of the land and water resources within the basin as a whole would require co-operation between these two provincial authorities.

The organization of the project and its direction must be inter-agency and multi-sectoral in order to meet the long-term needs for an institutional co-ordination mechanism for the integrated management of SMLWR activities within the whole basin. Therefore, the first requirement is to establish a co-ordination system to facilitate Phase II operations. The main objective is to establish a high-level inter-agency Project Steering Committee (PSC) with defined responsibilities and the authority to create effective co-ordination of project activities and the emergence of an active M&E system to monitor and evaluate on-going activities in the whole basin.

**Immediate Objective 6:** To achieve inter-provincial multi-sectoral and inter-agency, co-operation and collaboration for the integrated management of the land and water resources of the Hableh-Rud basin by enabling the key stakeholders to work together within an effective and sustainable institutional co-ordination mechanism.

**Output 6.1:** A sound project management system conducive to participatory approaches to SMLWR.

**Activity 6.1:** Establishment and functioning of the project management system of the project.

See Part III: Management Arrangements for the details of the project management system.

**Output 6.2:** National and provincial-level project co-ordination mechanism.

**Activity 6.2:** Establishment of a high-level inter-agency project steering committee and two provincial project management committees.

Phase I of the SMLWR project suffered from lack of adequate co-ordination of the 3 inter-related project components. This shortcoming will be mitigated by setting up a multi-agency and high-level national committee called the Project Steering Committee (PSC). The PSC will meet on a regular basis to:

- approve quarterly and annual work plans and budgets;

- review M&E reports to assess progress of implementation and financial delivery of the project;
- help remove barriers and promote co-ordination;
- advocate the project's best practices and innovative approaches and help replicate them in other parts of the basin and elsewhere.

For more details see Part III: Management Arrangements. The final composition of this Committee will be decided on at a later stage.

The first PSC meeting shall be held no later than 1 month after the commencement of Phase II.

Accordingly, two provincial committees will be established at the provincial level and linked to the PSC. For details see Part III: Management Arrangements.

**Output 6.3: An active Monitoring and Evaluating Committee**

**Activity 6.3: Establish a M&E Committee**

A Monitoring and Evaluating Committee will be established to review progress and report to the PSC accordingly. The M&E Committee will be composed of the following representatives of project stakeholders:

- Management and Planning Organisation (chair);
- Forests, Rangelands and Watershed Management Organisation;
- National Project Manager;
- Two representatives from local communities and/or District Councils;
- M&E Expert (Secretary); and
- UNDP.

The Committee will meet on a monthly basis to review the M&E reports to be prepared and presented by the M&E Expert. The committee will accordingly report to the PSC on its findings.

**Component 7: Development of an Iranian Model for a Community-based Approach to SMLWR within River Basins linked to the Area-based Development Programmes and the National Action Plan to Combat Desertification**

Phase I of the SMLWR contributed to the preparation of the National Action to Combat Desertification and Drought that was finalised and submitted to the Secretariat of the United Nations Convention to Combat Desertification and Drought (UNCCD NAP). Also, the project has contributed to a better understanding of the problems associated with the sustainable management of the land and water resources within the arid, semi arid and dry sub-humid areas of Iran, by using the Hable-Rud basin as a pilot study area. A wealth of valuable experience has also been gained, on how to tackle the problems of involving rural communities in the sustainable management of their local land and water resources, that is expected to be applicable to other parts of Iran. However this experience has not yet been used to develop a model that would guide the implementation of similar activities elsewhere in Iran where there are similar bio-physical and socio-economic circumstances.

It is expected that the Phase II of the project would further contribute to the implementation of the UNCCD NAP and the ongoing Area-based Development by creating and demonstrating replicable models of land and water management.

**Immediate Objective 7:** To prepare a model detailing the concepts, principles and procedures involved in a community-based approach to the SMLWR within entire river basins and area based development projects in relation to national natural resource management strategies and programmes.

**Output 7.1** A representative model for Iran detailing the concepts, principles and procedures involved, for following a community-based approach to SMLWR within entire river basins and area based development projects.

**Activity 7.1:** Development of an Iranian model of SMLWR to be replicated in other areas with similar characteristics.

Project staff with the support of the international technical adviser, and other consultants where appropriate, will review the Phase I and Phase II experience (particularly the formulation of the Hable-Rud basin strategy and action plan). They will use this as the basis for preparing an Iranian model detailing the concepts, principles and procedures involved in a community-based approach to the SMLWR within entire river basins and area based development projects. The MPO will be involved in the final drafting of the model to determine its wider application within Iran. Once prepared, the MPO will take the lead in presenting the model for review, and endorsement, by interested government and donor agencies through a series of briefing sessions and seminars.

**Component 8: Advocacy and Awareness Raising for Local Community Leaders, Government Officials, Decision-makers and Stakeholders on Participatory Approaches to SMLWR**

There is little scope for incorporating the community-based participatory planning approach into national, provincial and local government watershed management strategies if senior officials and policy makers are unfamiliar with the concepts, principles and practices involved. Hence there is a need to conduct sensitisation activities specifically targeted at this group.

Furthermore, a key requirement for the capacity building to be effective, is that senior officials, policy makers, and administrators at the central, provincial and local government levels, as well as community leaders and political representatives, should not only be aware of the benefits of adopting a community-based participatory planning approach to SMLWR, but also provide the necessary support to those who have been trained to enable them to follow the approach. Once they are better informed about the approach it is anticipated that more support would be forthcoming.

**Immediate objective:** To raise the awareness of senior officials, policy makers, and administrators at the central, provincial and local government levels, as well as community leaders and political representatives, on the benefits of adopting a community-based participatory planning approach to SMLWR.

**Output 8.1:** Key senior officials, policy makers, and administrators at the central, provincial and local government levels, as well as community leaders and political representatives, with knowledge about, and appreciation of, the benefits of adopting a community-based participatory planning approach to SMLWR.

**Activity 8.1:** Sensitisation and briefing of senior officials, policy makers, administrators, community leaders and political representatives

The project will develop a programme of briefing sessions, seminars and field days (to meet empowered communities) for senior officials, policy makers, and administrators, at the central, provincial and local government levels, as well as community leaders and political representatives, in order to sensitise them to, and raise their awareness of, the benefits of adopting a community-based participatory planning approach to SMLWR.

This programme includes the preparation of training sessions, seminars and field activities and the provision of these for senior people, decision-makers, and directors in area, provincial and central offices, local leaders. The aim of these is to sensitise them and increase their awareness of the benefits of integrated programming and a people-centred approach for the Sustainable Management of Land and Water Resources.

**Output 8.2:** A range of audio-visual materials (papers, posters, photos, videos etc) used for both awareness raising and training purposes.

**Activity 8.2:** Preparation of audio-visual advocacy materials.

As part of this component activity, the project will prepare a range of audio-visual advocacy materials (papers, posters, photos, videos etc.) to publicise the positive experiences with the approach in the first and second phases of the project. These materials would also be used as training materials for the projects other capacity building component activities. Where appropriate, contracts will be concluded with private sector media agencies to prepare professional quality videos, and other audio-visual materials, for public advocacy and in-service training purposes.

**Results and Resources Framework**

**Component 1: Documentation of Successes gained and Lessons Learned**

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
<b>Programme Component</b>	<b>Multi-year Output</b>	<b>Indicative Activities</b>	<b>Inputs for Component (\$)</b>
<b>Component 1:</b> Documentation of Successes gained and Lessons Learned in Phase I	<p><b>Output 1.1:</b> A functioning and user-friendly management information system (MIS) systematically gathering, storing, analyzing, and retrieving data derived from the studies, field visits, and project activities conducted in phases I and II.</p> <p><b>Output 1.2:</b> A catalogue,</p>	<p><b>Activity 1.1:</b> Development of a project management information system as a means of gathering, storing, analysing and retrieving data derived from the studies, field investigations and project activities conducted in phase I, and to be conducted in phase II.</p> <p><b>Activity 1.2:</b> Preparation of a</p>	<p>TOTAL GOV.: \$ 150,000 TOTAL UNDP: \$ 50,000</p>

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
<b>Programme Component</b>	<b>Multi-year Output</b>	<b>Indicative Activities</b>	<b>Inputs for Component (\$)</b>
	<p>containing details of the successful SMLWR technologies and community planning approaches used within the Phase I pilot villages.</p> <p><b>Output 1.3:</b> A bilingual (Persian and English) quarterly newsletter.</p> <p><b>Output 1.4:</b> A documentary film on the project achievements focused on participatory methods and approaches.</p>	<p>catalogue, documenting the successful SMLWR technologies and community planning approaches used within the Phase I pilot villages.</p> <p><b>Activity 1.3:</b> Publication of a quarterly newsletter.</p> <p><b>Activity 1.4:</b> Produce a documentary film.</p>	

## INPUTS FOR COMPONENT 1

### UNDP/Other Donor Inputs

International PRA and gender specialist (to act as a facilitator for the participatory guidelines and gender analysis guidelines writing workshops): 3 months in year 1

National PRA specialist (to act as a facilitator for the participatory guidelines writing workshop): 3 months in year 1

National gender development specialist (to act as a facilitator for the gender analysis guidelines writing workshop): 3 months in year 1

Miscellaneous national consultant inputs (to assist with the initial documentation of the phase I technologies and approaches): 3 months in year 1

Participatory guidelines and gender analysis guidelines writing workshops

Equipment

### Government Inputs

Participatory guidelines and gender analysis guidelines writing workshops

Publication/printing costs of guidelines, brochures, catalogues, etc.

Computer hardware and software for the project Management Information System

Management Information System related training (fees for short courses offered by Iranian IT training centres)

All costs associated with data collection and community consultation for the documentation of the Phase I and II technologies and approaches

## Results and Resources Framework

### Component 2: Macro-level strategic planning for the sustainable management of land and water resources in the Hableh-Rud basin

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
<b>Programme Component</b>	<b>Multi-year Output</b>	<b>Indicative Activities</b>	<b>Inputs for Component</b>
<p><b>Component 2:</b> Macro-level strategic planning for the sustainable management of land and water resources in the Hableh-Rud basin.</p>	<p><b>Output 2.1:</b> A comprehensive survey report on the existing potential of natural resources (water, soil, forests, rangelands etc.) and human resources for economically viable and environmentally sustainable production.</p> <p><b>Output 2.2:</b> A strategy and action plan for the entire Hable-Rud Basin providing an overall framework for the planning and implementation of SMLWR activities.</p>	<p><b>Activity 2.1:</b> Defining available potentials and capabilities of the Hableh-Rud watershed for continuous, economically sustainable and target-oriented production purposes.</p> <p><b>Activity 2.2:</b> Preparation of a strategy and action plan for SMLWR for the entire Hableh-Rud Basin.</p>	<p>TOTAL GOVT.: \$100,000 TOTAL UNDP: \$ 50,000</p>

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
<b>Programme Component</b>	<b>Multi-year Output</b>	<b>Indicative Activities</b>	<b>Inputs for Component</b>
	<b>Output 2.3:</b> A feasibility report outlining the costs and benefits of potential major investment projects that, if implemented, would address specific soil and water management problems, occurring within parts of the Hable-Rud basin, that cannot be solved by the efforts of individual communities alone.	<b>Activity 2.3:</b> Preparation of a technical and economic feasibility report on the potential for large-scale investment projects to address cost effectively those soil and water management problems that cannot be solved by the efforts of individual communities alone.	

UNDP/Other Donor Inputs

International Watershed Strategic Planning Specialist - 1 month in year 1

Miscellaneous international consultant inputs (specific specialisation(s) to be determined during project implementation depending on requirements of the feasibility study(ies) - 1 month in year 1

Miscellaneous national consultant inputs (specific specialisation(s) to be determined during project implementation depending on requirements of the feasibility study(ies) - 2 months in year 1

Government Inputs

All costs associated with the 6 institutional, and 12 community, stakeholder consultation workshops.

All costs associated with any gap filling studies required.

All costs associated with any additional feasibility studies required.

## Results and Resources Framework

### Component 3: Establishment of a comprehensive monitoring and Evaluation (M&E) System

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
<b>Programme Component</b>	<b>Multi-year Output</b>	<b>Indicative Activities</b>	<b>Inputs for Component</b>

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
Programme Component	Multi-year Output	Indicative Activities	Inputs for Component
<b>Component 3:</b> Establishment of a comprehensive monitoring and Evaluation (M&E) System	<p><b>Output 3.1:</b> An M&amp;E framework directly linked to and regularly reporting to the project management and stakeholders.</p> <p><b>Output 3.2:</b> An operational component that monitors the delivery of project activities, controls the quality of outputs and tracks financial expenditure.</p> <p><b>Output 3.3:</b> An operational component of a comprehensive M&amp;E system being used to monitor the impact of the project's capacity building activities.</p>	<p><b>Activity 3.1:</b> Establish an M&amp;E framework.</p> <p><b>Activity 3.2:</b> Development of the project activity and financial M&amp;E component of the system.</p> <p><b>Activity 3.3:</b> Development of the organisational capacity building M&amp;E component of the system.</p>	<p>TOTAL GOVT.: \$ 1,000,000</p> <p>TOTAL UNDP: \$ 150,000</p>

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
Programme Component	Multi-year Output	Indicative Activities	Inputs for Component
	<p><b>Output 3.4:</b> An operational component to monitor the global and local environmental impact of the project's activities considering, <i>inter alia</i>, the Multilateral Environmental Agreements (MEAs) to which Iran is a party, UNCCD NAP and other national environmental strategies and plans.</p> <p><b>Output 3.5:</b> An operational component of an M&amp;E system being used to monitor the impact of the project's activities on the beneficiaries.</p> <p><b>Output 3.6:</b> An operational component of a comprehensive M&amp;E system being used by the</p>	<p><b>Activity 3.4:</b> Development of the environmental status and impact M&amp;E component of the system.</p> <p><b>Activity 3.5:</b> Development of a beneficiary impact M&amp;E component.</p> <p><b>Activity 3.6:</b> Development of a community level participatory M&amp;E component of the system.</p>	

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
Programme Component	Multi-year Output	Indicative Activities	Inputs for Component
	participating communities to monitor the impact of their community-based plans and SMLWR activities on to their standard of living, and local ecological environment.		

INPUTS FOR COMPONENT 3

UNDP/Other Donor Inputs

International M&E specialist - 1 months in year 1, 1 month in year 2

National M&E Specialist (natural resources) - 2 months in year 1, 1 month in year 2

National M&E Specialist (socio-economics) - 2 months in year 1, 1 month in year 2

National M&E Specialist (community participation ) - 2 months in year 1, 1 month in year 2

Digital camera

Government Inputs

All non consultant costs associated with the development and testing of the different components of the M&E system

All costs associated with implementing and reporting on the different components of the M&E system (impact case studies/surveys, sub-basin instrumentation, photo-monitoring, and community impact assessment activities)

Equipment for collecting meteorological data and calibrating representative small catchments, as part of the environmental impact assessment M&E component

## Results and Resources Framework

### Component 4: Micro-level community-based planning and capacity building for diversified and sustainable livelihoods

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
<b>Programme Component</b>	<b>Multi-year Output</b>	<b>Indicative Activities</b>	<b>Inputs for Component</b>

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
<b>Programme Component</b>	<b>Multi-year Output</b>	<b>Indicative Activities</b>	<b>Inputs for Component</b>
<b>Component 4:</b> Micro-level community-based planning and capacity building for diversified and sustainable livelihoods.	<p><b>Output 4.1:</b> A minimum of 72 individual community-based participatory plans for SMLWR (covering 10% of the land area of the Hableh-Rud Basin) taking into consideration the production capacity baseline and aiming at sustainable production.</p> <p><b>Output 4.2:</b> A minimum of 72 individual communities having been assisted to implement some of the SMLWR related component activities required to implement their community plans.</p> <p><b>Output 4.3:</b> A minimum of 72 communities engaged in the identification, formulation, appraisal, implementation and monitoring of their own micro-projects.</p> <p><b>Output 4.4:</b> Women and youth actively</p>	<p><b>Activity 4.1:</b> Community-based participatory problem identification and planning for SMLWR and sustainable production of crops and other commodities.</p> <p><b>Activity 4.2:</b> Implementation of key components of the community-based plans</p> <p><b>Activity 4.3:</b> Community capacity building for the identification, formulation, appraisal, implementation and monitoring of participatory micro-projects.</p> <p><b>Activity 4.4:</b> Community level gender</p>	<p>TOTAL GOVT.: \$ 2,000,000</p> <p>TOTAL UNDP: \$ 200,000</p>

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
<b>Programme Component</b>	<b>Multi-year Output</b>	<b>Indicative Activities</b>	<b>Inputs for Component</b>
	<p>participating in the community-based planning process within all of the communities engaged in project supported activities.</p> <p><b>Output 4.5:</b> Functioning inter-community networks leading to information exchange, collaboration and conflict resolution for SMLWR within the Hable-Rud Basin.</p> <p><b>Output 4.6:</b> An operational programme of people-centred learning (farmer field schools) involving: (i) a minimum of 100 FFS in which farmers have investigated a range of improved soil, water and pest management practices; and (ii) a minimum of 50 FFS in which herders have investigated improved range management practices.</p>	<p>sensitisation and analysis, to determine the role of women and youth in sustaining the rural economy, and find ways to overcome the constraints to their participation in community development activities.</p> <p><b>Activity 4.5:</b> Development of inter-community networks for information exchange, collaboration and conflict resolution for SMLWR within the Hable-Rud Basin</p> <p><b>Activity 4.6:</b> Development and implementation of an expanded programme of people centred learning (farmer field schools) for improved soil, water, pest and range management.</p>	

## INPUTS FOR COMPONENT 4

### UNDP/Other Donor Inputs

Miscellaneous international consultant inputs (specific specialisation(s) to be determined during project implementation depending on needs identified during the community planning and capacity building process) - 3 months over 3 years

Miscellaneous national consultant inputs (specific specialisation(s) to be determined during project implementation depending on needs identified during the community planning and capacity building process) - 6 months over 3 years

Specialist equipment for use in farmer field school field investigations (eg. microscopes, soil testing kits, water discharge gauges)

FAO in-house expertise might possibly be sought to provide advice and technical backstopping for the development of the FFS programme.

### Government Inputs

Cost sharing grants to the communities participating in the community planning and capacity building activities for: (i) community problem identification and planning (\$3,000 each year for 2 years per community); (ii) implementation of community plans (\$15,000 each year for 2 years per community); (iii) community capacity building (\$3,000 each year for 2 years per community); and (iv) community gender sensitisation (\$1,500 each year for 2 years per community).

All costs associated with the development of inter-community networks within priority sub-basins.

Cost sharing grants to individual farmer field schools for: (i) improved soil water and pest management (\$1,000 each year for 2 years); and (ii) improved range management (\$1,000 each year for 3 years).

## Results and Resources Framework

### Component 5: Advisory support service provider capacity building

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
Programme Component	Multi-year Output	Indicative Activities	Inputs for Component
<p><b>Component 5:</b> Advisory support service provider capacity building.</p>	<p><b>Output 5.1:</b> A report outlining the type of in-service training needed, and how this should be provided, to enable staff from the project, and collaborating agencies, to implement the proposed community-based plans for SMLWR within the Hable-Rud.</p> <p><b>Output 5.2:</b> A cadre of community facilitators, technical experts and extension workers with the skills required to work in a participatory manner with rural communities for the identification, formulation, appraisal, implementation and</p>	<p><b>Activity 5.1:</b> Assessment of training needs.</p> <p><b>Activity 5.2:</b> Provision of training in community-based participatory planning.</p>	<p>TOTAL GOVT.: \$ 400,000 TOTAL UNDP: \$ 300,000</p>

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
Programme Component	Multi-year Output	Indicative Activities	Inputs for Component
	<p>monitoring of community-based plans for SMLWR.</p> <p><b>Output 5.3:</b> A cadre of women, and youth, in development facilitators with the skills required to undertake gender analysis and sensitisation exercises with rural communities.</p> <p><b>Output 5.4:</b> A cadre of FFS facilitators with the skills required to organise and conduct FFS into: (i) improved soil, water and pest management; and (ii) improved range management.</p> <p><b>Output 5.5:</b> One or more technical training workshops/seminars conducted to provide technical experts, and extension workers, working with communities within the Hable-Rud basin with the specialist skills required to advise on particular SMLWR</p>	<p><b>Activity 5.3:</b> Training in how to undertake gender analysis and sensitisation within rural communities.</p> <p><b>Activity 5.4:</b> Training of farmer field school (FFS) facilitators.</p> <p><b>Activity 5.5:</b> Miscellaneous technical training workshops/seminars.</p>	

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
Programme Component	Multi-year Output	Indicative Activities	Inputs for Component
	<p>problems, and design solutions to them.</p> <p><b>Output 5.6:</b> A cadre of trainers/resource persons with the skills to develop and conduct topic and area specific training.</p> <p><b>Output 5.7:</b> Project staff and representatives of the Hable-Rud farmers, herders and women with increased knowledge of the land and water management practices, and participatory planning methods, used elsewhere in Iran and in other countries.</p> <p><b>Output 5.8:</b> A small core group of project experts with additional specialist skills and knowledge gained from overseas training.</p>	<p><b>Activity 5.6:</b> Training of trainers.</p> <p><b>Activity 5.7:</b> Study tours.</p> <p><b>Activity 5.8:</b> Overseas short-term fellowships.</p>	

## INPUTS FOR COMPONENT 5

### UNDP/Other Donor Inputs

International FFS facilitator training specialist - 2 months in year 1

International participatory range management specialist (to adapt the FFS approach for herders to investigate improved range management and to develop the necessary herder field school facilitator training programme) - 2 months in year 1, 1 month in year 2

2 National FFS facilitator training specialists - 3 months in year 1, 1.5 months in year 2 per consultant

2 Herder field school specialists (to work with the international participatory range management specialist in developing and implementing a herder field school facilitator training programme) - 3 months in year 1, 1.5 months in year 2 per consultant

Miscellaneous international consultant inputs (specific specialisation(s) to be determined during project implementation according to need for developing short specialist training workshops) - 1 month in year 1, 1 month in year 2, 1 month in year 3

Miscellaneous national consultant inputs (specific specialisation(s) to be determined during project implementation according to need for developing short specialist training workshops) - 4 months in year 1, 3 months in year 2, 2 months in year 3

Cost sharing contribution for running the initial participatory planning facilitator training workshops (1 workshop in year 1, 1 workshop in year 2, \$10,000 per workshop)

Cost sharing contribution for running the initial gender analysis facilitator training workshops (1 workshop in year 1, 1 workshop in year 2, \$10,000 per workshop)

Cost sharing contribution for running the initial FFS facilitator training workshops (2 workshops in year 1, 2 workshops in year 2, \$10,000 per workshop, each year 1 workshop for ISWPM FFS facilitators and 1 workshop for IRM FFS facilitators)

Cost sharing contribution for running the initial training of trainers workshops (1 workshop in year 1, 1 workshop in year 2, \$10,000 per workshop)

Cost sharing contribution for undertaking international study tours (each tour of 2 weeks duration for up to 10 participants) - 1 tour per year for 3 years, \$40,000 per tour

Miscellaneous fellowships for individual project staff to attend short-term (1-3 months' duration) special courses offered by international training institutes/universities - 8 fellowships over 3 years (up to \$10,000 per student to cover course fee, subsistence expenses and travel)

### Government Inputs

Costs for data collection and institutional consultation associated with the training needs assessment

Non consultant costs associated with development of curricula and training materials for all proposed training workshops

All costs associated with replicating the initial in-service training workshops (for participatory planning, gender awareness, FFS, training of trainers, specialist technical topics) in years 3-5.

All costs associated with international study tours in years 4&5

All costs associated with all inter-provincial study tours for project staff, and inter-provincial/inter-community study tours for community representatives (land users)

All fellowships for overseas training in years 4&5

## Results and Resources Framework

### Component 6: Inter-agency and Multi-sector Coordination for River Basin Management

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
Programme Component	Multi-year Output	Indicative Activities	Inputs for Component
<b>Component 6:</b> Inter-agency and Multi-sector Coordination for River Basin Management	<p><b>Output 6.1:</b> A sound project management system conducive of participatory approaches to SMLWR.</p> <p><b>Output 6.2:</b> National and provincial-level project coordination mechanism.</p> <p><b>Output 6.3:</b> An active Monitoring and Evaluating Committee</p>	<p><b>Activity 6.1:</b> Establishment and functioning of project management system of the project.</p> <p><b>Activity 6.2:</b> Establishment of a high-level inter-agency project steering committee and two provincial project management committees.</p> <p><b>Activity 6.3:</b> Establish a M&amp;E Committee</p>	TOTAL GOVT.: \$ 2,250,000 TOTAL UNDP: 200,000

## INPUTS FOR COMPONENT 6

### **National Project Management Office**

#### **UNDP/Other Donor Inputs**

*Professional Staff:* 1 International Technical Adviser (CTA grade) - 12 months in year 1, 6 months in year 2, 6 months in year 3. Costs of fielding one mid term and one final (2 weeks each) technical evaluation mission of 1 international and 3 national experts on each mission.

*Equipment:* 3 4WD vehicles; office equipment (10 computers, 3 printers, 3 copiers, 3 scanner/digitisers, 3 fax machines, 10 telephone sets, 5 mobile phones)

#### **Government Inputs**

*Professional and support Staff* (Full time for five years): 1 National Project Manager, 4 Senior Experts, 6 Technical Experts, 1 Senior Women and Development Expert, 1 Women and Development Expert, 1 Documentation/Information Management Officer, 1 Senior Secretary, 1 Secretary, 1 Accountant, 3 Drivers

*Office Facilities:* project office space, furniture

*Operating costs:* office supplies, communication costs, vehicle running costs, field allowances, utilities (water, electricity)

### **Provincial Project Management Office - Tehran Province**

#### **Government Inputs**

*Professional and support Staff* (full time for 5 years): 1 Provincial Project Manager, 2 Senior Experts/Sub-basin Team Leaders, 5 Experts, 1 Women and Development Expert, 5 Technicians, 1 Secretary, 1 Accountant, 1 Driver.

*Office Facilities:* project office space, furniture

*Operating costs:* office supplies, communication costs, vehicle running costs, field allowances, utilities (water, electricity), telephone, fax, internet access,

### **Provincial Project Management Office - Semnan Province**

#### **Government Inputs**

*Professional and support Staff* (full time for 5 years): 1 Provincial Project Manager, 2 Senior Experts/Sub-basin Team Leaders, 5 Experts, 1 Women and Development Expert, 5 Technicians, 1 Secretary, 1 Accountant, 1 Drivers.

*Office Facilities:* project office space, furnirure

*Operating costs:* office supplies, communication costs, vehicle running costs, field allowances, utilities (water, electricity), telephone, fax, internet access,

### **Additional Field Staff to be Recruited and Trained**

#### **Government Inputs**

*Community Planning Facilitators:*

Year 1: 3 male, 2 female; Year 2: 5 male, 3 female; Year 3: 7 male, 3 female; Year 4: 10 male, 4 female; Year 5: 7 male, 2 female

*Farmer Field School Facilitators* (For improved soil water and pest management (ISWPM) and improved range management (IRM)):

	Year 1	Year 2	Year 3	Year 4	Year 5
ISWPM	5	5	5	5	-
IRM	5	-	10	-	-

## Results and Resources Framework

### Component 7: Development of an Iranian Model for a Community-based Approach to SMLWR within River Basins linked to Area-based Development Programmes and the National Action Plan to Combat Desertification

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
Programme Component	Multi-year Output	Indicative Activities	Inputs for Component*
<b>Component 7:</b> Development of an Iranian Model for a Community-based Approach to SMLWR within River Basins linked to the Area-based Development Programmes and the National Action Plan to Combat Desertification.	<b>Output 7.1</b> A representative model for Iran detailing the concepts, principles and procedures involved, for following a community-based approach to SMLWR within entire river basins and area based development projects.	<b>Activity 7.1:</b> Development of an Iranian model of SMLWR to be replicated in other areas with similar characteristics.	TOTAL GOVT.: \$ 70,000 UNDP: \$ 25,000

## INPUTS FOR COMPONENT 7

### UNDP/Other Donor Inputs

Miscellaneous international consultant inputs (specific specialisation(s) to be determined during project implementation) - 1 month in year 1, 1 month in year 2.

Miscellaneous national consultant inputs (specific specialisation(s) to be determined during project implementation) - 2 months in year 1, 2 months in year 2.

### Government Inputs

All costs associated with holding 3 planning and review workshops, to be convened to discuss and agree on the development of the proposed model with interested stakeholders.

All costs associated with the publication and dissemination of the model (including short formal briefing sessions/seminars).

## Results and Resources Framework

### Component 8: Advocacy and Awareness Raising for Local Community Leaders, Government Officials, Decision-makers and Stakeholders on Participatory Approaches to SMLWR

<b>Intended Outcome as stated in the Country Results Framework:</b> Sustainable land/water and biodiversity management in critical ecosystems			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework:</b>			
<ul style="list-style-type: none"> <li>✓ Level of soil erosion (tons);</li> <li>✓ Number of flora and fauna under threat;</li> <li>✓ Per cent increase in productive grasslands;</li> <li>✓ Per cent increase in income of the disadvantaged groups including women.</li> </ul>			
<b>Applicable MYFF Service Line:</b> Sustainable land management to combat desertification and land degradation			
<b>Partnership Strategy:</b> Steering committee mechanism to involve a multitude of national and local institutions as well as local communities and FAO			
<b>Project title and ID:</b> Sustainable Management of Land and Water Resources in the Hable-rud Water Basin			
Programme Component	Multi-year Output	Indicative Activities	Inputs for Component
<b>Component 8:</b> Advocacy and Awareness Raising for Local Community Leaders, Government Officials, Decision-makers and Stakeholders on Participatory Approaches to SMLWR.	<b>Output 8.1:</b> Key senior officials, policy makers, and administrators at the central, provincial and local government levels, as well as community leaders and political representatives, with knowledge about, and appreciation of, the benefits of adopting a community-based participatory planning approach to SMLWR.	<b>Activity 8.1:</b> Sensitisation and briefing of senior officials, policy makers, administrators, community leaders and political representatives.	TOTAL GOVT.: \$ 30,000 TOTAL UNDP: \$ 25,000

#### INPUTS FOR COMPONENT 8

##### UNDP/Other Donor Inputs

Subcontracts for the professional production of audio-visual advocacy/training videos (2 videos over 2 years at \$10,000 per video)

##### Government Inputs

All costs associated with the convening of briefing sessions, seminars and field days for senior officials, policy makers, and administrators, at the central, provincial and local government levels, as well as community leaders and political representatives

Costs of preparing additional audio-visual materials (papers, posters, photos, videos etc) used for both awareness raising and training purposes.

## **PART VI – OVERALL WORKPLAN AND BUDGET**

This project is a cost-sharing initiative of the Government of the Islamic Republic of Iran and UNDP. In accordance with the cost sharing modality of UNDP, the Government counterpart shall transfer its contribution into the financial custody of UNDP. Both Government and UNDP contributions will be kept with UNDP and disbursed, as per the project annual plans, on project activities. The financial authority and responsibility over the total project budget shall remain at the discretion of the National Project Director who is also responsible for the timely provision of Government inputs as per the following payment schedule:

- October 2005	\$ 1,000,000
- January 2006	\$ 2,000,000
- January 2007	\$ 2,000,000
- January 2008	\$ 1,000,000

Adherence to the abovementioned schedule of payment is essential for the timely delivery of project outputs. In case of non-materialisation of payments, UNDP reserves the right to suspend or terminate the project.

Annual and quarterly work plans shall be prepared by the NPD at outset of project implementation. Budget revisions may be carried out as per the UNDP NEX provisions.

Three percent of the total project budget will be allocated to UNDP for its General Management Services (GMS). Costs of day-to-day services of UNDP country office will be calculated according to the Universal Price List of support costs as applicable to Iran and charged to the project accordingly.

The UNDP Direct Payment modality, as stipulated in the UNDP NEX, is the financial mechanism of this project.

The project logical framework and budget will be subject to further revision, refinement and clarification following the signature of the project document. ATLAS-based Annual Work plans will be prepared at a later stage when the overall logical framework and budget are revised.

## **STANDARD TEXT**

### Supplemental Provisions of the Project Document:

#### The Legal Contexts:

#### General Responsibilities of the Government, UNDP and the Executing Agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting system.
2. The Government shall remain responsible for this UNDP assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of the Islamic Republic of Iran, the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Cooperating Agency named in the cover page of this document (hereinafter referred to as the "Cooperating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Cooperating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the

related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document, budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
2. The Cooperating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Cooperating Agency.
3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.
4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.
5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.
6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance and replacement, if necessary, after delivery to the project site.
7. The Government shall make available to the project-subject to existing security provisions – any published and unpublished reports, maps, records and other data, which are considered necessary to the implementation of the project.
8. Patent right, copyrights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.
9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.
10. The services and facilities specified in the Project Document, which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment shall be made to the UNDP, in accordance with the Schedule of Payments by the Government.
11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the Executing Agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.
2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.
3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.
4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.
5. The Executing Agency may, in agreement with the government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.
6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.
7. Arrangements may be made, if necessary, for the temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.
8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title of such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.
9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

### **Rights, Facilities, Privileges and Immunities**

1. In accordance with the Agreement concluded by the United Nations Development Programme (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel

of UNDP and other United Nations Organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said agreement.

2. The Government shall grant UN volunteers, if such services, are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.
3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
  - a. Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
  - b. Be immune from national service obligations;
  - c. Be immune together with their spouses and relatives dependent on them from immigration restrictions;
  - d. Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
  - e. Be accorded together with their spouses and relatives depended on them the same repatriation facilities in the event of international crisis as diplomatic envoys.
4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.
5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:
  - a. The salaries or wages earned by such personnel in the execution of the project;
  - b. Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;
  - c. Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b) above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
  - d. As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.
6. The Government shall ensure:
  - a. Prompt clearance of experts and other persons performing services in respect of this project;

- b. The prompt release from customs of:
  - i. Equipment, materials and supplies required in connection with this project; and
  - ii. Property belonging to an intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.
- 7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.
- 8. The Executing Agency shall provide the Government through the Resident Representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.
- 9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

### **Suspension or Termination of Assistance**

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