



**MULTI-FOCAL AREA ENABLING ACTIVITY  
PROPOSAL FOR GEF FUNDING FOR NATIONAL  
CAPACITY NEEDS SELF-ASSESSMENT FOR GLOBAL  
ENVIRONMENTAL MANAGEMENT (NCSA)**

AGENCY'S PROJECT ID: PIMS 3022  
 GEFSEC PROJECT ID:  
 COUNTRY: The Islamic Republic of Iran  
 COUNTRY ELIGIBILITY: IRAN IS PARTY TO UNCBD,  
 UNFCCC AND UNCCD  
 PROJECT TITLE: National Capacity Self-Assessment for  
 Global Environmental Management in Islamic Republic of Iran  
 GEF IMPLEMENTING AGENCY: UNDP  
 NATIONAL EXECUTING AGENCY: Department of Environment  
 DURATION: 15 months plus 6 months to monitor action plan  
 implementation  
 GEF FOCAL AREA: Multiple  
 GEF OPERATIONAL PROGRAM: Enabling Activity  
 GEF STRATEGIC PRIORITY: CB1  
 ESTIMATED STARTING DATE: January 2005  
 IA FEE: 30,000

FINANCING PLAN (US\$)	
GEF PROJECT/COMPONENT	
Project	199,500
PDF A	
<b><i>Sub-Total GEF</i></b>	199,500
<b><i>CO-FINANCING</i></b>	
GEF Agency	
Gov't Contribution (in-kind)	26,200
Others	
<b><i>Sub-Total Co-financing:</i></b>	26,200
<b><i>Total Project Financing:</i></b>	225,700

**RECORD OF ENDORSEMENT ON BEHALF OF THE GOVERNMENT (OPERATIONAL FOCAL POINT):**

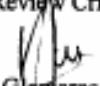
*Pirooz Hoseeini*  
 Ambassador and Permanent Representative of Islamic  
 Republic of Iran to UN in Vienna

Date: 17 November 2004

**CONVENTION PARTICIPATION**

CONVENTION	DATE OF RATIFICATION/ ACCESSION	NATIONAL FOCAL POINT
UNCBD	06 August 1996	Amb. Bozorgmehr Ziaran Director-General for International Economic Affairs and Specialized Agencies, Ministry of Foreign Affairs
UNFCCC	18 July 1996	Amb. Bozorgmehr Ziaran, Director-General for International Economic Affairs and Specialized Agencies, Ministry of Foreign Affairs
UNCCD	27 April 1997	Dr. Naser Moghaddasi Director General, Engineering Unit, Forest, Rangeland and Watershed Management Organization of the Ministry of Agricultural Jihad

This proposal has been prepared in accordance with GEF policies and procedures and meets the standards of the GEF Project Review Criteria for NCSA approval.

  
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## **LIST OF ABBREVIATIONS AND ACRONYMS**

CDM	Clean Development Mechanism
CP	(UNDP) Country Programme, 2005-2009
DoE	Department of Environment
EIA	Environmental Impact Assessment
EPEA	Environmental Protection and Enhancement Act
GEF	Global Environment Facility
HCE	High Council of Environment
INC	Initial National Communication (to the UNFCCC)
MFA	Ministry of Foreign Affairs
MoAJ	Ministry of Agricultural Jihad
MoE	Ministry of Energy
MPO	Management and Planning Organisation
NAP	National Action Plan (for implementation of the UNCCD)
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Coordinator
NCSA	National Capacity Self-Assessment
NCSD	National Committee for Sustainable Development
NEAP	National Environmental Action Plan
NDP	(Five-Year) National Development Plans
NPD	National Project Director
NSESD	National Strategy for Environment and Sustainable Development
PCC	Project Coordinating Committee
PSC	Project Steering Committee
SEA	Strategic Environmental Assessment
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
WSSD	World Summit on Sustainable Development

# **1 CONTEXT AND BACKGROUND**

## **1.1 Socio-economic Context**

1. The Islamic Republic of Iran has an estimated population of 72.3 million (2002<sup>1</sup>). The population has risen rapidly in recent decades. This growth is forecasted to continue and medium variant projections forecast that the population will rise to over 99 million by 2025 (WRI, 2003). The rapid population growth in recent years has led to a very youthful population - it is estimated that over 70% of population is under 27 years old. The last twenty years have also seen a great flux of people from rural areas and villages to towns and cities. The greatest challenges facing the country are directly related to these demographic factors. Firstly, how to provide an adequate quality of life for the young and growing population. Secondly, how to manage the rapid urbanization process. Thirdly, how to ensure that there are sufficient employment opportunities for the growing number of job seekers.
2. In 2000, the GDP/capita (PPP) was \$5,326 (WRI, 2003). Iran's economy faces several significant challenges, notably:
  - High dependence on the petroleum sector;
  - Low integration into the world and regional economies;
  - The challenge of creating sufficient jobs for the large number of people entering the job market. Some estimates suggest that a GDP growth of 8% would be required to generate sufficient jobs for the anticipated new entrants to the job market over the coming years.
3. There is very little extreme or absolute poverty in Iran. Although not a poor country, national statistics conceal multiple inequalities - between men and women, between young and old, rich and poor, employed and unemployed, and between inhabitants of different regions. The recently formulated UN Common Country Assessment states that about 20 percent of the population is vulnerable to poverty.  
  
4. The Government of Iran also faces several socio-economic challenges related to its geographical location. Iran shares land borders with Turkmenistan, Afghanistan, Pakistan, Iraq, Turkey, Armenia and Azerbaijan. Many of these countries have experienced considerable political and social instability and insecurity in recent years, and some continue to do so. This has led to large numbers of temporary and semi-permanent refugees. These refugees flee instability in their native country, or travel to Iran seeking improved economic opportunities;
5. The Government's coordinated response to these challenges is articulated through the Five-Year National Development Plans (NDP). The Fourth NDP covers the period 2005-2009 and is to be officially promulgated during 2004. The overarching goal of the Fourth NDP is a knowledge-based, sustainable economic growth and development with strong linkages with the global economy. The NDP has three immediate objectives: rapid achievement of a high economic growth rate; further development of the knowledge-based economy; and global integration.

## **1.2 Environmental Context**

### **Overview and Challenges**

6. Natural resources: Iran can be classified into three main ecological-climatic zones:

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<sup>1</sup> "World Resources, 2002-2004". World Resources Institute, 2003

- Arid and semi-arid regions in the interior and far south - covering nearly 85% of the country - and characterized by long, warm and dry periods. The annual precipitation rate varies between 30 and 250 mm.
  - Mediterranean climate (mainly the western Zagros mountains, the high plateau of Azerbaijan and the Alborz mountains), characterized by warm, dry summers and cool damp winters, with annual rainfall between 250 and 600 mm. This covers 5% of the land surface.
  - Humid and semi-humid regions (mainly in the Caspian, but also in western Azerbaijan and the south west Zagros). Annual precipitation rates are between 600 and 2000mm. These cover 10% of the country.
7. Although a large country (1.6 million km<sup>2</sup>), Iran is predominantly mountainous and arid, and so has a very limited natural resource base. Rapid population growth, water and soil management practices, high natural sensitivity to erosion, low precipitation, irregular spatial and temporal distribution of precipitation and high evaporation rates have combined to cause losses to land productivity, vegetative cover and biodiversity.
  8. The urban environment and pollution The growing, often unplanned, urban population and the rapid growth in the number of automobiles are the most serious environmental challenges to the environment in the cities and large towns. For example, in the bigger cities (e.g. Tehran, Tabriz, Isfahan) schools occasionally must close because of dangerously high levels of air pollution. Motor vehicles emit an estimated 5 million tons of pollution every year. Air pollution in Tehran and other major cities far exceeds the standards set by the World Health Organisation, and is the cause of serious health problems. Water shortages in the agriculture, industry and domestic sectors are frequent in many parts of Iran. In addition, as a result of water shortages, wastewater disposal systems contribute to ground and surface water pollution through infiltration and over-flowing.
  9. Other more localised environmental challenges include emissions from refinery operations, oil pollution in the Persian Gulf, litter and noise pollution.
  10. The Government of Iran provides high subsidies to the oil and energy sectors. This leads to high levels of energy consumption, high emissions of pollutants including GHGs, and little incentive for either energy efficiency or efficiency in the transport sector.

### **Institutional Framework**

11. The High Council of Environment (HCE) is the highest policy making body for environmental issues in Iran. The HCE is chaired by the President, and all major government ministries and organisations are represented on the HCE. The HCE is charged with enacting relevant regulations and policies. Its inter-sectoral nature aims at ensuring coordination and appropriate follow-up by all stakeholders. The Department of Environment (DoE) provides the Secretariat to the HCE. In some cases (e.g. for the environmental provisions in the NDP), the HCE must forward legislation to the national parliament (the Majlis) for final approval.
12. Following the Rio Conference, the HCE instituted the National Committee for Sustainable Development (NCSd). The NCSd formally oversees development of national plans in the domain of the environment and sustainable development. It is also responsible for overseeing coordination, for the preparation of databases and for advising the HCE. The NCSd is chaired by the Head of DoE (who is also a Vice-President of Iran). It includes 18 members, mostly governmental, but with some representation from NGOs and academic circles. Most of the work of the NCSd is done through its 11 Sub-Committees. The scale of activity of the Sub-Committees varies.

13. The Principal body with responsibility for environmental issues is the Department of Environment (DoE). DoE reports directly to the President and as such has a high authority within government circles. DoE is responsible for formulating and proposing policy and legislation, and for ensuring compliance. DoE is also responsible for mainstreaming environmental protection into economic and sectoral development.
14. The Ministry of Agricultural Jihad (MoAJ) has many responsibilities related to natural resources management and protection. Its mandate covers the management (including research, policy development and enforcement, technical support) of forests, rangelands and watersheds. MoAJ has many responsibilities directly related to rural development and poverty alleviation.
15. The Management and Planning Organisation (MPO) plays a leading role in environmental protection and natural resources management. The MPO is charged with producing the NDPs that guide national development as well as guide the use of the national budget and therefore allocation of resources. MPO also has some responsibilities related to monitoring implementation of the NDPs. Recently, in order to improve coordination and address land degradation issues, the MPO established an inter-governmental Land-Use Planning Group.
16. The Ministry of Energy (MoE) also plays a key role in both the energy and water sectors. MoE oversees the development of the energy sector, including policy and legislative issues. It has overall responsibility for the generation, transmission and distribution of electricity. MoE is also responsible for the management of much of the nation's water supply. It has responsibilities related to hydro-electrical power generation, and therefore upstream water storage. MoE is also responsible for potable water transfer schemes.
17. The Ministry of Foreign Affairs (MFA) plays an active and supportive role in the implementation of international agreements, including the MEAs. MFA is the GEF focal point, as well as being the focal point for international environmental conventions.
18. Other Ministries with responsibilities related to environmental protection include: Ministry of Oil; Ministry of Interior; Ministry of Housing and Urban Development; Ministry of Science, Technology and Research; Ministry of Industries and Mines; the Meteorological Organisation and; the Science Academy.
19. Budgetary process The MPO takes the leading role in preparing and finalising annual national budgets. Initially, proposals are developed by government agencies at the provincial level. Proposals are forwarded to the concerned national agency, for example to MoAJ or to DoE. The national agency then takes steps to coordinate budget allocation within its sector across all provinces, before forwarding a consolidated proposal to MPO. The MPO is then responsible for coordinating the allocated budget across all national agencies. Although programmes and projects usually cover multi-year periods, budgets are only approved annually.
20. Provincial institutional framework Administratively, Iran is divided into 26 provinces (excluding Tehran Municipality). In each province there is a Governor General (the direct representative of the President) and provincial agencies for each national ministry, including DoE and MoAJ. The Governor Generals have established many inter-governmental bodies and working groups, in order to coordinate provincial level activities. Until recently, the system of government administration in Iran has been very centralized. One of the strategies of the Third and Fourth NDP is to gradually increase the level of decentralization. The main mechanism to achieve this is by giving increased decision-making and budgetary power to provincial governments. The extent to which this decentralization

process has been implemented varies significantly from province to province, and is largely dependent on provincial capacities.

### 1.3 Response to Environmental Challenges

#### **National Plans and Sustainable Development Planning**

21. In addition to establishing the above-described institutional framework, the Government of Iran has taken many policy, legal and technical measures to address the environmental challenges facing Iran. Notably, at the very highest level, the Constitution states (Article 50) that it is a public duty to protect the environment in order to assure the well being and growth of present and future generations.
22. The third NDP (1998-2003) :
  - instructed relevant authorities to facilitate public participation (in environmental protection), support NGOs, and to take all necessary action to reduce air and soil pollution;
  - instructed all relevant authorities to carry out an Environmental Impact Analysis (EIA) of all major development projects;
  - instructed all relevant authorities (notably the Ministries of Housing and Urban Development, Interior, Oil, Industry and Energy and the MPO) to prepare regulations and criteria concerning observance of energy saving standards in the design and construction of all buildings (governmental and private), and to adopt policies encouraging existing buildings to comply with those regulations.
23. The draft Fourth NDP has an entire Chapter devoted to "environmental policies". The draft plan builds on the achievements of the third NDP and firmly embraces environmental protection and sustainable development. The process to prepare the NDP was largely carried out through the work of sub-committees. Specifically, sub-committees were established to address:
  - Protection of the environment for a sustainable development;
  - Raising public awareness on environmental issues;
  - Increasing the role of civil society and public participation;
  - Making all sectors environment friendly;
  - Environmental impact analysis;
  - Safeguarding and revitalizing biodiversity;
  - Creating research and information structures;
  - Safeguarding, revitalizing and improving natural resources.
24. With support from UNDP (Capacity 21) and the World Bank in 1996, the Government of Iran prepared the National Strategy for the Environment and Sustainable Development (NSES). This document was closely aligned to and integrated into Iran's second NDP. Subsequently, Iran prepared a National Environmental Action Plan (NEAP) in 1997, as a first attempt at a comprehensive environmental management policy and plan. It was presented as a report to the Cabinet, chaired by the President. The NEAP defined the outstanding threats to the national environment and aimed to propose concise measures needed to reverse ongoing negative trends. The NEAP addresses: the protection and management of pollution hotspots; climate control; noise pollution; preservation of water resources; soil stabilisation and anti-erosion measures; protection of forests and rangelands; desertification; safeguarding biodiversity; monitoring and; anti-pollution measures for coastal areas. The NSES and the NEAP helped to shape government policy and overall approaches in Iran. However, they were not envisaged as action-oriented planning documents.

25. Through its National Committee on Sustainable Development (NCSD), Iran actively prepared for and participated in the World Summit on Sustainable Development (WSSD). Stakeholders, including those from academia, civil society and government participated in regional and global preparatory meetings and workshops. A series of public awareness events, including an NGO Forum were held at the country level and a National Assessment report was prepared and disseminated to relevant national and international audiences. Subsequently, a large and diverse delegation of national authorities and non-governmental organizations attended the WSSD in Johannesburg. The Johannesburg mission report was recently published in Farsi and widely disseminated. Follow-up action on WSSD is underway by the NCSD.

### **Legislative Response**

26. Traditionally, given the close relationships between people and natural resources, the protection and utilisation of natural resources (including water, forests, rangelands and wildlife) have been managed by traditional natural resource management systems in line with the nomadic tribal structures. These were entirely sufficient until the middle of the last century. The first 'formal' or 'modern' laws were enacted in the early 1920s with reference to the forestry sector.

27. In 1955, the Municipality Law was adopted, which included regulations concerning air pollution, solid waste disposal and reduction of pollution from industrial sources. This was the first Law with clear environmental objectives. Subsequently, regulations concerning water pollution and toxic substance control were formulated.

28. Since the establishment of the DoE in 1974, several environmental regulations and laws have been enacted, including:

- The Environmental Protection and Enhancement Act (EPEA), 1974;
- The Executive Rule of the EPEA, 1975;
- The Clean Air Act, 1975;
- The Clean Water Act, 1984 (and its Amendment in 1994);
- Air Pollution Control Law, 1995;
- Guidelines for installation of septic tanks and sewage treatment units;
- Regulations on EIA, and Amendments, 1994, 1997, 1999;
- The Executive Rule on Noise Pollution, 1999;
- Standards of Air Pollution Arising from Industries & Workshops, 1999;
- Guidelines for Industrial Facilities, 2000;
- Standards for Air Emissions and Waste-water Discharge, 2000.

29. The EIA Law is a key tool for managing the environment. All major projects require an Environmental Impact Assessment (EIA) to forecast the degree of damage inflicted on the environment, and the ways to reduce, eliminate or remedy these impacts. The range of projects needing an EIA and the methods of assessment is reviewed and updated at intervals, to ensure that practices in Iran constantly follow international best practice. The Government of Iran is in the process of expanding EIA to include Strategic Environmental Assessment (SEA).

## **1.4 The Global Environment and Related Conventions**

30. The first international environmental Convention in history was finalized and opened for signature in the Iranian city of Ramsar in 1971 (the *Ramsar* or *Wetlands* Convention). Since then, Iran has ratified



more than 15 international Conventions and Protocols, including those addressing desertification, biodiversity and climate change.

## UNCCD

31. Land degradation and desertification are major issues in Iran, although there is very little specific statistical data on the status of land and land degradation. Almost all provinces are affected by land degradation to some extent, and several provinces have large areas of land that is no longer productive due to land degradation, desertification, and related water shortages. Land degradation is closely linked to poverty and to the social challenges facing the country. Due to degraded land, many farmers and pastoralists can no longer make a living from their traditional activities; hence they travel to towns and cities looking for employment.
32. Iran ratified the United Nations Convention on Combating Desertification (UNCCD) on 27 April 1997. The Secretariat for the Convention in Iran is affiliated to the Bureau for Sand Dune Fixation and Combating Desertification in MoAJ.. The principles of the UNCCD have been integrated into the third and fourth NDPs, as well as other sectoral programs. In addition, Iran is in the process of finalizing a National Action Plan (NAP) for implementing the UNCCD.
33. Within the framework of the Convention, in recent years, several capacity development initiatives have been implemented, including:
  - Training for the Secretariat staff;
  - Constructing a web site;
  - Establishing a databank on the basis of NAPs from other countries;
  - Promoting capacity in universities, especially the Natural Resources Colleges, to offer desertification courses;
  - Strengthening research centres;
  - Upgrading the quality and quantity of relevant research projects.
34. At the local level, the following measures have been taken:
  - Raising public awareness;
  - Establishing local community organizations and cooperatives;
  - Transferring considerable responsibility for executive affairs to local people;
  - Improving the subsistence of local people by creating new jobs;
  - Expansion of education and health;
  - Transferring land parcels and rangelands to qualified landowners;
  - Holding training workshops
35. Initial reports and work undertaken within the framework of the NAP suggest the following capacity needs:
  - Technological capacity in the fields of meteorology, climatology and hydrology;
  - The enhancement and assessment of early warning systems;
  - Training;
  - Sharing experience through workshops and field visits to relevant sites.
36. Over the past few years, Iran has been actively reforming the institutional set-up. Recent developments that contribute to the smoother implementation of UNCCD include:
  - Merging the Ministry of Agriculture with the Ministry of Jihad-e-Sazandegi in order to form the MoAJ and so intensify coordination on land issues;

- Merging the Department of Watershed Management Organisation with the Forest and Rangeland Organization (both within MoAJ);

## UNCBD

37. Iran ratified the United Nations Convention on Biological Diversity (UNCBD) on 6 August 1996. The primary focal point for the convention in Iran is Director-General for International Economic Affairs and Specialized Agencies at the Ministry of Foreign Affairs.

38. With support from UNDP/GEF (Biodiversity Enabling Activity), Iran has prepared a detailed National Biodiversity Strategy and Action Plan (NBSAP). The NBSAP highlights the global significance of Iran's biodiversity, at the ecosystem (notably unique mountain ranges and desert ecosystem), species (notably large numbers of endemic and rare plants adapted to the harsh conditions) and genetic levels (for example, the wild relatives of many commercially important species). The NBSAP notes that, until recently, Iran's biodiversity was well protected, both through the formal protection system and through traditional management practices. However, in recent years, population growth, natural resource management practices and sectoral policies have adversely affected biodiversity.

39. Competing demands on natural resources, particularly water, illustrates fully the need for a multi-stakeholder, coordinated approach to biodiversity. An inter-sectoral Committee was established to manage the NBSAP project. In addition, the biodiversity sub-committee under the NCSD plays a coordinating role with regards to implementation of the CBD.

40. The NBSAP outlines four strategies for conserving biodiversity:

- Promotion of public awareness and participation;
- Formation of biodiversity information systems;
- Sustainable use of biodiversity resources;
- Integrated conservation of biodiversity.

41. Recent efforts to strengthen capacity are listed below. These were supported by the UNDP/GEF Enabling Activity Add-On project:

- The preparation of numerous publications and seminars;
- The establishment of the Iranian "Clearing House Mechanism";
- An assessment of capacity building needs for taxonomy;
- An assessment of capacity building needs for the preservation and maintenance of biodiversity related knowledge.

42. Iran hosted and ratified the Ramsar Convention on Wetlands of International Importance in 1971. The Convention on wetlands is the oldest of the global MEAs. Iran possesses a large number and wide variety of wetlands. Over 1,000 have been identified thus far. Iran's wetlands are of tremendous national, regional and global significance. Iran supports 63 wetlands that meet one or more Ramsar criteria for international importance. This figure represents nearly 40% of the 160 wetlands of international importance identified within 13 countries surveyed throughout the Middle East. Recent studies by Iran's Department of Environment (DoE) have resulted in an increase in the estimated number of wetlands of international significance to 76.

43. Iran ratified the Cartagena Protocol on Biosafety to the UNCBD on the 31<sup>st</sup> August, 2003. Iran is currently implementing the UNEP-GEF supported 'Development of National Biosafety Frameworks', to support implementation of the Cartagena protocol. Through the Biosafety project, Iran will assess

its technical capacity to manage biosafety issues, develop its regulatory framework and establish the necessary in-country administrative framework for managing biosafety.

44. UNDP/GEF is currently supporting the formulation and implementation of a portfolio of projects in the biodiversity conservation area. These include:
- Asiatic Cheetah and Related Ecosystems Protection Project (MSP ongoing since 2002);
  - Conservation of Iranian Wetlands (FP approved, start-up scheduled for late-2004);
  - Conservation of Zagros Mountains Ecosystems (FP under development, start-up scheduled for early 2005);
  - Conservation of Yakhkesh Forests (MSP under development, start-up scheduled for late 2004);

Conservation of the Siberian Crane is another on-going initiative the implementation of which is supported through UNEP-GEF.

## UNFCCC

45. I.R. Iran ratified UNFCCC convention on 18 July 1996 after having joined the convention in Rio in 1992. The focal point for the convention is the Director-General for International Economic Affairs and Specialized Agencies at the Ministry of Foreign Affairs. DoE has established a national Climate Change Office in January 1998. This Office is responsible for capacity building in order to address climate change issues systematically. The Office is also responsible for coordination.
46. According to the 1994 inventory, GHG emissions from Iran were in the order of 417,000 Gg. Over 75% of emissions emanated from the energy sector. Given Iran's fragile environment and harsh climatic conditions, Iran is also likely to be highly vulnerable to climate change, although detailed studies of this subject have not yet been completed.
47. With support from the UNDP/GEF Enabling Activity, Iran prepared its Initial National Communication (INC) and submitted it to the UNFCCC in March 2003. The INC includes a GHG inventory, using 1994 as the baseline year, and using the revised 1996 IPCC guidelines.
48. Previous efforts to build capacity have included: education, public awareness, public participation, developing skills to access resources, developing legislation and regulations, and developing technical capabilities. Much of this has been done through the UNDP/GEF Enabling Activity and the related Add-On project which was operationally completed in December 2003. The Climate Change Add-on project has produced a report on a Global Climate Change Observation System and undertaken an Assessment of Technology Needs.
49. The INC identifies several urgent capacity needs, including: improving capacity to observe climate change; develop early detection systems and; improve existing national mechanisms to build scientific capacity in related fields.
50. The production of the INC was considered a difficult and challenging process, as the necessary capacity and relevant expertise did not exist in Iran prior to the process. Additional capacity needs, as identified through the process to prepare the INC, include:
- collect data, and to store and effectively manage information;
  - enhanced capacity for institutional coordination;
  - Human resources capacity development needs, as prescribed by IPCC and SBSTA guidelines.

51. UNDP/GEF is currently supporting the formulation and implementation of a portfolio of projects in the climate change area. These include:

- Carbon Sequestration in the Desertified Rangelands of Hosseinabad (ongoing);
- Wind Energy Project (FP under development);
- Energy Efficiency in the Industrial Sector (FP under development);
- Sustainable transport project for Tehran (FP under development);
- Enabling Activities to support Iran's Second National Communication (proposal under development).

## 1.5 Other International Cooperation

52. As a middle-income country, with a limited level of integration into the global economy, Iran has not benefited from a great number of international cooperation projects in the environmental sector. The majority of international cooperation projects are listed below:

53. UNDP supported the Environmental Impact Assessment Project from 1997-1999. This project helped develop the EIA Law, supported related capacity building and strengthened the DoE.

54. Recently, the World Bank supported long-term Government efforts to improve environmental management through a US \$ 20 million to the DoE for the Environmental Management Support Project. This project which has a focus on air and water quality will also include the strengthening of institutional capacity, the mainstreaming of environment into sector policies, undertaking analytical studies, improving the legal and institutional framework, strengthening the capacity of the Environmental Impact Assessment unit, strengthening the environmental management information system and environmental monitoring.

58. 55. UNDP/GEF is currently supporting the formulation and implementation of two projects in the International Waters focal area. These include:

- degradation of the Aras-Kura river basin (FP under development);
- Phase II of the Caspian Environment Programme

56. Iran is a party to the Stockholm Convention on Persistent Organic Pollutants (POPs). The Ministry of Foreign Affairs is the Focal Point for the POPs Convention in Iran. Through DoE's execution, Iran is presently implementing a UNDP-GEF Enabling Activity project to develop a National Implementation Plan (NIP) on POPs. The NIP would identify sources and stockpiles of POPs and identify measures needed for their control and elimination in collaboration with all relevant sectors and stakeholders in the country.

## 1.6 Cross Cutting Issues

57. An inter-sectoral workshop held during the preparation phase of this project identified several issues and challenges common to the three Conventions. The workshops also identified capacity constraints that are common to or that cut across the three Conventions. These are listed below. This list will serve as a basis for more detailed discussions in the project. However, this list provides a good indication of the type of issues of importance in Iran with respect to the implementation of the Conventions and some of the key cross-cutting constraints relevant to the three conventions.

58. Common Issues/challenges

- Urbanisation, population growth and poverty;
- The decentralisation process in Iran;
- Increased role for NGOs and civil society;
- Land degradation;
- Deforestation;
- Water quality and management;
- Disasters, risks of disasters and disaster management.

59. Common capacity constraints

- Lack of coordination across departments and agencies;
- Low public awareness;
- Inadequate environmental monitoring;
- Low Capacity to manage information and data and analyze data for management purposes;
- Low capacity to manage participatory processes;
- Inability to catalogue and exploit traditional knowledge systems.

## **2 PROJECT OBJECTIVE , LINKAGES AND METHODOLOGY**

### 2.1 Objectives

60. The primary goal of this project is to identify needs for capacity development in the sectors of biodiversity conservation, climate change and desertification combat, to set priorities, and then determine an approach for addressing the priority needs. This would be done through a country-driven, consultative process. Principal outputs will be:

- A stock-take of previous activities in the three sectors;
- Three Thematic Profiles, describing and assessing Iran's effort to implement the three related Conventions, and a fourth Profile providing an overview of cross-cutting issues;
- A prioritisation of major issues for future implementation;
- An in-depth analysis of capacity constraints in the prioritised areas, including identification and analysis of the cross-cutting capacity constraints and potential areas of synergy;
- A Strategic Action Plan to overcome the capacity constraints. This may include concrete project proposals.

61. The process to prepare the NCSA has been designed in order to have secondary benefits for Iran. These include improved coordination across economic and social sectors.

### 2.2 Linkage to on-going activities

62. Within the framework of the Conventions, several activities have taken place in Iran that have included capacity assessment<sup>2</sup>, notably with support from the UNDP/GEF Enabling Activities and in the formulation of GEF projects. These assessments have had the following limitations:

- They have treated each Convention as a stand-alone sector, thus not developing cooperation or synergies;

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<sup>2</sup> It is noted that in many cases the term 'capacity assessment' may not have been used to plan or describe these activities. However, they did include capacity assessments, although often informal or unsystematic.

- They have focussed on human resource needs, and have not adequately addressed systemic and institutional capacity;
  - They have been limited in scope, focussing on specific issues related to each Convention or on specific geographical areas;
  - They have not been fully participatory.
63. It is therefore necessary to undertake a systematic, cross-cutting capacity assessment, as a basis for planning capacity development in the future, and in order to mobilise resources to develop capacity development in Iran. In order to overcome the above-mentioned limitations, the NCSA will work equally with all three Conventions to ensure an appropriate focus on systemic and institutional capacity. The NCSA will be participatory and will initially adopt a very broad approach (considering all issues under the three Conventions).
64. At the highest level, the NCSA project takes place within the context of the overall development process and overlaps with the launching of the Fourth NDP. Notably, the NDP is aiming to strengthen a knowledge-based economy, and to consolidate the decentralisation process. These are related to capacity development and to the NCSA. Hence, the NCSA will look to establish linkages with the NDP. On the one hand, this is to ensure that the outputs of the NCSA feed into and are supportive of the NDP; on the other hand it is to ensure that the NCSA can enjoy the high level political and financial support associated with the NDP.
65. The NCSA also starts-up as UNDP launches its Country Programme (CP) for the period 2005-2009. Linkages with other activities in the CP will be determined and developed. The CP has seventeen Country Programme Outcomes (each in line with four high-level Outcomes identified in the UNDAF for Iran). The NCSA project is closely related to the following UNDP CP Outcomes:
- Institutionalising merit-based and civil society approaches to enterprise development and employment generation;
  - Mitigating and adapting to climate change and providing energy for sustainable development;
  - Global environment commitments integrated into development planning and implementation capacity developed;
  - Sustainable land/water and biodiversity management in critical ecosystems;
- The NCSA also bears relation to the CP's general programme Components of Disaster Management and Decentralisation and local governance.
66. The NCSA project is closely related to ongoing enabling projects within the framework of the UNCBD (including Biosafety), UNFCCC, UNCCD and the PoPs Convention. The NCSA project implementation arrangements are designed to ensure that constructive linkages are built with each of these activities, and synergies are exploited. Notably, this will be through the Project Steering Committee (see later sections).
67. In order to operationalise these and other linkages, a linkages study will be undertaken at the outset of the NCSA. This study will determine where, with which processes and with which institutions, the NCSA should establish linkages. The linkages study will also determine the appropriate level for linkages and the entry points. Throughout the life of the NCSA project, efforts will be made to develop and strengthen these linkages. Finally, the linkages study will also assess opportunities for building linkages with other projects, for example the above-mentioned WB loan to the environment sector and the GEF supported portfolio of projects.

## 2.3 Methodology

68. The Iran NCSA project will adopt the methodology set out in the UNDP/GEF *Companion Implementation Manual and Resource Kit* specifically prepared for assisting countries to undertake NCSAs (hereafter referred to as the '*Manual*').
69. The first step in the NCSA Iran project will be to establish the project management framework and generate high-level support for the project. Next, national consultants will be hired to perform stock-takes in each of the three Convention areas, following which, three expert teams will be assembled to prepare the three thematic profiles. The teams will use interviews and small workshops to gather the required information in a participatory manner. The thematic profiles will discuss progress in implementing the Conventions as well as providing an overview of the current capacity situation in the country with the respect to each sector. Subsequently, the three team leaders will draft a fourth thematic profile addressing cross-cutting and common issues. The four draft Profiles will be discussed at three regional workshops in order to validate the findings, to bring in a provincial perspective on capacity constraints faced in each sector, and set priorities.
70. The next step will be to undertake an in-depth analysis of priority capacity constraints or the capacity situation with regard to identified priority issues. Expert team(s) will do this analysis, and they will again use workshops, questionnaires, interviews etc. to support such analysis. It is expected that **at least half** of the priority issues/constraints will be cross-cutting, affecting all three Conventions. The in-depth analyses will be the basis for preparing a Strategic Action Plan for developing capacity. The draft Strategic Action Plan will be reviewed, revised and validated at three regional workshops. At all stages, high-level support will be provided through existing mechanisms such as the NCSD and its sub-committees. The NCSD has eleven sub-committees addressing the following issues:
- Chemical and hazardous waste;
  - Ramsar Convention;
  - Biodiversity (including CITES and CMS);
  - International Waters;
  - Climate Change;
  - Global Environment Facility;
  - Forest Principle;
  - Agenda 21;
  - Management of Urban Sustainable Development;
  - Rural Sustainable Development;
  - Green productivity and cleaner production
71. The Strategic Action Plan will include progress targets and indicators for capacity development. Using these indicators, the NCSA project will monitor implementation of the Action Plan for the first six months following the completion of the NCSA assessment.

## **3. ACTIVITIES**

### Activity 1: Establishing Project Management and Coordination Mechanisms

72. DoE, in full consultation with the MFA (GEF Operational Focal Point) and UNDP, will appoint a senior official to act as the National Project Director (NPD) and establish a Project Office. The Project will recruit a full-time National Coordinator (NC). The Project will provide a Part-Time Advisor on capacity development to support the project throughout its life. The Project will also

finance one full-time Project Assistant. The Project Assistant will notably address logistical issues and financial records and related reporting. Detailed ToR for the project staff are provided in [Annex 3](#).

73. The NC will, *inter alia*, be responsible for preparing quarterly workplans, quarterly progress reports, and for finalising the ToR of all the project experts, workshops and working groups.
74. The NPD will establish a small Project Coordination Committee (PCC). The PCC is responsible for providing regular strategic oversight to the project. The PCC consists of the GEF Focal Point, the three technical Convention focal points and UNDP. ToR for the PCC are provided in [Annex 2](#).

## Activity 2: Creating and Maintaining Effective High-level Support

75. Project Steering Committee (PSC) will be established at the inception of the project. The composition of the PSC is provided in Annex 1. At its initial meeting, the PSC will review and approve its ToR (Draft ToR for the PSC are provided in [Annex 2](#)).
76. After this initial meeting, the PSC will meet at least three times during project implementation to discuss project progress. The PSC is not responsible for project management. Its role is advisory and supportive. It will:
  - Ensure that the NCSA supports sustainable development and national priorities;
  - Ensure that national policies reflect and are consistent with the objectives of the NCSA;
  - Make key project related decisions, and ensure follow through;
  - Help secure government commitment and funds for the implementation of measures foreseen in the Action Plan, and help mobilise non-governmental or donor funds.

## Activity 3: Launching the NCSA and Stocktaking

77. The NC undertakes a full stakeholder analysis and a linkages study, in line with the guidance provided in the Manual. With guidance from the PCC, the NC will prepare a strategy for developing linkages with related processes in Iran.
78. Based on the stakeholder analysis, a national workshop to launch the NCSA will be held. The workshop will be in two sessions. The first session will address high level participants, aiming to build high level support for the project. PSC members will attend this session. The second session will target a wider audience, and aim to address the need for broad consultation and participation. Media and NGOs will be invited to this session.
79. The NC will recruit three experts to undertake the Stock-take, through desk studies, in line with the guidance provided in the Manual. The Stocktake will be endorsed by the PSC members, and be used as the foundation for all other project activities.

## Activity 4: Preparing Three Thematic Profiles and a Cross-Cutting Profile

80. The NC will recruit three multi-stakeholder teams that include representatives from civil society, academia and relevant government agencies to prepare the Thematic Profiles. The first step will be for NC and expert teams to develop a structure for the three Thematic Profiles (using guidance from the Manual). This structure will be approved by the NPD and the PCC. To the extent possible, the three Thematic Profiles should have the same structure. This is to facilitate comparison across the themes and enable smooth integration of the three Profiles into one report.



81. The teams will use a participatory methodology to prepare the Thematic Profiles, involving representatives from civil society, academia, as well as relevant national and provincial government agencies. The details of this methodology are to be developed by the teams in consultation with the NC, although it is likely to include questionnaires, structured interviews, and visits to provincial capitals. Each Thematic Profile will include a consideration of cross-cutting issues, as seen from the perspective of that thematic area.
82. When the three draft Thematic Profiles are available, the three team leaders will form a small working group to prepare a fourth, cross-cutting Profile. This Profile will list all issues that cut-across or are common to all three Conventions, and describe the status quo and capacity situation. This Profile will indicate existing and potential synergies.
83. Three regional workshops will be held in towns/cities representing major regions of the country. The four Profiles will be presented and discussed at the workshops. The aims of the workshops are:
  - To discuss and validate the contents of the Profiles;
  - To determine priority issues, within each Profile, and those cutting across the three Profiles;
  - To determine priority capacity constraints;
  - To identify local experts, officials and NGOs that are committed to the NCSA process and can contribute in later stages of the Project.
  - To verify findings against provincial priorities and capacity constraints

### Activity 5: In-Depth Analysis of Priority Issues and Constraints

84. The workshops under Activity 4 will have identified priority issues and priority capacity constraints. It is anticipated that at least half of these issues will cut across all three Conventions. The NC will then recruit an expert team(s) to undertake an in-depth analysis of each of these issues. The aim of the in-depth analysis is to truly understand the nature of the needs/constraints by identifying all the layers of underlying causes, the contributing factors and the key barriers to effectively addressing them. This should lead to a clear identification of optimal interventions points - areas where an appropriate capacity development intervention can have the most impact. The analysis should also point clearly to missed synergies, notably issues common to all three Conventions which are presently being addressed separately and, hence where greater efficiency and impact could be obtained by addressing them collectively.
85. The in-depth analysis may specifically lead to:
  - a description of root causes, contributing factors, and key barriers;
  - an examination of capacity constraints broken down into the three capacity levels;
  - a listing of possible needed capacity building measures and intervention points.
  - an identification of common cross-cutting capacity constraints and potential areas for synergy.

### Activity 6: Preparing the Strategic Action Plan

86. A Strategic Action Plan would be prepared to address all the capacity constraints identified through the in-depth analysis. The PCC will first meet to discuss and determine the appropriate structure for the Action Plan. It will also determine the optimal approval processes for the Action Plan.
87. In line with the PCC decision, the NC will draft an Action Plan, in consultation with key stakeholders. The Action Plan will include timelines, allocation of responsibilities and indicators of

success. If appropriate, the Action Plan will include costs for each activity and an indication of probable sources of financing.

88. The draft Action Plan will be reviewed at three regional workshops, in order to validate its contents and build broad support for its implementation. Next, the Action Plan will be reviewed and approved by the PSC. Finally, a public workshop and media event will be held to disseminate the Action Plan.

### Activity 7: Preparing the NCSA Report

89. The NC shall prepare the NCSA Report in line with the GEF Operational Guidelines and the Manual. This Step will be implemented in an ongoing manner throughout the life of the project. All project events and milestones will be documented and recorded, as and when they occur. All workshop reports, sub-contractors reports and quarterly progress reports will be stored. Photographic and video records of project activities will be prepared. All this project documentation will be summarised to contribute to the final NCSA Report. The Report will include a description of how the NCSA was prepared.

### Activity 8: Monitoring Implementation of the Action Plan

90. The Action Plan will include a monitoring framework with targets and milestones. For a period of six months after approval of the Action Plan, a national consultant will be recruited to prepare a progress report on implementation progress of the Action Plan. The monitoring report would also make recommendations for adjustments or updates in both the substance and implementation arrangements of the Action Plan. A meeting of the PSC will be held to review the report, to review progress and to review the recommendations.
91. The NCSA monitoring results will be used to capture successes, detect weaknesses and point to remedial measures.

## **4. INSTITUTIONAL FRAMEWORK**

92. Membership composition of the Project Steering Committee (PSC) for the NCSA process is provided in [Annex 1](#).
93. The Project Coordination Committee (PCC) is an intermediary level, agile mechanism to provide regular follow-up, support and strategic/operational guidance to the project. The PCC will meet monthly. The PCC acts as a link between the Project and the PSC. The NPD will chair the PCC meetings. The NC will act as the Secretary to the PCC and will prepare and organise meetings. Meetings should be kept informal and non-bureaucratic in order to lessen the administrative workload.
94. [Annex 2](#) provides ToR for the PSC and PCC.
95. The project office will be responsible for day-to-day Project management. This office shall be overseen by the National Project Director (NPD), and will employ the full-time National Coordinator. One part-time capacity advisor will support the office throughout the project lifetime. Consultants and contractors will be recruited as appropriate. If necessary, an international or regionally based advisor will advise on project processes and methodologies.

96. The NPD represents the government in the execution of the project. The NPD, after appropriate consultation, takes all major decisions, for example, regarding workplans, the selection of consultants, timing and design of key activities. The NPD should ensure that the full support of line Ministries is secured, and government's contribution to the project is forthcoming. The NPD is also responsible for mobilising the PSC, and will act as the Secretary to the PSC.
97. The NC plays a key role in project implementation. S/he will prepare ToR for all inputs and activities. S/he will coordinate and supervise all activities. S/he will prepare regular workplans and progress reports. S/he will be responsible for monitoring. S/he will prepare and organise monthly meetings of the PCC and quarterly meetings of the PSC. S/he will also play a substantive and technical role in the project, for example in preparing the stakeholder analysis, the linkages study, the Strategic Action Plan and the final NCSA Report.

## **5. TIMETABLE**

Activity	Month																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	17	20	21	
1. PCC Meetings	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1. Establish Project Office	■																		
2. PSC Meetings	■			■			■			■			■						■
3. Stakeholder analysis and linkages study		■																	
3. National NCSA Launching			■																
3. Stock-take				■															
4. Recruit thematic teams				■															
4. Prepare Thematic Profiles					■	■	■	■											
4. Prepare Cross-Cutting Profile								■											
4. Hold three regional workshops								■											
5. Design and implement in-depth analysis								■	■	■	■	■							
6. Design Strategic Action Plan									■										
6. Prepare Strategic Action Plan												■							
6. Hold three regional workshops													■						
6. NCSA approves strategic Action Plan														■					
6. Dissemination of strategic Action Plan															■				
7. Prepare NCSA Report																■			
Implement Action Plan																	■	■	■
8. Monitor implementation of strategic Action Plan																			■

## **6. BUDGET**

<b>Activity</b>	<b>Stocktaking</b>	<b>Process</b>	<b>Product</b>	<b>Total (US\$)</b>
<b>Thematic assessments</b>				
• Biodiversity	2,000	20,000	6,000	28,000
• Climate Change	2,000	20,000	6,000	28,000
• Land Degradation	2,000	20,000	6,000	28,000
• Cross-Cutting Profile		6,000	3,000	9,000
<b>Thematic Assessments sub-total</b>	6,000	66,000	21,000	93,000
<b>Analysis of cross-cutting issues and synergies</b>	0	32,000	16,000	48,000
<b>Strategy and action plan development</b>	0	13,000	5,000	18,000
<b>Coordination and management</b>	0	16,000	11,000	27,000
<b>Monitoring and evaluation</b>	0	8,500	5,000	13,500
<b>Total</b>	6,000	135,500	58,000	199,500

## **Annexes**

- Annex 1: Membership of the PSC
- Annex 2: Draft ToR for Project Management and Coordination Bodies (PSC and PCC)
- Annex 3: Detailed ToR for the Project Office Staff.

## Annex 1 Membership of the PSC

### Membership

Ministry of Energy

Ministry of Oil

Ministry of Interior

Ministry of Foreign Affairs

Ministry of Agricultural Jihad, the Forest, Rangeland and Watershed Organisation

Ministry of Housing and Urban Development

Ministry of Health, Treatment and Medical Education

Ministry of Industries and Mines

Ministry of Finance and Economic Affairs

Management and Planning Organisation

Meteorological Organisation

Department of Environment

Science Academy

A Representative of a Non-Governmental Organisation

A Representative of Environmental High Council

Guests may be invited in specific cases and as warranted upon PSC request.

### Project Steering Committee (PSC)

The National Project Director will act as the Secretary of the PSC.

#### Duties

- Develop a common understanding of what is needed to expedite the preparation of a National Capacity Needs Self-Assessment;
- Oversee the preparation of the National Capacity Needs Self-Assessment and provide overall policy advice;
- Review and comment on the work plan and budget produced by the drafting team;
- Review and give feedback on progress reports as submitted by the National Project Director;
- Mobilize necessary expertise, as needed for the proper execution of the Project outputs;
- Assist in mobilising available data and ensuring a constant information flow between all concerned parties;
- Ensure that information on the implementation of the Project as well as the Project's outputs are disseminated among stakeholders;
- Assist effective communication and decision-making between the National Project Director and other sectors;
- Review and approve the NCSA outputs.

At the first meeting of the PSC, the PSC members will review this TOR and the PSC membership, and adopt changes as appropriate.

#### PSC Procedures:

Every 3 months, the Project Coordinator will distribute to the PSC a progress report describing project progress.

The PSC shall meet at least three times during the project lifetime. The NC will organise the meetings and the NPD will act as Secretary. The NC will facilitate the meetings. The NC will prepare and distribute all concerned documents in advance of meetings, including the meeting agenda. The NC will also act as the rapporteur.

### Project Coordinating Committee (PCC)

#### Membership

The NPD, three Convention Focal Points, the GEF Operational Focal Point and UNDP. The NC will act as Secretary to the PCC meetings.

#### Duties

At a senior level, the PSC is responsible for providing strategic guidance to the project. However, the PSC is a relatively bulky organisation and will only meet, at most, once every quarter. Hence, there is a need for an intermediary, agile mechanism to follow up more regularly on strategic management issues and to ensure that the NCSA project maintains its strategic focus between PSC meetings. The PCC is that mechanism.



The PCC should:

1. Comment on proposed project inputs and draft outputs;
2. Oversee preparation of the stakeholder analysis and linkages study;
3. Approve the structure for the Thematic profiles and the strategic Action Plan;
4. Support the organisation of regional and national workshops;
5. Oversee development of assessment methodology;
6. Facilitate, if necessary, implementation of the assessment;
7. Hold regular strategic overviews, including, but not limited to, a review of the following issues:
  - is the project fully owned by national organisations?;
  - is the project to lead to concrete outputs of use to national and local organisations involved in implementing the international environment conventions?;
  - is the project addressing synergies and issues which cut across the three conventions?;
  - is the project process sufficiently participatory and are there other entities that should be more involved?

#### Procedures

The PCC shall operate in an informal manner. The NC shall organise the meetings, notifying members of each meeting with 14 days notice. The NC shall prepare and distribute an agenda and other documentation 2 days before each meeting. Meetings shall be held monthly in the Project Office. The Project Assistant will act as the rapporteur.

### **National Coordinator (Full-Time)**

The National Coordinator (NC) takes the lead in assuring the effective and timely implementation of the Project. The NC provides both operational and technical support to the project activities. The NC is full time, financed by the project, and reports directly to the National Project Director.

#### **Tasks:**

- Ensure the timely implementation of planned activities under the project as stipulated in the work programme;
- Prepare draft technical and other documents as required by the work plan, according to the following reporting requirements;
  - a) Monthly summary reports on work completed as per work plan from all consultant teams;
  - b) Monthly and quarterly financial statements of expenditure for the project;
  - c) Quarterly and annual project progress reports;
  - d) Final technical and financial report at the end of NCSA process
- Directly prepare the Linkages Study and the Stakeholder Analysis. Prepare strategy for developing linkages;
- Directly prepare the NCSA Report;
- Develop the scope of work and terms of reference and other procurement documentation required to identify and facilitate recruitment of experts and consultants;
- Identify consultants and national experts teams, and facilitate the recruitment process;
- Identify, recruit and manage administrative support to project;
- Organize the regional and national workshops and seminars;
- Coordinate and support the work of all project experts and consultant teams;
- Co-ordinate and facilitate meetings of the Project Steering Committee, and ensure such meetings and other consultative sessions enhance support for and the achievement of the goals and objectives of the project;
- Co-ordinate and facilitate meetings of the Project Coordination Committee, and ensure such meetings and other consultative sessions enhance support for and the achievement of the goals and objectives of the project;
- Interact closely with all relevant stakeholders and the Project Steering Committee and other partners to ensure involvement of all stakeholders in the activities of the NCSA;
- Foster/facilitate and establish and maintain links with other related national and international programmes and projects as well as with individuals and institutions;
- Closely liaise with donors to secure investment in the strategic Action Plan as an ongoing activity.
- Help identify experts and consultants;

#### **Qualifications And Experience**

- Preferably master's degree in environment-related studies or discipline related to 'capacity' (e.g. human resource development or organisational change or administrative reform or institutional change and management or overall societal learning);
- Good understanding of the Iran's environment/development issues as well as the three thematic areas under investigation;
- Good understanding of capacity development, and experience of intersectoral coordination and facilitating participatory processes is desirable;
- At least six to eight years experience relevant to the project;

- Excellent communication (written and oral) Skills;
- Demonstrated experience in project management;
- Expertise in putting together costed, results-oriented action plans;
- Demonstrated experience in working with government, donors and the United Nations system;
- Excellent inter-personal skills, as well as able to work well within a team environment;
- Good command of English.

### **Capacity Advisor (Part-Time)**

#### Objective

The objective of this part-time position is to ensure that all project activities takes place within the context of a full and thorough understanding of ‘capacity’ and ‘capacity development’. A closely related objective is to help concerned parties in Iran to operationalise this thorough understanding of capacity in their future capacity development initiatives. Moreover, where possible and appropriate, it is to help steer the project towards:

- focussing on system level capacity needs;
- focussing on capacity needs which apply to all three Conventions, or cut across the three Conventions;
- an appreciation and exploitation of the *holistic* and *dynamic* nature of capacity building.

The total input is estimated at 5 months over the 15 months of the project. The Capacity Advisor reports to the NC/NPD.

#### Tasks

1. Review all related international documentation and prepare a short report discussing application in the Iranian context;
2. Brief the Project Staff, the Project Steering Committee, and the PCC on the approach of the project to capacity development and pertinent issues in Iran;
3. Technically support the National Project Director and the National Coordinator in all tasks, providing guidance and inputs related to capacity development. This will include reviewing and substantively commenting on the project workplan and TOR for all activities;
4. Assist in the identification of national experts and institutions that can provide services to the project;
5. Participate in all meetings and project events, facilitating and advising the discussions, and raising awareness and understanding of capacity development. This will include participation in and facilitation of the national consultative workshops when needed, and may include missions to field sites;
6. Provide informal introductory coaching for all project experts and project sub-contractors;
7. Review all project outputs, and provide substantive comments, including drafting of additional sections related to capacity building. This will include contributing to the strategic Action Plan prepared under the project;
8. Prepare a final report:
  - making recommendations related to capacity and capacity development in the context of managing the global environment in Iran;
  - providing guidelines on capacity development at the system and institutional level in Iran;.

## Qualification

- Post graduate qualification related to human resource development or organisational change or administrative reform or institutional change and management or overall societal learning;
- Demonstrated experience in capacity building initiatives, notably at the *systemic* and *institutional* levels;
- An understanding of the in-country linkages between institutions;
- A demonstrated understanding of the institutional, legislative, and administrative dynamics and dimensions of sustainable development;
- Knowledge of the experts and institutions involved in capacity development, at systemic, individual and institutional levels, in Iran;
- Demonstrated experience supporting reform of (for example) governmental processes, governmental structures, inter-organisational relations or legislative processes;
- Demonstrated experience working in international projects;
- Good working knowledge of English would be an asset.

## **Project Assistant (Full-Time)**

### Scope of the assignment

The Project Assistant assists the NPD and NC in the project's day-to-day activities. The Project Assistant is responsible for all administrative (contractual, organizational and logistical) and all accounting (disbursements, record-keeping, cash management) matters under the NCSA project.

The Project Assistant reports to the NC.

### Duties

- Support logistical organisation of all project events (workshops, working group meetings, stakeholder consultations, etc.)
- Compile and/or prepare the documentation necessary for the procurement of services, goods and supplies under the project;
- Prepare disbursements from the project account, which are to be signed by the NC and the National Project Director;
- Help prepare the project's Financial Reports to UNDP;
- Maintain the project's files and supporting documentation in impeccable order;
- Maintain the project's disbursement ledger and journal;
- Provide logistical support to the NC and project consultants, as required;
- Ensure that financial and reporting requirements of UNDP and the national legislation, where relevant, are adhered to;
- Ensure timely disbursements of funds from the project bank account;
- Provide general administrative support to ensure the smooth running of the project office;
- Draft correspondence and documents; finalize correspondence of administrative nature; edit reports and other documents for correctness of form and content;
- Provide oral interpretation and written translation as required;
- Act on telephone enquiries, fax, post and e-mail transmissions, and co-ordinate appointments;
- Arrange duty travel;
- Perform any other administrative/financial duties as requested by the NC;
- Undertake any other actions under the project as requested by the NC;
- Prepare payments requests to UNDP.

### Qualifications and skills

University degree required (Business Administration preferred). Fluency in written and spoken English. Ability to cope with spreadsheets and book-keeping skills. Excellent computer literacy (Word, Excel, Internet, PowerPoint). Outstanding time-management, organizational and inter-personal skills. Previous work on UN system or other donor-supported projects would be an asset.