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Clima East Pilot Project “Sustainable management of pastures and forest in Armenia to demonstrate climate change mitigation and adaptation benefits and dividends for local communities”

INCEPTION REPORT

October 2013

*The project is funded by the European Union
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ACRONYMS

AB	Advisory Board
ATP	Armenian Tree Project
AWP	Annual Work Plan
BTOR	Back to Office Report
CARMAC	Community Agricultural Resource Management and Competitiveness Project
CO	Country Office
EC	European Cooperation
EG	Environmental Governance
ERBM	Enhanced Results Based Management Platform
ENP	European Neighbourhood Policy
EU	European Union
GIZ	German Society for International Cooperation
GEF	Global Environmental Facility
HR	Human Resources
LSG	Local Self-Government
LPAC	Local Programme Advisory Committee
MoA	Ministry of Agriculture
MoNP	Ministry of Nature Protection
MoTA	Ministry of Territorial Administration
NGO	Non-Governmental Organization
PB	Project Board
PC	Project Coordinator
PIU	Project Implementation Unit
RRA	Rapid Rural Appraisal
RoA	Republic of Armenia
USAID	United States Agency for International Development
UNDP	United Nations Development Programme
USD	United States Dollars
REC Caucasus	Regional Environmental Center for the Caucasus
SNCO	State Non-Commercial Organization
SGP	Small Grants Programme
TJS	Transboundary Joint Secretariat
UNFCCC	United Nations Framework Convention on Climate Change
WB	World Bank
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

Clima East Pilot Project “Sustainable management of pastures and forest in Armenia to demonstrate climate change mitigation and adaptation benefits and dividends for local communities” is part of the larger EU "Clima East: Support to Climate Change Mitigation and Adaptation in Russia and ENP East countries" initiative. The project is funded by the European Union and co-funded by the UNDP. The project total budget is 1,489,609.00 USD, out of which EC allocation is 1,000,000.00 EUR (1,389,609.00 USD), and the UNDP share totals to 100,000.00 USD. The Project is implemented by UNDP Armenia. The key implementing partner of the Project is the RoA Ministry of Nature Protection (MoNP). UNDP will also closely work with the key beneficiaries of the Project: RoA Ministry of Agriculture (MoA), RoA Gegharkunik Regional Administration and target area local self-government (LSG) authorities in Gegharkunik Marz (region).

The aim of the project is to maintain the landscape, ecosystem diversity and integrity in mountainous regions of Armenia through development and promotion of sustainable community resource management practices and biodiversity conservation programmes and demonstrating mitigation of adverse climate conditions on the example of fragile forest and rangelands ecosystems, meantime to ensure the sustained ecosystem services for food and agriculture activities. Two specific objectives are designed: i) to improve institutional and individual capacity for sustaining biodiversity in mountain rangeland and forest ecosystems and increasing rural communities livelihood level in face of climate change; ii) support in development and implementation of activities for increasing the resilience of ecosystems and local communities to future climate change through introduction of sustainable pasture and forest management practices in the selected region.

The project's objective is to demonstrate a natural resource management model in mountainous pastures and forests of Armenia which increases ecosystems capacity to sequester carbon under pending climate warning risks, while at the same time retain biodiversity and economic values.

The main target area of the project is Vardenis sub-region of Gegharkunik Marz, Armenia, where 2,000 ha of pastures and 60 ha of a forest belt will be rehabilitated and protected by introducing innovative pasture management system.

The inception phase of the Project has begun in July 2013, marked with the official signing of the Project Document on June 5 2013 between UNDP and the Ministry of Nature Protection (on behalf of the Government of Armenia). The inception phase was wrapped up with the Inception Workshop held on September 12, 2013. This report describes the major sets of activities carried out as part of this phase and re-emphasizes the designed Project strategy.

1. PROJECT INCEPTION UPDATE

Context and Purpose of the inception report

The project inception phase, lasting from July to September 2013 marks the launch of the Clima East Pilot Project “Sustainable management of pastures and forest in Armenia to demonstrate climate change mitigation and adaptation benefits and dividends for local communities”.

1.1. Project Objectives and Scope

The aim of the project is the adoption of sustainable natural resource management practices under adverse impacts of climate change on mountainous ecosystems of Armenia to ensure ecosystems integrity and sustained provision of ecosystem services, including carbon capture and storage.

The project objective is to demonstrate a natural resource management model in mountainous pastures and forests of Armenia which increases ecosystems’ capacity to sequester carbon under pending climate warning risks, while at the same time retain biodiversity and economic values

Two specific objectives are designed:

- i) to improve institutional and individual capacity for sustaining biodiversity in mountain rangeland and forest ecosystems and increasing rural communities' livelihood level in face of climate change;
- ii) support in development and implementation of activities for increasing the resilience of ecosystems and local communities to future climate change through introduction of sustainable pasture and forest management practices in the selected region.

The project will pilot an innovative rangeland management system in project target area, Vardenis sub-region of Gegharkunik Marz, Armenia. It is envisioned to implement rehabilitation of 2,000 ha of pastures and 60 ha of a forest belt in the pilot target site.

The Project consists of 3 major Components, which will be addressed within the four-year (2013-2016) period:

1. **Component I.** Stocktaking and vulnerability assessment of target area resulting in pasture and forest restoration plans.
2. **Component II.** Implementation of pasture and forest restoration projects.
3. **Component III.** Established carbon assessment and monitoring system

2. PROGRESS MADE DURING THE INCEPTION PHASE

2.1. Clima East Regional Launch Event

From July 2-6 2013 Mr. Georgi Arzumanyan, UNDP Environmental Governance Portfolio Programme Policy Adviser (acting as the Project Coordinator) participated in the Clima East Regional Launch event in Brussels, Belgium. The mission carried the following purposes:

- participation at the expert workshop "Towards a global agreement on climate change" with Eastern Partners (one day);
- participation at the launch event of the EU Clima East Package "Clima East: Supporting Climate Change Mitigation and Adaptation in Neighborhood East and Russia" (two days).

Among meetings, held discussions and participated sessions, a full-day meeting with respective program people on the EU Clima East Pilots Projects was organized. The participants held sessions dedicated to each project objectives, targets and major expectations from each pilot in country offices. The meeting participants also discussed issues, for instance the synergy between projects, EU visibility, ideas on potential cooperation options with the policy component etc. Major recommendations to be taken can be summarized:

- to speed up the project inception phase, including inception workshop, for pilot components;
- to keep permanent contacts and communication with the policy component to ensure complimentary and synergy in activities.

Detailed BTOR of the mission is presented in [ANNEX I](#).

2.2. Cooperation with stakeholders

Key stakeholders

Key stakeholders and project partners were identified in the project document and these were reviewed, confirmed and expanded by the Project team.

The key stakeholders on the national level are: (i) the Ministry of Nature Protection and (ii) the Ministry of Agriculture. In regard to the regional (Gegharkunik Marz) level the relevant stakeholders are: (i) Gegharkunik Regional Administration (Marzpetaran); (ii) Administrations and residents selected communities (LSG) in Vardenis sub-region; and (iii) Martuni forestry branch of Sevan National Park. The detailed specifications on key stakeholder's involvement level and roles in terms of project implementation are presented in the [Section 8](#).

Coordination with relevant projects

Among the main potential partners of the project is the “Agriculture Projects Implementation Unit” State Agency of the MoA implementing the WB funded “Community agricultural resource management and competitiveness project” (CARMAC). For the first phase, the CARMAC project objective was to improve productivity and sustainability of 140,000 ha pasture and livestock livelihood systems in selected 55 communities of 6 Marzes of Armenia, as well as reveal and demonstrate the feasibility and economic efficiency of pastures. The CARMAC project is approaching its second phase which will also cover Vardenis sub-region of Gegharkunik Marz. The Clima East Pilot Project and the PIU has agreed to further discuss opportunities for collaboration, such as possible combining efforts of both the CARMAC and Clima East projects in selecting and working in one pilot in Vardenis sub-region for better investments and results.

Another potential partner is the Regional Environmental Centre for the Caucasus (REC Caucasus) which has been implementing its own project “Identification and implementation of adaptation response to Climate Change impact for Conservation and Sustainable use of agro-biodiversity in arid and semi-arid ecosystems of South Caucasus”. This project aims to ensure resilience of agro-biodiversity of arid and semi-arid ecosystems to climate change; the project also builds capacities of local communities to increase level of resilience and readiness to face negative impact of climate change risks. Best practices and lessons learned of the REC Caucasus project will be applicable for the Clima East Pilot Project.

Opportunities for collaboration with other ongoing and planned initiatives in the country having similar goals were also discussed in details during the Inception Workshop (see [ANNEX IV](#)).

Stakeholder consultations

On 4-9 September 2013, a mission to Vardenis sub-region was conducted by Mr. Armen Martirosyan, UNDP EG Portfolio Analyst and Mr. Georgi Arzumanyan, UNDP EG Portfolio Adviser with a purpose to visit potential sites in Vardenis sub-region, Gegharkunik Marz. Alongside with observance and selection of potential site(s) for the Clima East Pilot Project Armenia, the mission participants held meetings with local LSG representatives and community members. Discussions and consultations were held with local stakeholders on criteria of potential site(s) selection. The Mission participants acknowledged the valuable input and contributions local stakeholders and beneficiaries will have at various stages of the Project.

On September 11, 2013 a mission to Vardenis sub-region, Gegharkunik Marz was organized with participation of UNDP Armenia Clima East programme staff representative and Mrs. Silvija Kalnins, Clima East Pilots Regional Coordinator, UNDP Bratislava Regional Office. The trip carried dual objectives:

- meetings with Gegharkunik Regional Administration and Local Self-Government Authorities (LSG), in Gegharkunik Marz;
- site visit to Vardenis sub-region to examine the potential pilot site(s).

The Agenda of the mission and the detailed BTOR are presented in [ANNEX II](#) accordingly. As a result of held meetings and discussions with the Governor of Gegharkunik Marz, the Head of Nature Protection Division of Gegharkunik Regional Administration, Heads of Tsovak and Tsapatagh communities and representatives, the mission members concluded that i) consultations with national and local stakeholders and beneficiaries regarding the selection of pilot project sites and communities for pasture and forest rehabilitations should be ongoing, and ii) the involvement of local stakeholders and beneficiaries in both inception and implementing phases of the Project is crucial and essential.

An inception workshop was conducted on 12 September 2013 with participation of around 50 representatives from governmental and scientific institutions, international and non-governmental organizations as well as Clima East Pilots Project Regional Coordinator. The event assembled a broad group of stakeholders together (see [ANNEX IV](#)).

The workshop participants reviewed the designed project strategy as per the Project Results and Resources Framework of the project document and provided positive feedback on the adopted vision of the project implementation. The Project Results and Resources Framework is presented in [Section 5](#) of the report.

The selection of the Vardenis sub-region of Gegharkunik region as the main target area for implementation of the pasture and forest rehabilitation pilots was re-confirmed by the inception workshop participants.

The following criteria for pilot sites selection were discussed and agreed at the inception workshop:

- Rangelands and forest degraded due to anthropogenic pressure and climate conditions with high restoration potential;
- Dependence of local communities to rangeland and forest ecosystem services;
- Biodiversity value in selected sites;
- Interest and willingness of local communities (e.g. co-financing);
- Socio-economic conditions of selected communities (poverty, number of households, etc.);
- Commitment of local communities to handle post-project activities in the selected sites;
- Teaming up opportunities with similar ongoing initiatives;
- Refugee populated communities (optional).

Main lessons learned of the inception workshop from the participants in implementing similar initiatives, were i) scarcity and reliability of data related to the field, ii) practical difficulties in pasture rehabilitation practices; iii) necessity for defining clear mechanisms to ensure sustainability of results. Another point to note is the involvement of local stakeholders since the beginning; that is their participatory input is crucial and essential, and this process should be ongoing and regular during the Project life cycle. Among the major criteria for the selection of the pilot site(s), it has been strongly suggested to develop a list of region-specific criteria to be considered and strongly follow ecosystem based approach in further planning. The National Forest rehabilitation plan has been considered as crucial for selection of new rehabilitation areas.

This meeting reaffirmed that lessons learned, gained experience, practices and input from similar initiatives and activities carried out by partner agencies should be taken into account during the Project implementation.

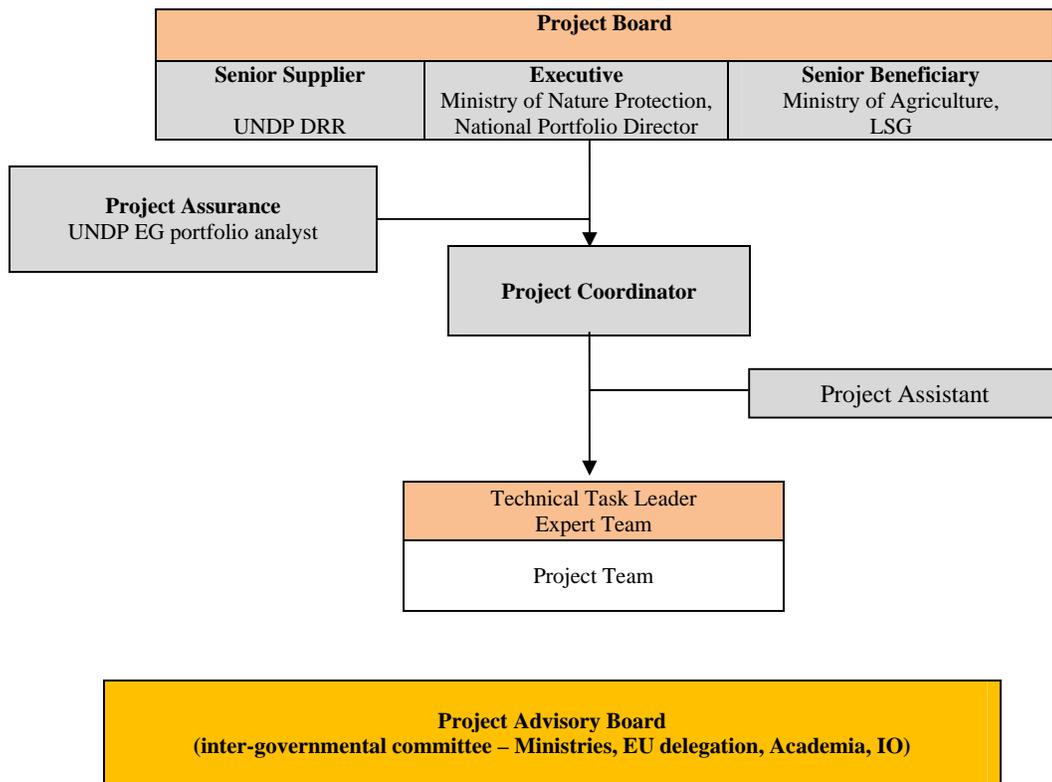
The workshop was also attended by Ecolur NGO, a local media source ensuring professional coverage of environmental news. A trilingual article in Armenian, English and Russian was published on the official website of Ecolur (<http://ecolur.org/en/news/forest/new-project-aimed-at-forest-and-pasture-sustainable-development/5290/>).

2.3. Setting up the Project Management

The project applies UNDP's national implementation modality in accordance with UNDP rules and regulations. The project management team ensures that project planning, review, monitoring, evaluation and reporting requirements are met; that coordination among participants is effective; and that decisions are implemented. Implementation arrangements with partner agencies will be set out in Terms of References, work plans and/or formal agreements, as needed. The UNDP provides the support needed for project implementation through the Operations, in particular HR, Finance and Procurement Units.

The **Project Management Team** was established over the period of July-August 2013. Since start-up of the project, staff has been hired consisting of: a Technical Task Leader, and a Project Assistant. The detailed TORs for both positions are presented in [ANNEX III](#). The daily implementation of the project will be coordinated by the Environmental Programme Policy Adviser (acting as the Project Coordinator) and overseen by the UNDP Environmental Governance Portfolio Analyst. The Technical Task Leader is responsible for day-to-day operation and implementation of project activities. The PC and Technical Task Leader report to UNDP Environmental Governance Portfolio Analyst. The PC and Technical Task Leader are responsible for daily project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and staff. The PC and Technical Task Leader also coordinate project activities with relevant Government institutions. Both managerial positions are supported by a Project Assistant. The Project Implementation Unit is also supported by UNDP Bratislava Regional Office providing input and facilitating coordination of this project with other pilot projects under the Clima-East umbrella.

The **Project Board** (PB) was formed to provide consensus management decisions when such is required by the project. The PB includes the representatives of the UNDP Armenia (senior supplier providing guidance on technical feasibility of the project), Ministry of Nature Protection (executive role representing the project ownership), and Ministry of Agriculture (project senior beneficiary representing the interests of those benefiting from the project results). Furthermore, representatives of the LSGs of the Gegharkunik Marz will be also included in the PB as direct beneficiaries as suggested by the LPAC meeting that took place on 17 April 2013. Therefore, the PB composition was defined with membership at the national level (MoNP, MoA, and UNDP) and to be further supplemented with a representative of local self-government authorities. The project will report to the Project Board on the project progress and planned activities, whereas the PB will provide strategic direction for the project management. A designated official from the EU Delegation to Armenia shall be also invited to attend the PB meetings. The PB will meet at least annually (unless otherwise decided by the PB) to review project progress and discuss and agree on next year work plan. The PB members may change if there is a need and proper justification. This will be discussed with PB members. The project management structure is presented below:



The establishment of multi-stakeholder project **Advisory Board** (AB) is underway to ensure the provision of general advice for project implementation policy ensuring the project’s consistency with the other ongoing development processes in the country. Representatives from line ministries, other relevant governmental institutions, regional administration, scientific institutions, NGOs, EU Delegation to Armenia, and related international organizations will be invited for membership. Advisory board will be co-chaired by MoNP and UNDP CO representatives.

2.4. Annual Work Plan Development

Four-year workplan of the project was developed based on thorough consideration of upcoming activities and envisioned targets. The four-year workplan is presented in [Section 9](#) of the report.

2.5. Communications, Visibility and Outreach Activities

With a purpose to ensure the Project visibility, communications and transparency, following all the Outreach standard requirements by the EC and UNDP, the Clima East Pilot Project- Armenia Facebook page was created (<https://www.facebook.com/climaeastarmenia?ref=hl>), administered by the Technical Task Leader and the Project Assistant. This source is used both as a social media outreach tool and the project major activities and updates coverage block. The regular updates and postages already attracted the attention of the relevant audience, partners, stakeholders and NGOs.

The planned activities and project progress will be also reflected at UNDP Armenia website (http://www.am.undp.org/content/armenia/en/home/operations/projects/environment_and_energy/clima-east-pilot-project-.html), and UNDP in Armenia Facebook page (<https://www.facebook.com/UNDPArmenia?ref=ts>). The project document and a descriptive brief are already publicly available on the UNDP Armenia website.

A trilingual article covering Clima East Pilot Project Inception Workshop, Project objectives, activities and implementation timescale was published on the official website of Ecolur NGO, which was among the Inception Workshop attendees on September 12 event (<http://ecolur.org/en/news/forest/new-project-aimed-at-forest-and-pasture-sustainable-development/5290/>).

A banner was designed and printed out reflecting the project title and a disclaimer. All the EU and UNDP communication standards have been strongly followed.

2.6. Monitoring and Reporting Framework

In accordance with the programming policies and procedures outlined in the UNDP User Guide and EC requirements, the project will be monitored through the following within the annual cycle:

- progress made will be monitored in the UNDP Enhanced Results Based Management Platform (ERBM);
- on a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Log since the beginning of the project; short quarterly update on project progress will be recorded in ERBM target status section.
- an Issue Log shall be activated in Atlas and updated to facilitate tracking and resolution of potential problems or requests for change;
- based on the initial risk matrix submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation;
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation and dissemination of the Lessons-learned at the end of the project;
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annual Project Review and Report.

An annual project review will be conducted during the fourth quarter of the calendar year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. An Annual Review Report shall be prepared by the Project Coordinator and Technical Task Leader and shared with the Project Board and the Outcome Board and Regional Coordination Unit in Bratislava **no later than one month after end of calendar year**. The APR, that will cover the calendar year, includes, but is not limited to, reporting on the following:

Section 1. Brief summary and context of the EC project in the country;

Section 2a. Progress and achievements made toward project objective and project outcomes – each with indicators, baseline data and end-of-project targets (cumulative);

- Section 2b. Project outputs delivered per project outcome (annual);*
Section 2c. Activities carried out during the reporting period under each output;
Section 3a. Lesson learned/good practice;
Section 3b. Difficulties encountered and measures taken to overcome problems;
Section 4. Expenditure reports (Note: Financial reports shall be submitted in US dollars);
Section 5a. Risk and adaptive management;
Section 5b. Changes introduced to activities, outputs or indicators;
Section 6. Future work plan – Work plan for the following 12 months (calendar year), including forecasted progress in the achievement objective(s) and indicators, as well as financial plan (Atlas format budget for next 12 months in USD).

3. CONCLUSIONS OF THE INCEPTION PHASE

Following recommendations and Project Objectives, a range of conclusions can be made for the 1st Year of the Project implementation and AWP.

a) Local Stakeholders

- The involvement of local stakeholders, LSG and their participatory input is crucial and essential for the inception and implementation phases of the Project;
- The involvement of local stakeholders should be ongoing and regular. Respective meetings and updates should be registered in project strategy and reflected on;

b) Selection of the target site(s)

- In addition to already identified criteria for the selection of the site(s), strong consideration of points discussed with and recommended by the Inception Workshop experts, guests and speakers will be updated and developed further.

c) Implementation of pilots

- Coordination of the project activities with similar initiative in Armenia and particularly in Gegharkunik region may play a substantial role in successful implementation of the planned project activities and achieving the project objective.
- Lessons learned, gained experience, practices and input from similar initiatives and activities carried out by partner agencies will be highly valuable for taking into consideration during Project implementation.

4. RECOMMENDATIONS ON KEY ACTIVITIES TO BE UNDERTAKEN DURING 1st YEAR OF IMPLEMENTATION

The following activities will be implemented by the end of 2013:

- a) A rapid rural appraisal (RRA) of up to 10 rural communities in Vardenis sub-region of Gegharkunik Marz shall be undertaken to incorporate the knowledge and opinions of local population on sustainable use and management of rangelands and forest in the region. This will also include a survey on the current status of their dividends from the use of non-wood forest products. The results of the RRA will serve as an additional tool for selection of pilot areas and communities.
- b) A baseline paper shall be developed to incorporate the lessons learned, experience gained, practices, input, main achievements and failures from similar initiatives and activities carried out by partner agencies;

- c) Selection of pilot areas and communities will be finalized through participatory meetings, consultation with national and local stakeholders as well as potential partner projects;
- d) Elaboration of approaches for carbon stock assessment and development of recommendations regarding the selection and adjustment of the identified methodologies for assessment of carbon stock in soil and vegetation applicable for Armenian mountain pastures and forest ecosystems will be launched;
- e) Preparation towards socio-economic and environmental assessment of selected community(ies) will be handled to be further followed by field inventories of resources and development of detailed vulnerability profiles for selected rangeland and forest areas;
- f) Gap analysis of national and local development strategies and plans in agricultural sector related to conservation of biodiversity and climate change aspect will be launched;
- g) The project budget will be revised towards the reduction of the budget in 2013 due to late start of the project along with consequent reallocation of the reduced amount to the budget of 2014-2016.

5. PROJECT RESULTS AND RESOURCES FRAMEWORK

Project Components	Expected Outcomes	Expected Outputs	Verifiable Indicators
1. The capacity and knowledge of national authorities and local communities on sustainable use and management of mountain rangeland and forest ecosystems in face of climate change aimed at preservation of ecosystem services for maintenance of rural communities livelihood	1.1. The rural communities have clear understanding of current threats and mitigation measures for sustainable rangeland management.	The main negative drivers are identified and assessed through field inventories of resources and development of detailed socio-economic and environmental vulnerability profiles for selected rangeland and forest ecosystems.	<ul style="list-style-type: none"> - Vulnerability profiles for selected communities are developed - Number of training conducted for local decision makers and community members to increase knowledge on CC threats and mitigation practices - At least in three communities Climate change risks are incorporated into multi-year community development plans
	1.2. The institutional role and responsibilities are clarified for planning and implementation of rangeland and mountainous forest ecosystems rehabilitation and management	<p>The institutional needs and gaps are identified through surveys, expert assessments and participatory meetings.</p> <p>The outcomes of the assessment validated through participatory meetings in selected communities.</p>	<ul style="list-style-type: none"> - Institutional needs assessment reports elaborated and recommendations provided to decision makers at national and regional levels; - Number of conducted information dissemination campaigns and round tables at national, regional and local levels
	1.3 Capacities of national and local authorities in incorporating biodiversity conservation and climate change mitigation issues into sectoral development plans increased	<p>The gap analysis of the national /local development strategies and plans in agricultural sector</p> <p>Package of recommendations and amendments for national/local policies and programmes in light of consideration of climate change issues is developed.</p> <p>Training modules developed and trainings for decision makers at national level and local levels conducted</p>	<ul style="list-style-type: none"> - Gap analysis in development strategies and action programmes in agriculture sector related to conservation of biodiversity and climate change aspects is conducted; - New set of policies and standards on sustainable pasture management approved at the local level (by local authorities in the target districts) - Capacities of national and regional authorities in understanding CC issues and their integration into national and regional development strategies are assessed and recommendations provided; - Number of trainings for national and local authorities conducted
2. Support in development and implementation of demonstration projects on rehabilitation and management of rangelands and	<p>2.1. Pasture lands rehabilitated and carbon stock retained and enhanced</p> <p>2.2. Increased quality of fodder production at target sites resulting in</p>	<p>Pastureland use plans, including monitoring scheme are developed through participatory consultations and are implemented.</p> <p>Support to natural</p>	<ul style="list-style-type: none"> - Sustainable Pasture management plans are developed and approved by community councils; - Forest rehabilitation and management plans in selected communities designed;

<p>mountainous forests aimed at adaptation to the climate change and increase the carbon stock</p>	<p>higher productivity and higher income from cattle products for local population</p> <p>2.3. Grazing pressure on degraded areas reduced</p> <p>2.2. Mountain forest ecosystems are rehabilitated,</p>	<p>regeneration in degraded forest areas and forest planting with native species in degraded and deforested areas implemented</p> <p>Rehabilitation of rangelands are implemented through participatory schemes with rural communities and specialized agencies</p>	<ul style="list-style-type: none"> - 60 ha of degraded forest restored - 2000ha of pastures are rehabilitated - Number of community people involved into pilot activities
<p>3. Carbon assessment</p>	<p>National framework for carbon stock inventory and monitoring established and piloted</p>	<p>Methodology adopted for assessment on carbon stocks in project area and applied for project impact evaluation</p> <p>Carbon accounting system put in place and implemented</p> <p>Publication of results</p>	<ul style="list-style-type: none"> - Methodology for carbon monitoring developed and introduced; - Recommendations for establishing national carbon monitoring system provided; - Replication strategy developed and results of the best practices and approaches are widely disseminated within the country
<p>Project Management, Monitoring and Evaluation</p>			<ul style="list-style-type: none"> -Project team formulated and in operation - Project progress reports periodically developed and incorporated into e-system - Mid-term and Final evaluations conducted and report produced, annual EC required reporting ensured - Annual outcome board meetings conducted

6. RISK MANAGEMENT

PROJECT RISK LOG

(with revised risk response actions)

Project Title: Clima East Pilot Project “Sustainable management of pastures and forest in Armenia to demonstrate climate change mitigation and adaptation benefits and dividends for local communities”		
Risk description	Impact Level	Response
Local communities do not prioritize benefits of sustainable use of natural resources or have insufficient interest to participate in project activities.	Medium	Transparent procedures to select and reach target population should be conducted. Training will be provided to local institutions and populations, as well as NGOs involved in provision of services. Scheme to ensure that the local communities are allowed to retain the benefits for project implementation to be developed.
Productivity increases may take longer than the project duration, thus impacting on the expected motivation of local communities’, in particular access restrictions to areas for regeneration	Medium	Project financing would introduce and support a bottom-up approach, allowing livestock herders to acknowledge the objective of the activities, and enabling communities to manage their resources through enhanced capacities and mechanisms for decision making about common resource management framework. The pasture management recommendations will be complemented with on ground measures in the framework of demo projects with involvement of local workforce.
National economic development stalls, and poverty strengthens in the project areas, thereby increasing pressure on natural resources	Low	By focusing project activities at the site level, and working with the communities the project will make input into the economic development locally at the project sites while mitigating impact onto natural ecosystems.
National policy does not quickly adopt the lessons learnt from the demonstrations at the sites.	Medium	The project will use all possible mechanisms to ensure lessons learnt are transferred to national level. Where necessary, the project will complement existing mechanisms by developing its own bottom-up transfer mechanisms – e.g. local working groups, seminars, or lobbying on specific issues, including <i>inter alia</i> the mechanisms available under the Clima East regional policy level project.
No access to new technologies and best practices for the local population	Low	The project will develop education modules and training packages, as well as use knowledge materials existing in the extension services

The project is funded by the European Union and co-funded by the UNDP



7. RELEVANT ON-GOING PROJECTS

Organization	Project	Objectives
MoA – World Bank	Community agricultural resource management and competitiveness project	The project development objective is to improve productivity and sustainability of 140,000 ha pasture and livestock livelihood systems in selected 55 communities of 6 Marzes of Armenia, as well as reveal and demonstrate the feasibility and economic efficiency of pastures. This would be evidenced by: (i) increased livestock productivity as measured by milk productivity and increase in daily animal weight gain; (ii) increased efficiency of communal pasture management, as measured by increased communal budgetary revenues from lease of pastures; (iii) increased farm sales from livestock; and (iv) increased Pasture Management Effectiveness.
UNDP – GEF	Enabling activities for the preparation of Armenia’s Third National Communication to the UNFCCC	The project aims to respond to the objectives of the UN Framework Convention on Climate Change (UNFCCC) in accordance with its commitments as a Party to the Convention mandated by Articles 4 and 12 of the UNFCCC and subsequent COP decisions. The Third National Communication of Armenia to the UNFCCC will be prepared under the project. It will consist of updated information on: i) national circumstances; ii) national greenhouse gas inventory; iii) assessment of vulnerability to climate change and steps taken to adapt to climate change; iv) policies and measures undertaken to mitigate climate change; v) capacity building to develop, transfer, assess environmentally sound technologies and know-how, modalities to absorb them and host projects; vi) public awareness, education, training, research and systematic observation.
WWF Caucasus (EU funded)	Increasing the Resilience of Forest Ecosystems against Climate Change in the Southern Caucasus through Forest Transformation	Overall objective of the proposed action is to increase the resilience of forest ecosystems in the Southern Caucasus against climate change impacts and to improve biodiversity and livelihoods of local populations. The specific objective of the proposed action contributes to the overall objective by establishing the necessary conditions for the forest administrations in the target countries to develop and implement strategies for transforming monoculture forest stands into highly resilient, “close to nature” forest stands.
World Bank, IUCN, WWF (EU funded).	Improving Forest Law Enforcement and Governance in the European Neighborhood Policy East Countries and Russia (ENPI FLEG)	The Program is based on three pillars: (i) Helping advance institutional and legal reforms; (ii) Building public awareness and support for forest law enforcement and governance; (iii) Promoting private sector inclusion in FLEG processes. As such the Program initiates a set of studies that will help people better understand the causes of illegal logging and will provide sound policy advice to the government. Moreover, the Program involving the private sector in the FLEG process to help analyze and introduce markets for alternative forest products; include a major advocacy component to update on the current knowledge on forest governance, corruption and illegal logging; and communicate the FLEG process to a broader public.
REC Caucasus (EU funded)	Identification and implementation of adaptation response to Climate Change impact for Conservation and Sustainable	Overall objective of the project is to build adaptive capacities in the South Caucasus countries to ensure resilience of agro-biodiversity of especially vulnerable arid and semi-arid ecosystems and local livelihoods to climate change. The project has the regional scope and will address policy and institutional issues in the

The project is funded by the European Union and co-funded by the UNDP



	use of agro-biodiversity in arid and semi-arid ecosystems of South Caucasus	South Caucasus countries as well as pilot the activities in selected rural communities located in arid and semi-arid geographical areas to promote community based sustainable practices for agro-biodiversity use and conservation to reduce risk of climate change negative impact that benefit both the rural population and the environment.
KfW	Trans-boundary Joint Secretariat for the Southern Caucasus	Conservation project, creating platform for biodiversity protection in Armenia. Developing national guidelines on PA management planning, awareness raising, information exchange and others.

8. KEY STAKEHOLDERS

Institution	Involvement level	Field of activities	Role/ Relevance to the Clima East Pilot Project in Armenia
<i>National level stakeholders</i>			
Ministry of Nature Protection of RA (MoNP)	High	MoNP is a republican executive body designated to elaborate and implement state policy of the Republic of Armenia in environmental conservation and sustainable use of natural resources.	MoNP acts as the implementing partner and the responsible party of the Project; Direct overseeing the Project implementation; MoNP is represented in the Project Board; MoNP is the co-chair of the Advisory Board; Attainment of the planned Project Activities/Outputs as per the Project Results and Resources Framework.
Ministry of Agriculture of RA (MoA)	High	MoA is a republican executive body designated to elaborate and implement state policy of the Republic of Armenia in agriculture, forestry and food provision.	MoA is the senior beneficiary of the project; MoA is represented in the Project Board and Advisory Board.
Ministry of Territorial Administration (MoTA)	Middle	MoTA is a republican executive body designated to elaborate and implement state policy of the Republic of Armenia in territorial administration.	MoTA is represented in the Advisory Board.
<i>Regional level (Gegharkunik Marz) stakeholders</i>			
Gegharkunik Regional Administration (Marzpetaran)	High	Responsible for the state governance in Gegharkunik region; implements regional policy of the RA Government in the region; coordinates regional services of the republican executive authorities in the region.	Project partner in planning the local activities and monitoring the implementation of pilots; The Head of the Environmental Division of Gegharkunik Regional Administration (Marzpetaran) is designated as the Focal Point of the Project for daily communication; Gegharkunik Regional Administration is represented in the Advisory Board.
Administrations and residents of selected local communities	High	Responsible for local self-governance.	Provision of regular consultation on local socio-economic conditions, livelihood level of selected communities during the project implementation phase; Support and consultation/input during the project implementation phase toward registered positive impulses in sustainable pasture/land management and progress made; LSGs will be represented in the Project Board.
Martuni forestry branch of Sevan National Park	Middle	Responsible for the forest management in Sevan National Park.	Provision of support and consultation during the implementation of the forest rehabilitation pilot.

ANNEXES

ANNEX I. CLIMA EAST REGIONAL LAUNCH EVENT

Mission Back to Office Report (BTOR)

UNITED NATIONS DEVELOPMENT PROGRAMME UNDP Armenia			ONE PAGE MISSION REPORT Date: July 30, 2013
Name <i>Georgi Arzumanyan</i>	Group/Unit <i>EG Portfolio</i>	Tel No. <i>099005065</i>	Travel Authorization: Yes
Approved Mission Itinerary: Yerevan – Vienna – Brussels – Vienna - Yerevan		List of Annexes: <i>UNDP CO presentation</i>	
Inclusive Travel Dates July 01-05, 2013	Key counterpart (s) in each location: European Commission (EC), Directorate-general for Development and Cooperation		
<p>Purpose/Objective of Mission: (specify the type of work which has/had to be accomplished - not acceptable to write "see attached")</p> <p>Participation at the Expert workshop "Towards a global agreement on climate change" with Eastern Partners (one day);</p> <p>Participation at the Launch Event of the EU Clima East Package "Clima East: Supporting Climate Change Mitigation and Adaptation in Neighbourhood East and Russia" (two days).</p>			
<p>Brief Summary of Mission Findings:</p> <p><i>Expert workshop:</i> Representatives from EC (DG DEVCO, DG for Climate Action, as well as government representatives from each eastern partnership countries were attended the meeting. Armenia has been represented by the Ministries of Nature Protection and Economy (five people in total). In the first part of the workshop EC representatives presented in details EU climate and energy policies, current state of implementation and outlook. Energy and climate strategies in partner countries were presented by each delegation member.</p> <p>In the second part of the workshop the discussions were dedicated to upcoming Climate Change COP in Poland, countries' position in Climate negotiation process and major ideas toward "The Road to Paris (2015)". Mr. Artur Runge-Metzger, Director International & Climate Strategy from the DG for Climate action has shared its own experience and observations on key components of a global climate agreement, negotiation processes, expectation from future discussions, etc. Countries were requested to briefly present their positions towards future Climate negotiations and post-Kyoto developments and update on national preparation process. There were not any common position elaborated since both Annex 1 and Non-annex one countries were presented, thus it has been agreed to further continue dialogue between EU and Eastern Partnership countries using bi-lateral or multi-country discussion platforms for elaboration of common understanding and clear positions during upcoming COP meeting in Poland.</p> <p><i>Launch Event:</i> Launch event has been chaired by Mr. Jesus Lavina (DG DevCo) and started with brief overview of Eastern Partnership process, international climate change negotiations and EU policy on Eastern Neighbourhood in the context of Climate related actions that are behind the Clima-east regional initiative.</p> <p>Overview of the Clima East Package - both regional policy component and UNDP pilot component were presented to national delegations.</p> <p>On the first Day of the event discussions of the progress on Clima East policy project (that was actually started in Autumn 2012) were expected, namely approval of Inception phase activities and 1st year work plan were envisaged.</p> <p>Policy project team leader and key experts presented progress details and suggested work plan. Country representatives were described their position and certain dissatisfaction with regard to the progress achieved so far in terms of unclear "outcomes" of the first policy component. Several comments were presented towards the proposed work plan in terms of absence of concert and measurable outputs and indicators by end of the year, as well as "still absence" of log frame as a whole at this stage of the implementation. Country's representative was requested more time for provision of comments to the inception report. They have also expressed their concerns with regard to project management modality. More specifically, it has been stressed (Azerbaijan, Ukraine, Armenia) that the current management setup of regional coordination without presence of any special staff in the countries does not effective and will hamper smooth planning and implementation process. Despite positions of countries, EU representative has responded that relevant Focal point are nominated by respective partner ministries and in-country coordination issues need to be ensured by these respective persons. Although again it has been stated by countries, that those Focal points are mostly civil servants and overloaded with daily tasks, thus not able to fully involve into project activities, EC delegation has followed its initial position. Thus there was no any concrete decision on the management approved. It has been decided to request countries to provide written comments on the Inception Report by end of August, and the Policy project team has been requested to conceptually change work plan, to define more clear activities and targets and present for consideration to countries within two weeks.</p>			

The second day was dedicated to UNDP pilot projects. Ms Karin Zaunberger (Policy Officer, Biodiversity Protection, DG Environment) started with presentation of major concept and current practices on ecosystem-based approaches to climate change. It was followed by presentations of UNDP team from each clima-east pilot project country. Major objectives and outcomes, management setup and monitoring framework and progress to date were presented to participants. The delegations confirm their awareness on the pilot project elaboration as per EC request, expressed their support towards pilot project implementation.

The major issue for discussion was the synergy between the two Clima East project components. UNDP team has developed short presentation with several ideas on potential cooperation options with the policy component. Issue of visibility and involvement of in-country EU delegation offices into project implementation were also discussed.

Recommendations/Actions to be Taken and by Whom:

*To speed up the project inception phase, including inception workshop, for pilot components;
To keep permanent contacts and communication with the policy component to ensure complementarily and synergy in activities.*

Georgi
Arzumanyan

ANNEX II. MISSION TO VARDENIS SUB-REGION, GEGHARKUNIK REGION

MISSION AGENDA

09:30-11:30	Transfer: Yerevan-Gavar
11:30-12:30	Meeting at Gegharkunik Regional Administration with Mr. R. Petrosyan, Governor and Mr. H.Hambardzumyan, Head of Nature Protection Division
12:30-16:00	Visit to the potential pilot project site(s) in Vardenis sub-region and meeting with local stakeholders
16:00-19:00	Transfer: Vardenis-Yerevan

MISSION BTOR (BACK TO OFFICE REPORT)

UNITED NATIONS DEVELOPMENT PROGRAMME UNDP Armenia		ONE PAGE MISSION REPORT Date: 13/09/2013
Name	Group/Unit	Tel No.
Georgi Arzumanyan	EG	060 530000 (ext.121)
Silvija Kalnins	Clima East Pilots Project Regional Coordinator, UNDP BRO	
Aram Ter-Zakaryan	EG	060 530000 (ext.175)
Ashot Stepanyan	EG	010 583920 (ext.14)
Approved Mission Itinerary: Yerevan – Sevan – Yerevan		List of Annexes: N/A
Inclusive Travel Dates	Key counterpart (s) in each location:	
11/09/2013	Gegharkunik Regional Administration	
Purpose/Objective of Mission: (specify the type of work which has/had to be accomplished - not acceptable to write "see attached")		
Meeting at Gegharkunik Regional Administration and site visit to Vardenis sub-region to discuss the selection of target sites and community(ies) for implementation of the pilot project, and to examine the potential sites.		
Brief Summary of Mission (Findings):		
<p>The mission members visited the Gegharkunik Regional Administration and had a meeting with Mr. Rafik Grigoryan, Governor of Gegharkunik Marz and Mr. Hambardzum Hambardzumyan, Head of Nature Protection Division of Gegharkunik Regional Administration. The mission members briefed the counterparts about the Climate East Pilot Project's objective and expected outputs. Mr. Rafik Grigoryan expressed his full support to activities planned in Gegharkunik under the Clima East Pilot Project and expressed his clear position with regard to efficiency of activities and sustainability of results. Criteria for pilot sites selection, possibility for intervention and support from local communities, replication potential, and social aspects have been also discussed. The parties agreed to coordinate the selection of the pilot project sites and community(ies) for rangeland and forest rehabilitation.</p> <p>Then the mission members visited the Tsapatagh community of Gegharkunik Marz, had a meeting with Ms. Anahit Boyakhchyan, Head of Tsapatagh community, discussed the opportunities of pasture and forest rehabilitation/establishment opportunities, alternative livelihood, etc. Project team examined nearby forests and surrounding pasturelands. Particularly the mission members observed natural regeneration in degraded oak dominated forest which is located in the administrative border of the community but administered by the Ministry of Nature Protection of RA as a sanctuary.</p> <p>The mission members also visited the Tsovak community of Gegharkunik Marz, had a meeting with Mr. Spandar Grigoryan, Deputy Head of Tsovak community, discussed the pasture and forest rehabilitation/establishment opportunities, and examined community lands and surroundings. Particularly the existing irrigation system in the degraded pastures nearby the community was observed, which is crucial for pasture rehabilitation and afforestation works. The mission members also observed areas in the neighbouring Kartchaghbyur community (similar type of landscape and irrigation infrastructure).</p> <p>Later on the project team visited the nursery of the Martuni Branch of Sevan National Park, had a meeting with Mr. Hamlet Khimoyan, Chief Forester, and discussed the opportunities of provision of seedlings for forest rehabilitation/establishment works planned under the pilot project. It was observed that the nursery can already secure the provision of up to 20,000 seedling of poplar, but there is a potential for provision of seedling of other tree species in the future. The mission members were accompanied by Mr. Hambardzum Hambardzumyan during the visits to Tsapatagh and Tsovak Communities and Sevan National Park.</p>		

<p>Recommendations/Actions to be Taken and by Whom: Continue consultation with national and local stakeholders and beneficiaries regarding the selection of pilot project sites and communities for pasture and forest rehabilitation. <i>Actions by the:</i> <i>Clima East Pilot Project in Armenia</i> <i>UNDP EG Portfolio</i></p>	<p>Distribution: (Copies to)</p>
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ANNEX III. TERMS OF REFERENCES OF PROJECT MANAGEMENT TEAM

1. Technical Task Leader (level SB4)

TERMS OF REFERENCE

Post Title:	Technical Task Leader
Project title:	UNDP/EU “Sustainable management of pastures and forest in Armenia to demonstrate climate change mitigation and adaptation benefits and dividends for local communities”
Project Duration:	2013 - 2016
Starting Date:	1 August 2013
Contract type:	Service Contract – SB4
Duration:	1 year with possible extension, based on successful performance

Two specific objectives are designed: i) to improve institutional and individual capacity for sustaining biodiversity in mountain rangeland and forest ecosystems and increasing rural communities livelihood level in face of climate change; ii) support in development and implementation of activities for increasing the resilience of ecosystems and local communities to future climate change through introduction of sustainable pasture and forest management practices in the selected region. Introduction of pasture management system, including rehabilitation of 2000 ha of pastures and /or meadows, as well as rehabilitation of forest belts (60 ha) is targeted in the Vardenis sub-region of Gegharkunik marz.

In addition this project will contribute to achieving several global environmental benefits. The project will have an impact on protection of habitats of global conservation importance, such as low and middle mountain steppe, high mountain subalpine vegetation for numerous endangered and endemic species. The project will contribute to the global effort to combat climate change by enhancing sustainable land management of vulnerable mountainous landscapes and enhancing their carbon sequestration capacities.

Scope of work:

Under the overall guidance of UNDP environmental governance Portfolio Analyst and direct supervision of the Programme Policy Adviser Technical Task Leader will be recruited to support Programme Policy Adviser with the authority to run the project technical and operational activities on a day-to-day basis. Technical task leader's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. Project team of national and international consultants will support coordinator and the task leader in implementing project activities.

Duties and Responsibilities:

The incumbent will perform the following tasks:

- Support in developing detailed project work plan and relevant activities as per outputs; ensure efficient and timely implementation of those activities;
- Provide substantive support in identifying and recruiting the competent staff and subcontractors, formulate task's technical specifications, participate in selection process;
- Lead, supervise, and monitor technical expert's team work, ensure timely delivery of outputs and conduct their performance appraisal;
- Monitor and analyze the adequacy and content of the technical reports and project deliverables to achieve the project outcomes/outputs;
- Ensures maintenance and update of the project office inventory records in line with UNDP rules and regulations;
- Provide substantive support in the development of the project monitoring plan in line with the requirements indicated in the project document; support in developing TOR for mid-term and final evaluation;
- Prepare quarterly, semi-annual and annual progress reports in line with the project requirements for UNDP, implementing partner, advisory board; Ensure provision of information for Atlas reporting (logs) on permanent basis;
- Support Programme Policy Adviser on developing project terminal report;
- Liaise with the Government, regional and local authorities, relevant civil society organizations, international partners to ensure participatory approach along the implementation process for achievement of project objectives.
- Provide technical backstopping and guidance to the national team of experts and subcontractors and supervise the work of technical experts.
- Coordinates the development of networking and information system activities relevant to the project implementation in the scope of clima-east programme;
- Responsible for preparing Agendas, briefing and informative notes, background papers and presentations in close cooperation with the Policy Adviser.
- Support the UNDP in providing guidance and technical expertise on the formulation of Project ideas, strategic notes and concept proposals in the related field.
- Performs other duties as required.

Required qualifications:

Education:

Advanced University Degree in environmental sciences, natural sciences, natural resource management, other relevant discipline.

A relevant university degree in combination with qualifying experience in the area may be accepted in lieu of the advanced university degree.

Experience:

- Minimum of 5 years of related working experience in project implementation and management is required. Experience and good knowledge of the national climate change related agenda and mitigation/adaptation activities related to mountain forest and pastures ecosystems. Demonstrated ability in co-operating with different stakeholders at all levels, such as government officials, scientific institutions, NGOs, private sector and international financing institutions. Prior relevant experience with UNDP funded projects can be an asset.
- Skills:
- Strong interpersonal skills with ability to establish and maintain effective work relationships with people of different social and cultural backgrounds;
- Strong managerial skills, excellent coordination and collaboration skills, proven ability to work under time pressure and handle multiple activities and tasks concurrently;
- Proven knowledge of communication tools, excellent writing skills, track record with producing high quality research/analytical reports and papers;
- Ability to express ideas clearly in both verbally and in writing;
- Ability to work independently and to participate effectively in a team based information sharing;
- Good computer literacy, knowledge of MS office software and web based applications;
- Fluency in Armenian and English is required. Good knowledge of Russian is an asset.

Project Assistant (level SB3)

TERMS OF REFERENCE:

Post Title:	Project Assistant (level SB3)
Project Title:	UNDP/EU “Sustainable management of pastures and forest in Armenia to demonstrate climate change mitigation and adaptation benefits and dividends for local communities”
Project Duration:	2013-2016
Starting Date:	1 July 2013
Contract Date:	Service Contract
Duration:	1 year with possible extension based on successful performance
Duty Station:	Yerevan (permanent field visits may be required)

Background:

The project's objective is to demonstrate a sustainable natural resource management model in degraded mountainous pastures and forests of Armenia which increases ecosystems' capacity to sequester carbon under pending climate warning risks, while at the same time retain biodiversity and economic values.

Two specific objectives are designed: i) to improve institutional and individual capacity for sustaining biodiversity in mountain rangeland and forest ecosystems and increasing rural communities livelihood level in face of climate change; ii) support in development and implementation of activities for increasing the resilience of ecosystems and local communities to future climate change through introduction of sustainable pasture and forest management practices in the selected region. Introduction of pasture management system, including rehabilitation of 2000 ha of pastures and /or meadows, as well as rehabilitation of forest belts (60 ha) is targeted in the Vardenis sub-region of Gegharkunik marz.

In addition this project will contribute to achieving several global environmental benefits. The project will have an impact on protection of habitats of global conservation importance, such as low and middle mountain steppe, high mountain subalpine vegetation for numerous endangered and endemic species. The project will contribute to the global effort to combat climate change by enhancing sustainable land management of vulnerable mountainous landscapes and enhancing their carbon sequestration capacities.

Scope of work:

Under the overall guidance and supervision of Programme Policy Advisor and Technical Task Leader the Project Assistant will provide support for implementation of tasks associated with the day-to-day management and operation of the project. S/he will be responsible for operational, administrative and financial project management support functions.

Duties and Responsibilities:

The incumbent will perform the following tasks:

- To support the Project Coordinator and Technical Task Leader in planning, daily implementation and monitoring of annual work plan activities.
- To support the project in liaising with Government entities and other stakeholders on consultations, providing information related to the expected project outputs.
- To assist in preparation of quarterly and annual progress reports as per the requirements to UNDP, Government and donor entity, briefing notes, outcome board materials.
- Maintain Atlas logs on a quarterly basis.
- To assist the project experts' team through information dissemination, technical backstopping, report preparation, translations. To assist in drafting information for web-pages and ensure regular updates.
- To support project management during the audits and evaluations.
- To assume administrative responsibility for organization of seminars, press conferences, workshops, advisory board meeting and other public campaign. Draft agendas; prepare leaflets, information note, press releases for media and stakeholders.
- To maintain properly records, necessary documents on project activities, communication and transactions. Keep appropriate the filling system.
- To draft correspondence relating to assigned project areas; clarifies, follows up, responds to requests for information, ensuring e proper communication and information exchange within the Project Team.
- To ensure accurate observance of administrative rules, regulations and procedures within the framework of Project and in line with UNDP SOPs for SC/IC/Procurement/Finance.
- Make all necessary arrangements for procurement/recruitment within the framework of the project. Support in preparation of procurement /recruitment plans, selection notes, expert evaluation documents.
- To make logistical arrangements for missions and expert's visits, prepares briefing kits and background materials;
- To take notes and draft minutes of working meetings, workshops, advisory board meetings, etc.
- To support with translation of relevant communication, information notes, short reports, etc.
- To maintain updated inventory of the Project's equipment, e.g. machinery, electrical, furniture, miscellaneous.

Participates in Physical verification process.

- To maintain accurate records of leave taken and due for all Project personnel.
- To assist the Project Coordinator in preparation of AWP, to prepare first draft budget revisions and drafts monthly, quarterly and annual financial reports for the project;
- To draft request for payments, to ensure smooth financial operation of AWP activities as a whole and follows up on all financial transactions.
- To maintain financial records, monitors and reconciles expenditures, balances, payments, statements, other data for day-to-day transactions and reports, prepares requisitions.

Required qualifications:

Education: University degree in social, natural sciences, business administration, economics, other related disciplines.

Experience: 3 years of relevant administrative experience is required, preferably with International organizations/Embassies. Prior relevant experience with UNDP and/or EU funded and implemented projects will be an asset.

Competencies and skills:

Strong interpersonal skills with ability to establish and maintain effective work relationships with people of different social and cultural background. Ability to work under time pressure and handle multiple activities. Ability to work independently and to participate effectively in a team based information sharing.

Proven knowledge of communication tools, excellent writing skills. Experience in the usage of computers, office software packages (MS Word, Excel, etc) and office equipment; knowledge of spreadsheet and database packages, experience in handling of web based management systems is an asset.

Fluency in English, Armenian. Russian is an asset.

ANNEX IV. MINUTES OF THE INCEPTION WORKSHOP

Date: September 12, 2013
Duration of workshop: 4,5 hours
Venue: “Erebuni Plaza” Business Center, “Erebuni” Hall, Yerevan, Armenia

Participants:

<u>Government Sector</u>		
<i>Ministry of Nature Protection</i>		
1.	Simon Papyan	First Deputy Minister, National Director for UNDP Environmental Governance Portfolio Projects
2.	Artashes Ziroyan	Director, Bioresources Management Agency
3.	Aram Gabrielyan	UNFCCC National Focal Point
4.	Andranik Ghulijanyan	Director, Zikatar Environmental Center SNCO
5.	Martiros Tsarukyan	Head, Atmospheric Air Policy Division, National Focal Point for EU Clima-East regional project
6.	Viktor Martirosyan	Head, “Environmental Projects Implementation Unit” State Institution
7.	Kristine Khachatryan	Environmental Strategic Program Monitoring Department
<i>Ministry of Agriculture</i>		
8.	Armen Harutyunyan	Adviser to the Minister, Clima East Pilot Project Focal Point
9.	Samvel Sahakyan	Head, Land Use and Melioration Division
10.	Arman Avagyan	Director, State Forest Monitoring Center SNCO
11.	Gagik Khachatryan	Head, “Agriculture Projects Implementation Unit” State Institution
12.	Kamo Khachatryan	Coordinator, “Agriculture Projects Implementation Unit” State Institution
13.	Karen Torosyan	Coordinator, “Agriculture Projects Implementation Unit” State Institution
<i>Ministry of Emergency Situations</i>		
14.	Hamlet Melkonyan	Deputy Director, “Hydrometeorology and Monitoring Service” SNCO
<i>National Statistical Service</i>		
15.	Yurik Poghosyan	Member, State Statistical Council
16.	Anastas Aghazaryan	Adviser to the Chairman of State Statistical Council
<i>Gegharkunik Regional Administration</i>		
17.	Hambardzum Hambardzumyan	Head of Environmental Division, Gegharkunik Regional Administration
<u>EU Delegation to Armenia</u>		
18.	John Barker	Attaché/International Cooperation Officer, Agriculture, Rural Development, Forestry, Water, Environment and Climate Change
<u>UNDP</u>		
<i>Bratislava Regional Office</i>		
19.	Silvija Kalnins	Clima East Pilots Project Coordinator
<i>Armenia CO</i>		
20.	Claire Medina	Deputy Resident Representative
21.	Armen Martirosyan	EG Portfolio Analyst
22.	Georgi Arzumanyan	EG Programme Policy Adviser
23.	Diana Harutyunyan	Climate Change Programme Coordinator
24.	Tatevik Koloyan	EG Portfolio Associate
25.	Hovhannes Ghazaryan	GEF Small Grants Programme National Coordinator
26.	Aram Ter-Zakaryan	Technical Task Leader, Clima East Pilot Project
27.	Tatevik Markosyan	Project Assistant, Clima East Pilot Project
<u>International Organisations</u>		
28.	Siranush Galstyan	Project Coordinator, WWF Armenia
29.	Ayser Ghazaryan	Sustainable Management of Biodiversity, Armenia, South Caucasus, GIZ
30.	Nune Harutyunyan	REC Caucasus Executive Director
31.	Dshkhuhi Sahakyan	REC Caucasus, Yerevan Branch
32.	Armen Gevorgyan	National Coordinator, Transboundary Joint Secretariat (TJS) for the South Caucasus, Promoting Cooperation in Nature Conservation
33.	Vardan Melikyan	Armenia Tree Project Charitable Foundation
34.	Arusyak Alaverdyan	Operations Officer, Sustainable Development Division, World Bank Yerevan Office
35.	Aram Petrosyan	Program Coordinator, Heifer Project International Armenian Branch Office
36.	Karine Matevosova	Program Coordinator, Heifer Project International Armenia
<u>Scientific and Educational Institutions</u>		

37.	Merujan Galstyan	Head of Chair of Agriecology, Armenian National Agrarian University
38.	Zhirayr Vardanyan	Director, Institute of Botany, National Academy of Sciences of RA
39.	Alen Amirkhanyan	Acopian Center for the Environment, American University of Armenia
40.	Hunan Ghazaryan	Director, Scientific Center of Soil Sciences, Agrochemistry and Melioration after H. Petrosyan
<i>NGOs and Experts</i>		
41.	Vrezh Melkonyan	Director, Gegharkunik Regional Agriculture Support Center
42.	Lianna Asoyan	Coordinator, Gavar Aarhus Center
43.	Tatevik Grigoryan	Coordinator, Ecolur NGO
44.	Karine Danielyan	President, Association for Sustainable Human Development NGO
45.	Nune Sarukhanyan	President, Green Lane NGO
46.	Tatyana Danielyan	Expert on Biodiversity Management, Institute of Botany, National Academy of Sciences of RA
47.	Karla Cornello	Intern, Green Lane NGO

Workshop chaired by: Georgi Arzumanyan, Programme Policy Adviser, UNDP Armenia

Minutes written by: Tatevik Markosyan, Clima East Pilot Project Assistant

INCEPTION WORKSHOP OBJECTIVES:

The aim of the inception workshop is to:

1. Present the Project;
2. Highlight the main objectives, expected outcomes and planned activities of the Project;
3. Discuss and note revisions to be incorporated into the Project implementation strategy.

INCEPTION WORKSHOP AGENDA

September 12, 2013

9:30-10:00	Registration
10:00-10:20	Opening speeches - <i>Ministry of Nature Protection of RA</i> - <i>UNDP Armenia</i> - <i>EU Delegation to Armenia</i>
10:20-10:35	Clima East: Supporting Climate Change Mitigation and Adaptation in Neighbourhood East and Russia – Pilots Project <i>Ms. Silvija Nora Kalnins</i> <i>Clima East Pilots Project Regional Coordinator</i> <i>UNDP Bratislava Regional Center</i>
10:35-11:10	“Sustainable management of pastures and forest in Armenia to demonstrate climate change mitigation and adaptation benefits and dividends for local communities” UNDP-EU project – Clima East Pilot Project in Armenia <i>Mr. Georgi Arzumanyan</i> <i>Programme Policy Adviser</i> <i>UNDP Armenia</i> <i>Mr. Aram Ter-Zakaryan</i> <i>Technical Task Leader</i> <i>Clima East Pilot Project in Armenia</i> <i>UNDP Armenia</i>
11:10-11:30	Coffee break
11:30-11:40	Presentation of similar initiatives: WB & REC
11:40-12:30	Q&A, Discussion
12:30-13:00	Wrap-up Session

Discussed issues:

1. The workshop was chaired by Mr. Georgi Arzumanyan, Programme Policy Adviser, UNDP Armenia. Mr. Arzumanyan welcomed all the guests and participants of the Inception Workshop. He presented the major blocks of the Inception Workshop Agenda, stopped on the working

schedule, speakers and presentations, and emphasized again the importance of both the project and the workshop. Mr. Arzumanyan wished a successful start, and passed the floor to Mr. Simon Papyan, First deputy Minister of nature protection his welcoming remarks.

2. Mr Simon Papyan also welcomed the attendees of the Workshop, emphasized the timeliness of the Project and the importance of the long-term cooperation between the UNDP Armenia and the RoA Ministry of Nature Protection. He especially emphasized the importance of consideration of climate change factors in sectoral development plans and application of ecosystem based approach.
3. In her welcoming speech Mrs. Claire Medina, UNDP DRR, touched upon the background and importance of the Clima East Pilot Project for Armenia. Mrs. Medina acknowledged again how timely the Project comes for Armenia given the current vulnerability of both mountain ecosystems, and the dependence of 50% of Armenia’s rural communities to ecosystem services. Mrs. Medina expressed hope in addressing problems the project aims and targets at. Mrs. Medina expressed her gratitude to the European Union for significant financial contribution. She welcomed all the guests and wished useful discussions, encouraging all the stakeholders to use the generated knowledge and experience for practical appliance of ecosystem based approach in other regions of Armenia.
4. Mr. John Barker, Attaché/International Cooperation Officer, Agriculture, Rural Development, Forestry, Water, Environment and Climate Change, EU Delegation to Armenia, welcomed the workshop attendees and outlined both the significance of the project and the cooperation established between the EU Armenia and UNDP.
5. Mr. Arzumanyan thanked all 3 speakers for the welcoming and opening speeches, proposed agenda of the workshop for the approval. After no objections he introduced Mrs. Silvija Kalnins, Clima East Pilots Project Coordinator, Bratislava Regional Office, and invited to open presentations.
6. Mrs. Silvija Kalnins talked about the Clima East: Supporting Climate Change Mitigation and Adaptation– Pilots Projects which include 7 countries from Eastern Neighborhood. She presented the design, structure and objectives of the pilot projects, general aim and targets of the Pilots, and stopped more detailed on the results to be achieved within the Component 3 (Sustainable Management of pastures and forest in the South Caucasus). Mrs. Kalnins talked also about the indicators of results, identification of best practices and further dissemination, monitoring implementation and risks and said that it is quite important to reach and ensure synergy between UNDP Pilot and Clima East Policy projects. She also briefly introduced the EU project monitoring scheme, which will be carried out in the format of annual Monitoring Missions, alongside with regular reporting (mid-year, quarterly etc.).
7. Mr. Georgi Arzumanyan, EG Programme Policy Adviser, UNDP Armenia, presented in detail the main background and objectives of Clima East “Sustainable management of pasture and forest in Armenia to demonstrate climate change mitigation and adaptation benefits and dividends for local communities” pilot project. In his presentation Mr. Arzumanyan outlined the major steps passed through so far and stopped in detail on the Project Background and problem statement, emphasizing current status of Armenia’s natural rangelands and forest ecosystems, reduction in number of species and change in biodiversity, growing trends in GHG emissions in agriculture sector etc. Mr. Arzumanyan also addressed policy gaps, introducing the absence of integrated cross-sectoral policy development practices and application of ecosystem based approach in landscape planning and nature resource management. Mr. Arzumanyan emphasized also global and national benefits and added value elements of the project. He also talked about project target areas and invited meeting participants to share their approach and ideas on the selection of pilot communities during the discussions. Mr. Arzumanyan also presented the Project Management structure and envisioned reporting and monitoring scheme.
8. In the next presentation, Mr. Aram Ter-Zakaryan, Technical Task Leader for the Project, introduced Project results/resources framework and implementation timetable. Mr. Ter-Zakaryan talked about all 3 planned project components – **Component 1.** Stocktaking and vulnerability assessment of target area resulting in pasture and forest restoration plans; **Component 2.** Implementation of the restoration projects; **Component 3.** Established carbon assessment and monitoring system. Mr. Ter-Zakaryan also talked about the expected outcomes and outputs and verifiable indicators for all 3 Components, and the timetable planned (2013-2016). In his closing slide Mr. Ter-Zakaryan presented in detail 7 major identified criteria for the selection of the Project pilot site, which is still under consideration and requires thorough understanding and discussion for the final selection. Mr. Ter-Zakaryan invited the audience actively discuss further the presented points and invest their input in enriching and revising them.
9. After main presentations, Chairman has invited two partner organizations, REC Caucasus and World Bank funded Agricultural PIU, implementing similar type of projects to share their experience, lessons learned and provide recommendations.
10. Mrs. Arusyak Alaverdyan, WB Yerevan office Operations Officer, presented WB ongoing similar initiative “Community agricultural resource management and competitiveness project” targeted to the economic significance of pastures and implemented in 6 Marzes of Armenia. The Project aim is to reveal major reasons for pasture degradation and fins a way for rehabilitation and future use. She welcomed UNDP project and highlighted the importance of a closer collaboration between projects in the future as well to avoid duplication and effective usage of available resources.
11. Mr. Gagik Khachatryan, Head of “Agriculture PIU” State Institution of the MoA, has been specially invites to share their own experience from the implementation of WB funded “Community agricultural resource management and competitiveness project”. He has provided detailed information about the project, mentioning the fact that project targeted to 140.000 ha of Pastures in six regions of Armenia. He spoke about general trends in land and pasture degradations, root causes, and emphasised major outcomes and activities of the project to overcome those problems. Thus, Mr. Khachatryan shared some ideas with regard to the selection of pilot site, also suggested addressing challenges of flooding, as well as incorporating improvement and sustainable management systems into activity sets. He has emphasized already established cooperation between PIU and UNDP, welcoming an idea of combining efforts of two projects in selecting and working in one pilot for better investments and results.

12. Mrs. Dshkuhi Sahakyan presented the current similar initiative, carried out by the REC Caucasus, lessons learned and experiences gained. While working in Ararat and Vayots Dzor Marzes, with a target to ensure resilience of agro-biodiversity of arid and semi-arid ecosystems to climate change, the project also builds capacities of local communities to increase level of resilience and readiness to face negative impact of climate change risks. She expressed her readiness to share with the UNDP Armenia Clima East Pilot Project team all the documents available so far, which may support and guide the Project team in avoiding hindering stones and challenges associated with the project management. Ms. Sahakyan has also informed participants on REC's intervention in the elaboration of Local Environmental Action Plan for Vardenis city, and suggested to use this document as source of background information and during identification of development priorities.
13. Mr. Artashes Ziroyan, Head of the RoA MNP Environmental and Natural Resource Use Economics Department, noted several scientific challenges, which are advisable to pay attention to. According to the data, presented by Mr. Ziroyan, in advanced countries the interrelation between pastures and hayfields is 1/3 whereas in Armenia the estimate is 1/10 (where 1 refers to hayfield and 10 to pastures). Mr. Ziroyan emphasized that the Project Team should adopt scientific based approach to all project activities and outlined that there is a lack of legislative framework for pastures and rangelands, which should be adopted. Given this factor, Mr. Ziroyan outlined the necessity to: i) conduct full-scale inventory of pastures, rather only for hayfields, iii) carry out geobotanic studies, iii) coordination and maintenance of relevant projects.
14. Mr. Ayser Ghazaryan, Expert at GIZ, talked about similar initiatives implemented in partnership and funding with Swiss IDA, Austrian Development Agency, which work in Shamshadin area with a target of sustainable management of pastures, field studies, community management plans etc. With funding from Austrian Development Agency in 2 Marzes of Armenia, Shirak and Aragatsotn, GIZ carries out Reconnaissance of landscape. Mr. Ghazaryan also suggested that USAID Clean Energy & Water project and EU funded fire management projects can serve as useful resources. Mr. Ghazaryan also presented that GIZ has already designed a range of indicators on a quantity and quality of pastures and working further on the development of relevant database and information distribution system. Mr. Ghazaryan suggested applying comprehensive land use planning approach in Vardenis sub-region, considering high risk factor related to mining industry in the region. Mr. Ghazaryan talked about the availability of seedlings in Hrazdan region and presented possibility of forest rehabilitation through coppicing which grows into a mature forest within 40-50 years. He thought that this method is quite effective for increasing carbon sequestration potential, while being highly cost effective.
15. Mr. Andranik Ghulijanyan, Director of "Zikatar Environmental Center" SNCO, considering pilot nature of the project, suggested to use differentiated approach in forest rehabilitation. He advised to divide 60 ha into several plots and pilot different models for afforestation and reforestation. For instance to allocate 2-3 ha of small area surrounding lake Sevan coastal zone, to conduct support in natural regeneration in the area of 3-20-30ha with multipurpose trees, etc.
16. Mr. Merujan Galstyan, Head of Chair of Agriecology, Armenian National Agrarian University, stressed out the significance of the project for the time being, and advised that the team of experts to be hired should be thoroughly but quickly since the field level studies need to start of the end of September and continue in full spring given the landscape and climatic specification of the selected sub-region.
17. Mr. Viktor Martirosyan, Head of "Environmental Projects implementation Unit" stressed out the importance of implementation strategy adopted, since the lessons learned and numerous challenges experienced by his own team, gave reason to become more careful on project implementation strategy. As advised and recommended by Mr. Martirosyan, the following challenges should be given strong consideration to i) Post-project monitoring and evaluation systems ii) establishment of a local small-scale tree nursery iii) assessment of adaptive capacities for selected crop/plants to be used for rehabilitation of pastures and forests. Mr. Martirosyan also expressed his readiness to support the Clima East Pilot project team via meetings or official document sharing, in order to avoid possible hidden stones and crucial mistakes, as it happened in their case.
18. Siranush Galstyan, Project Coordinator, WWF underlined the significance of selection criteria for potential forest rehabilitation areas, among which should be essential to work and carry out project activities only on the state (guaranteed) areas. Mrs. Galstyan also expressed the idea of concentrating onto low cost but highly efficient initiatives, e.g. she talked about forest rehabilitation by simply installing protective fences and measures in the areas with high forest natural rehabilitation potential observed.
19. Mr. Hamlet Melkonyan, Deputy Director of "Hydrometeorology and Monitoring Service" SNCO suggested also to study an ongoing "Regional Development Program of the Government", which can be an additional source of information and case studies. Mr. Melkonyan also suggested considering results of pasture studies done during the preparation of the first national communication to UNFCCC.
20. Mrs. Karine Danielyan, President of Association for Sustainable Human Development NGO, asked about the Pilot Project target site selection, current forest status and was interested if the Committee on Lake Sevan Preservation administers a membership place in the Clima East Armenia Project Advisory Board. Mrs. Danielyan also suggested considering among the pilot site selection criteria also the factor if area is preserved or not, which minimizes some risks related to climate change factors. This means that buffer zones close to preserved sites could be considered as a potential site for the pilot project.
21. Mr. Aram Gabrielyan, UNFCCC National Focal Point, He talked about major priorities of county obligation under UNFCCC in relations to this particular project. Mr. Gabrielyan highlighted the timeliness of the project and emphasized the possibility to pilot in the practice ecosystem-based adaptation approach, that is one committed by the national government and declared at the Durban conference. He also welcomed flexibility given in the project design (in terms of site selection and rehabilitation options), that can be further elaborated and reshape during implementation stage depends on numerous factors.
22. Mr. Vardan Melikyan, Program Manager at ATP Armenia, very briefly talked about the similar environmental initiatives of ATP and results achieved so far. He advised that the Project Management Team may consider educational components associated with the Project and the involvement of the youth and youngsters as option to ensure sustainability of results. He also informed participants on ATP new and very

important initiative targeted to application of tools for assessing landscape capacity and potential for forest rehabilitation. He just reminded that a number of forest planting initiatives were conducted in the country; meantime some of them actually failed.

23. Mr. Armen Gevorgyan, National Coordinator of Transboundary Joint Secretariat (TJS) for the South Caucasus, Emphasized that the presented selection criteria are very broad and can be applicable for almost all regions of Armenia. Mr. Gevorgyan suggested to think about site specific criteria that be based also on detailed landscape assessment, as well as consider socio-economic factors, such as concentrate into refugee populated areas.
24. In the wrap up session, Mrs. Silvija Kalnins, expressed contentment regarding the interest and discussions which were encouraged by the project, she thanked and assured the audience that the expressed opinions and concerns raised during the meeting will be considered during the project implementation and also will be reflected in the report on project's inception phase.
25. Mr. Georgi Arzumanyan wrapped up the event with expressing gratitude to all attendees and thanked for valuable contributions/ recommendations made.
26. Thus, all the workshop attendees reaffirmed the timeliness and significance of this project in Armenia, given all the background data and associated influencing anthropogenic and natural factors, affecting negatively and resulting on ecosystem and biodiversity changes. The attendees agreed on the legislative and policy gaps associated with the field, expressing hope that the Project will achieve all objectives identified, at the same time demonstrating better results and surpassing outcomes of similar initiatives carried out by other partner agencies and institutions, for instance WB implemented project nearly changed anything. Among major challenges attendees also agreed on an information gap, as the availability of limited information related to the field and/or lack of any information, and emphasized that, unfortunately, agency interests still dominate. Another challenge identified is the carbon sequestration, which may require additional time and efforts to show possible outcomes with this specific component. Project Team was also advised to consider the possibility of collaboration and opportunities for entrepreneurship development with local communities of the selected target sites, which will support in achieving project sustainability. The attendees also expressed deep interest in regular information sharing and provision of necessary documents, assessments and evaluations available so far.