



Pilot Evaluation Report

Conservation of Biodiversity in the Central Zagros Landscape Project with the participation
of all relevant stakeholders at national level and in

Isfahan, Chaharmahal o Bakhtiari, Fars And Kohgiluyeh va Boyer Ahmad provinces



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1. Introduction

Zagros, the greatest and longest mountains of Iran, with an area of more than 32 million hectares, includes 11 provinces of Iran; it is famous for its biodiversity and it also provides approximately 50 % of the surface and underground water of the country. It is now endangered due to the unsustainable development and the changing of the land use. In this regard, DOE on behalf of Iran's government and with cooperation of UNDP and GEF, has designed and implemented a project named Zagros biodiversity conservation in central Zagros landscape, with biodiversity conservation purpose through the integration of conservation and sustainable development.

Before the implementation of project as Catchment Management Areas (CMAs) in central Zagros Mountains, to evaluate the feasibility of development, implementation and practice of alternative methods and piloting various incentives, Zagros Project decided to run on smaller scale and conducted it as Pilot Management Areas (PMAs). The main principles of the designation and determining PMAs are:

1. Small areas of CZM in each province should be selected to make piloting feasible.
2. These PMAs should not be separated from the other areas located in CZM and should introduce the whole CZM
3. The PMAs should be selected in a way that they include both free and protected zones and also should witness a various trend of humans including nomads and different beneficiaries through which the important issues effective on the BD of the CZM such as how to test the balance is created between the conservation and the nomads' livelihoods.
4. Each PMAs (1 in each province) should be selected based on the catchment and the county borders and also should be scale-up in the future.

Therefore, pilot evaluation of conservation and sustainable use of the resources in the PMAs in two phases, the study one (2006) and the implementation phase (2010) aimed at deletion, monitoring, and/or removing the main challenges, are designed and implemented.

The results of piloting have been evaluated in 2014, and the way how the sectoral use and management of the natural resources and BD and the methods of biodiversity conservation mainstreaming will be determined. Simultaneously, the pilot plan as a complete one was adopted in developing the CZM Management System and the designation of the CMAs, as well. The lesson learned from the pilot evaluation that was used in the CZM MS culminated in designation and selection of the CMAs in CZM.

This report has been developed to check the efficiency of the actions done and also evaluating which actions done in PMAs have been effective or not and on the other hand which activities should be reviewed and edited. The main goal of this evaluation is

identifying the lesson learned in a way that should be used in the designation of permanent Management System and the way it is going to be implemented.

2. Pilot Management Evaluation

Zagros Mountains from north ends up to Orumiye Lake and Azarbayjan Mountains, from south to strait of Hormoz, from east-south to Makran Mountains, from west to Chooman and Kalas rivers which separate Zagros Mountains from North-west Mountains. From west-south to Khuzestan flatland and in Iran plateau's centre it is bounded to Lut and desert flatlands. Zagros Mountains are divided into 3 parts according to the height and position:

1. Northern Zagros: the range of this part of Zagros, north to south, is from Govar river valley to naghde river valley.
2. Central Zagros: the range of this part of Zagros, north-west to south-east, is from khoram abad river valley and it continues to the East Mountains of Marvast desert and north of Bakhtegan Lake and Dalaki River.
3. Southern Zagros: from Dalaki or Shahpoor river, west to east, continues to Kalode Sheikh and kahdan in Hormozgan

It is well worth noting that Booshehr and Hormozgan from Fauna point of view are included in Irano-Touranian and other provinces are included due to having *Querques brantii* as indicator plant species. The PMAs are located in CZM (Map 1). Central Zagros range includes almost all of Charmahal o Bakhtiary province and vast area of Kohgiluyr va Boyerahmad province, a huge part of Marvdasht, Eghlid, Abade, Sepidan and Mamassani in Fars province, and Semiroom in Isfahan province. It has an area of 2.500.000 hectares most of which is forests, rangelands, and almost 87 % of this area is under direct supervision of governmental organizations including forests, rangelands, mines, rivers and mountains.

When designing the project, to select the pilot areas, as a piloting strategy that is located in the CZM landscape, 8 villages were selected in which the project's main activities were implemented. In 2011 mid-term evaluation of the project, the central Zagros Landscape was a highly important area of the project practically; therefore, if small areas from the mountainous part in each targeted province were selected, it would have been more practical in terms of being piloted and its conservation and sustainable development being managed in an integrated way. Mid-term evaluation has also considered the targeted villages' profiles. First, the pilot villages were small and segregated from the surroundings, that is why they cannot be used to introduce the natural landscape so they cannot be scaled up, as well. Secondly, all of these eight villages were near to the protected areas of DoE and do not include the Zagros Mountainous part, so they are not considered appropriate as the pilot sites. Thirdly, these villages house locals and do not include the nomads, who are important in Zagros population. As the Zagros project intends to find solutions for some effective issues on the biodiversity of the CZM such as how the conservation and nomads' livelihoods should be balanced, the pilot areas of the project should then be selected in a way that

The main groups of farmers and the relevant stakeholders in PMAs of CZM are:

- Executive agencies at the provincial and PMAs' levels are: The Provinces' Governor, DoE, NRO, District's Government, MoAJ, Veterinary Office, municipalities, CHTO, Regional Water District, the county, the General Administration of gas, the Department of Transportation, Department of Technical and Vocational Education, the Department of Cooperatives, Labour and Social Welfare, Department of Industry, Trade and Mines, Department of Tribal Affairs, the Research Center for Agriculture and Natural Resources, universities, Department of Health and Medical Education, Water and Sanitation, Department of Education, tribal mobilization, law enforcement;
- Local beneficiaries, including farmers and growers, livestock keepers, aqua culturists, nomads, fishermen, local and foreigners' tourists , hunters, etc;
- CBOs and NGOs: towns' and villages' Council, government agencies and environmental NGOs active at the provincial level;

Management of the PMAs is based on the county divisions and is the responsibility of the county governors in each of the PMAs to be managed. And the governors have the potential of using the local planning committees, to review programs and projects implemented in the city and the mechanisms of distributing the funds. In the process, due to the lack of comprehensive and participatory management on the one hand and on the other, the lack of organizational cohesion necessary for proper management of resources, we will witness the lack of control of serious threats to the conservation of biological and natural resources. The challenges and factors threatening biodiversity in the PMAs can be summarized and presented in the form of the following:

- The unsustainable agriculture: Unnecessary use of pesticides and chemical fertilizers and herbicides (main factor reducing the quality and quantity of the surface and underground), tilling on the slope, failure to perform in accordance with the possibilities and limitations of the existing cropping pattern, the growing trend of monoculture in horticulture sector;
- The unsustainable use of rangelands and livestock: the destruction due to inappropriate grazing of the pastures and non-equilibrium resulting from the larger number of cattle on pasture carrying capacity, unsustainable harvesting of medicinal herbs and edible plants as pasture;
- The unsustainable use of water resources: the illegal use of water from the river, low water use in the main consumer of water, invading river bed;
- The unsustainable development: the urban and rural development without environmental considerations, multiple dams on rivers in the region;

- Lack of proper management of natural resources: the problems related to the management of biodiversity in the protected areas, lack of proper management of solid wastes and their distribution in nature and hunting;
- The unsustainable use of forests: the understory farming, harvesting of wood and non-wood products, unsustainable tourism development, land use change, the spread of fires in the region, highways, gas pipelines and energy development;
- The unsustainable aquaculture: unsustainable aquaculture farms development, the spread of fish diseases and the possibility of transmission to humans, the arrival of exotic and introduced species;
- The main socio-economic challenges: unemployment, low income, inadequate infrastructure and communications;
- The unethical and inappropriate utilization of biodiversity products: hunting, the inappropriate grazing;
- The insufficient public awareness and cooperation in the field of environmental and biodiversity conservation;

In this regard, the piloting program attempted to examine the above-mentioned challenges, while the pilot areas management system is being designed and implemented through which its implementation ends in improving the status of biodiversity, conservation of the natural resources and making the common and available use of the resources stable. For this purpose, the main axes of implementing the pilot program are introduced and will be described later:

1. Base line studies
2. Capacity development
3. Management planning in the PMAs
4. Creating Management Structure and Supportive Mechanisms for Management
5. Implementing the Piloting Activities of Biodiversity Conservation and Sustainable Livelihoods

3. The Implemented Activities in Pilot Management Areas

3.1. Baseline Studies

The first step in the management planning process is to conduct basic research and the full recognition of the socio-economic characteristics, the status of biodiversity, the conditions and terms of the resources and uses, and other related studies. In this regard, in the form of the pilot program, the Zagros Project decided to conduct a review and identify the gaps in

terms of the current data and reports. Then, the Zagros Project planned to conduct the studies at two levels; one at the central Zagros level and the other at PMAs'. The main ones are:

- Study and analysis of the 8 pilot villages (Heidarabad, Gel Sefid, Sivar, Khafr, Deh Baraftab, Dashte Raz, Margoon, and Jidarzar)

- Check the status of biological regeneration of central Zagros native birds, reptiles and amphibians, mammals, fish, butterflies and higher plants in order to determine indicator species and conservation strategies

- Identify the biodiversity hotspots in the Central Zagros Landscape Conservation

- Collect basic data, develop maps and survey the land use changes in the central Zagros region using remote sensing (RS) in the geographic information system

- Classify the villages and designate the mountainous ecological landscape management units in order to determine and implement activities with high significance considering the threats and challenges of GIS

- Study the ecological land and wetland habitats in the hunting area of Hanna with the aim of promoting regional and world record

- Conduct field studies to measure knowledge, insight and awareness of biodiversity issues in the rural communities of targeted PMAs

- Conduct land use and zoning studies of Central Zagros Mountains

- Conduct comprehensive studies of water resources "meteorology, hydrology, groundwater and expenses" in the central Zagros Mountains

- Conduct a research on the planning and budgeting mechanisms

- Analyze the stakeholders' and analyze threats of the PMAs

- Conduct social and economic studies and stakeholder communities of Central Zagros Mountains
- Conduct studies to identify the ecological and sustainable livelihoods in Central Zagros Mountains

3.2. Capacity Development

In the PMAs, to prevent or reduce permanent dependence on government assistance in methods were adopted by which will be implemented in the form of capacity-building. The subjects related to capacity require high level of service and production systems as well as predicting; planning of activities, organization, preparation of the schedules, planning for production capacity. Capacity building includes the activities to strengthen the knowledge, skills and behavior and also help improve the structure and organizational processes so that organizations can be efficiently met with the mission and goals in a sustainable way.

The results of piloting in the Central Zagros Mountains show that focus on social and institutional capacity building, including collecting donations, educational centers, learning centers and consultants have the importance to promote the development of the system in the central Zagros Mountains.

- The signing of a memorandum of cooperation by the supreme governor of the 4 provinces i.e. Isfahan, Fars, Chaharmahal va Bakhtiari and Kohgiluyeh va Boyerahmad during the seminar in Isfahan
- The implementation of training programs aimed at developing methods for sustainable use, including sustainable tourism, ecotourism, sustainable agriculture, sustainable rangeland management, sustainable aquaculture, sustainable use of forests, etc., to the relevant target groups including stakeholders and local government and NGOs in PMAs
- Develop and implement raising public awareness and participation on the need for biodiversity conservation at provincial and local levels, including workshops, festivals, exhibitions, etc., as well as the preparation, production and dissemination of educational tools such as posters, brochures, videos, books, bulletins, newsletters, etc., for the target groups, local government and NGOs in the PMAs
- Implementation of training programs aimed at developing more environmentally friendly means of livelihood for local farmers and NGOs in the target groups, including PMAs
- Plan strategies to strengthen the study and development of protected areas and biodiversity conservation project covers the central Zagros and rangers training courses in order to learn more about them and how to plant and animal species existing studies about them
- Project identification and development of potential biodiversity information system of the Central Zagros Landscape Conservation conditions and operational conservation of the ecosystems and the conservation of biodiversity project in the sectors being covered

- A plan to create a database of individuals and economic entities (including private and cooperative) and applicants interested in investments consistent with the conservation of biodiversity in the conservation of biodiversity project
- Technical support in holding national and provincial conferences to assess the threats and the destruction of biodiversity in the central Zagros region and identify scientific solutions to improve biodiversity
- Making a virtual tour software package with the ability to be designed in both English and Persian Zagros up to 200 points
- Developing a virtual System for the Zagros Mountains Biodiversity Resource on the four provincial DoEs' portal and dissemination of information to all stakeholders

3.3. Management Planning in PMAs

3.3.1. Stakeholders' Analysis and Identifying the Biodiversity Threats

Currently, the biodiversity is facing two serious threats in the region: land use change and unsustainable use of biodiversity where it is rich. They both alone and in combination with each other operate that often leads to severe and irreversible damages. In some areas, the quality of the land in the form of is irreversibly damaged. Finally, a series of smaller and local threats, including pollution, invasive alien species and mining activities, lead to worse conditions in this area. Moreover, the challenges and factors threatening the central Zagros Mountains' biodiversity include: the unsustainable agriculture, livestock and pasture use, use of water resources, lack of proper management of natural resources, use of forests and aquaculture. For this purpose, in the form of consultative workshops with the participation of all stakeholders, stakeholder analysis of the Zagros Mountains in each PMAs and the role and impact on maintaining or analysis of biological resources were identified and continued the process and through mountain systems analysis Zagros Mountains threats to biodiversity in each PMA were identified and analyzed.

3.3.2. Developing the Management Programme

Management planning and decision-making center as an engine system has great responsibilities and roles including the identification of overall strategic issues, exploring and developing goals, plans and strategies within the framework of the laws and regulations of the country in order to realize the vision and missions there.

Mainstreaming the biodiversity management is very complex and requires the active participation of stakeholders, not only in the various levels of government, but in terms of impact on the environment, along with the establishment of a mechanism to coordinate activities with the participation of representatives of various sectors and sharing common concerns and issues on the part of local groups. In addition, another participant outcomes mentioned mechanism, strengthen and improve the system of collecting, monitoring, dissemination and exchange of information will be a special look at the organization and regulation in order to exchange data and information system have been focused on the central Zagros Mountains and this mechanism will be done, as well.

In the management planning process of the PMAs, having the stakeholders' analysis of the threats, attempts to identify the main problems and use a management plan for each PMAs of management and consultative workshops with the participation of all stakeholders were carried out. The results in this section have resulted in determining priorities for the conservation and sustainable use of the executives as well as planning and implementation of the prioritized measures.

3.3.3. Developing the Annual Workplan

The annual work plan includes a set of data by which can be referred that each executive activities in the annual work plan in line with the objectives of the sectoral management plan and how the funds are being allocated which the credit would be full filled from the LPC and PPDC. In this regard, through LPC for the preparation of annual work programs for each PMA with the participation of key stakeholders were conducted. Consequently, the funds allocated in the first year of implementation of the annual work plan in each PMAs will be introduced as follows:

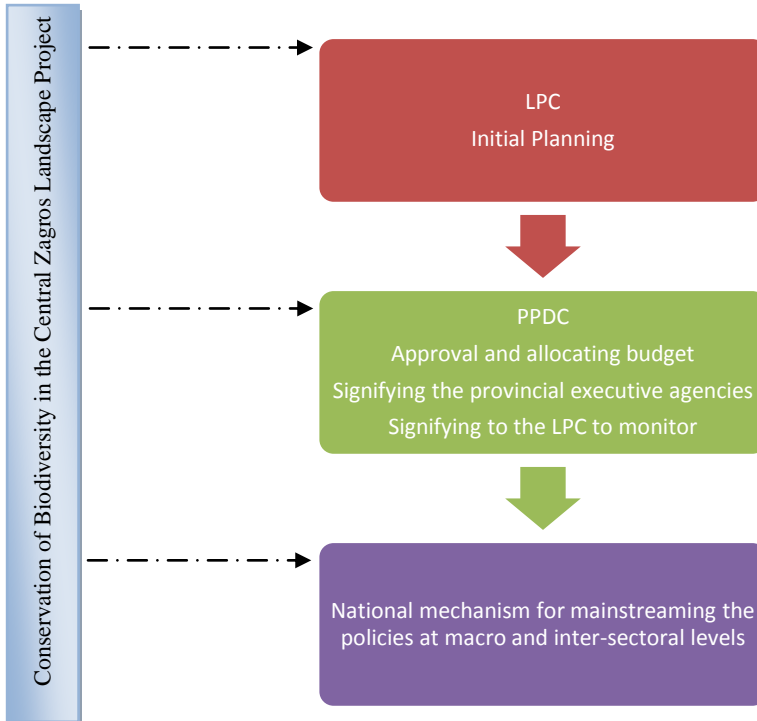
- Dena-Vanak PMA: 2.206.300.000 IRRs
- West Dena PMA: 12.882.000.000 IRRs
- Naghan-Buldaji: 7.934.000.000 IRRs
- Kor-Kamfirooz PMA: 8.442.000.000 IRRs

3.4. Creating Management Structure and Supportive Mechanisms for Management

3.4.1. Creating and Activating the Local Planning Committees

The LPC, a trans-sectional structure, which is limited to a city that manages a diverse range of stakeholders and the relevant guidance and leads the members and participation and is the responsibility of the GG. These committees after the approval of the PPDCs in each provinces of all 4 provinces and deliver it to the county governors in the PMAs, from 2010 to create and launch their activities. Members of the LPCs are:

1. The city governor as chairman
2. The representatives of the county environmental department in PMAs (Secretary)
3. The mayor of the target city
4. The Chairperson of the City Council
5. Two of the trustees from the economic sectors who were selected by the city governor and the NGOs' representative
6. Representatives of the city executive agencies



It should be noted that the process of planning and managing projects are done in partnership with public and private sector in LPCs and finally the annual work plan will be developed and implemented in PMAs. It worth noting that the annual work plan of PMAs can be integrated in planning and budgeting mechanism at provincial and district levels through the planning and development of cities, and the LPCs.

3.4.2. Creating and Activating the Zagros Mountains' Biodiversity Resource Centers in 4 Provinces

One of the major challenges in increasing public awareness that till now all capacities to be raised were not used in Zagros. Zagros studies should be publicly available, and the first step in this regard is the establishment of a database system. To achieve long-term goals in education and awareness, and to promote the status quo, Zagros project's strategy was based on the creation and activation of Zagros Mountains' Biodiversity Resource Centers. For this purpose, the centers were established in the 4 provinces of CZM and with the participation of DoEs, provincial offices of the project and CBOs. The function of these centers is to provide information and raise public awareness of farmers, tourists and researchers, participation of local communities for the conservation of the CZM, as well as micro-credit organization in biodiversity, is directly under the provincial executive secretariat.

At the same time, other function of these centers is to support the management information systems of CZM. These centers will publish the data required for the planning and management decisions of the CZM and share it with the key stakeholders in the management of the Zagros Mountains.

In the form of management information systems, Zagros Mountains databases are being conducted at two levels CZM and CMAs.

3.4.3. Developing and Using Mountains' Management Toolkits in PMAs

The process of planning and managing requires applying various tools that are based on existing capacities and potentials of the mountains upon which the management requirements of the conservation and sustainable development plan will be provided. This toolkit should help internalization of the biodiversity considerations in the planning and management process in an applicable way. It should be done in a way that the biodiversity conservation consideration in planning and management and the requirements of the beneficiaries can be faced and the development of the policies will be defined based on nature's capability. This toolkit should have the ability to face requirements in long-term and provide the condition for preventing the increasing damages in the region and also restore the biodiversity parts especially biodiversity habitats. In this regard, four of these toolkits have been prepared that are ecological evaluation, guidelines of the sustainable resources, CZM MS, and monitoring plan of the resources are developed, published and the capacity built.

3.4.4. Biodiversity Enterprise Grant Schemes

The BEGS supports biodiversity initiatives of local communities and NGOs in the field of biological diversity conservation and sustainable livelihoods, and after being implemented and, if successful, the ability to be generalized at the macro level and in terms of budget the relevant executive agencies will also be possible. In this context and in the framework of the pilot program, action on the preparation of the plan and providing and passing it through the

local planning committee in PMAs and the mechanism of its implementation through the cooperation and participation of NGOs and invited local organizations to prepare and submit proposals related to this credit, and then it became operational. As a result, proposals received by the provincial secretariat, after preliminary examination, were introduced to the local planning committees and eventually selected projects through local planning committees with the participation of members and determine the allocation of funds arrangements were provided.

3.5. Implementing the Piloting Activities of Biodiversity Conservation and Sustainable Livelihoods

One of the main axes of the work, based on the implementation of the measures on the conservation, sustainable livelihoods, and sustainable resources management in PMAs, according to the analysis of threats and instability factors identified in the management planning process. This means that the management of the Zagros Mountains started from the first day and the time to prepare management plans and enabling the management structures in the PMAs is not lost.

- Implementation of alternative livelihoods and restore species with medicinal value such as *Dracocephalum kotschy* Boiss and *Thymus daenensis* in Dena-Vanak PMA

- Implementation the project of sustainable agricultural development strategy "IPCM" in Kor-Kamfirooz PMA

- The impact of environmental factors on the contaminated Iranian oak forest and evaluation of disease resistance in plants in the West Dena PMA

- The creation of sustainable livelihoods in line with the conservation of nature in the realm of conventional Zagros tribes in Sabzkouh

- Empowering local communities to develop sustainable tourism through sustainable alternative livelihoods in West Dena Protected Area

- Participation in community projects for local restoration and handicrafts as alternative livelihood projects in Dena-Vanak and Naghan-Boldaji PMAs

- Identifying and implementing strategies to develop alternative livelihoods and biodiversity conservation and sustainable use of resources, unsustainable harvesting of wood and non-wood forests with an emphasis in Naghan-Boldaji

- Master Plan for sustainable livelihoods of the local community with a view to sustainable ecotourism in Kor-Kamfiruz

- Setting up a production unit to produce 50 tons of enriched compost in Khanyman village in Kor to replace natural fertilizers instead of chemical fertilizers with the support of the participatory education office of the MoAJ in Kor

- Creation of research site planting of medicinal plants on an area of 300 square meters and planting 12 species of medicinal plants for accessing the plants that suit the climate, soil and business value to change cropping patterns and the creation of alternative livelihoods and reducing pesticide fertilizer chemical by center Agriculture promote the participatory education office of the MoAJ in Kor

- Fencing 500 hectares of forest between the villages from Allahmorad Khani to Damcheh with the length of 5 km and conservation of natural resources and CMAs grazed Kamfiruz (Local Partnership Committee)

- Forestation in the area of 50 hectares by natural resources organization of Kamfiruz (Local Partnership Committee)

- Protects and preserves 3,800 hectares of forest land in Tangshol by the NRO of Kamfiruz (local partnership committee)

- Conversion of 150 hectares of dry farming that had low production and on the slope to master plan planting *Prunus dulcis* by NROs of Kamfiruz (Local Partnership Committee)

- 50 hectares of cultivation of medicinal plants by the NROs of Kamfiruz (Local Partnership Committee)

- Household waste collection and disposal by the co-operative sector RMs villages south of Kamfiruz

- Implementation and improvement of canal lining in the village of Khaje and Mengan and Agriculture by city Shiraz.

- The implementation of environmental improvement projects by the structural Kor ny the water organization of the province

- Follow ups to collect the track of livestock in some villages, especially villages Palangry integration plan, Bakyan, Khanyman and Haji Abad so that by creating a multi-unit complex that is administered to prevent livestock from pollution and environmental degradation

- Dena city gas to 95% of the villages that are within the scope of the pilot project in partnership with the Office of Gas and facilitation of the Zagros project

- The project's facilitating plans to prevent industrial zone, that were threatening the biodiversity in Pataveh and Sisakht

- Perform layout and location for the collection and disposal of waste principles and Pataveh central part of the Dena

- Collect 17 crusher plant in the Western Dena and river training Boshar with the length of 35 km in West Dena wages with the participation of Zagros Project, the Governor, the Department of Environment, Ministry of Industries and Mines Organization and regional water authorities

- Organizing nomads of Dena with the participation of the Zagros project with the Department of Environment and tribal affairs

- Monitoring of fish farms in the Western Dena pilot area in 2014

- Implementation of the project is to preserve and restore pasture species in the region of Dena-Vanak

- Cooperation in the creation of green space in the hallway entrance of the Sivar village by planting trees to celebrate Arbor Day and planting 2000 in the week of Natural Resources in cooperation with the Department of Natural Resources in Isfahan Province and participation of villagers dated 12/18/1387

- Perform layout and location for gathering and proper disposal of the wastes in the pilot village of Sivar and the neighboring villages

- Offering Dena Protected Area as biosphere reserve and its ratification by Mr. Han (Representative and Regional Director of UNESCO in Iran) and Mrs. Gazany (the head of the Iranian National Commission for UNESCO)

4. Pilot Evaluation

Evaluation of the pilot program through the preparation and completion of questionnaires with the participation of major groups and relevant stakeholders in the provinces of central Zagros and PMAs during the three stages, the draft of evaluation of each pilot were prepared. Drafts were reviewed by the Zagros Project. Evaluation of the pilot program with the purpose of long-term learning management system design of Zagros was done in 2014 during the 6-month interval. Evaluation of the pilot program was studied in two parts based on the following main topics:

1. The evaluation of the pilot program
2. The evaluation of the effectiveness of management tools in the pilot areas

The results of summing up the views of all stakeholders and relevant management pilot areas, in the form of tables (1 and 2) are presented.

Table 1- Pilot Evaluation Program

Themes	Questions	Replies and Points of view
The boundary of central Zagros Mountain:	<ul style="list-style-type: none"> - Where are the central Zagros Mountain boundaries? 	<p>The central Zagros Mountain range includes almost the whole Chaharmahal & Bakhtiari province, the large areas of Kohgilouye and Boyer Ahmad province, the majority of Eghlid and Marvdasht in Fars province and Semirrom in Isfahan province.</p>
	<ul style="list-style-type: none"> - How and on what basis, these boundaries are defined and set? 	<p>According to the Zagros Mountain classification and consider the located catchments in central Zagros Mountain and also the socio economic consideration and resources use</p>
	<ul style="list-style-type: none"> - What are the cons and pros of applied criteria in central Zagros Mountain determination? 	<p>The determined range from the geographic view is central Zagros but from vegetation view, perhaps it doesn't cover all types of vegetation and maybe it doesn't fully include upstream catchments that effective on downstream catchments.</p>
	<ul style="list-style-type: none"> - What are the main lessons learned reasons and suggestions for reviewing the determined boundaries? 	<p>It is necessary to review the boundaries in consider with catchments and sub-catchments to have integrated catchment management there. In addition, according to the vast studies and carried out actions in pilot phase, it was tried to determine the central Zagros Mountain especially in 4 provinces: Isfahan, Chaharmahal and Bakhtiari, Kohgilouye and Boyerahmad and Fars.</p>
The boundary of pilot management areas:	<ul style="list-style-type: none"> - How the pilot management areas are describe and selected and how are the boundaries determined? 	<p>The small natural landscape of mountains in each of provinces in central Zagros Mountain, were chosen as examine areas and creation conservation and sustainable development consolidate management, named as pilot management areas. For this purpose, some criteria for choosing pilot were reviewed that can be mentioned as: ecological criteria (an example of region landscape, have genetic and species diversity, visibility of biodiversity threats and includes the habitat of valuable,</p>

		vulnerable Endemic species and ...) and management criteria (preferably in range of one section, the ethnic and cultural variety, include human settlements, include the protected areas and free zones).
	- What are the cons and pros in choosing pilot villages in 2006?	First of all, the pilot villages are small and apart from around landscape, were not the presenter of Zagros Mountain natural landscape and the possibility of scaling up from village to natural landscape will not be exist. Also, all of the 8 selected pilot villages, were in close relation with the DOE's protected areas so they were not the village presenter in central Zagros Mountain. In addition, the main problem with pilot villages is, they are residential and according to description, they are not including the important parts of Zagros Mountain society, especially nomads. So choosing village is not a suitable scale for pilot areas and do not have the ecosystem diversity (forest, rangeland, mountain, river, human settlements and ...) and variety of uses.
	- According to change the approach, what are the improvements in the process of project activities have seen after mid-term evaluation procedure that was conducted in 2011?	After mid-term evaluation and the expansion of pilot area from village to the pilot management areas, the natural resource management and stakeholders' participation in utilization management, is became possible and due to the possibility of biodiversity mainstreaming in activities and the sustainable use of biodiversity resources was achieved.
	- Is the management areas (pilot) appropriate enough to be used as permanent management areas for long-term CZM management system?	The pilot management areas, with some reforms will have the capability of scaling up to the CZM long-term management system that can be mentioned as the necessity of integrated catchment management areas and the determination the range of permanent areas that possible to be coincident with ecological and hydrological catchment boundaries.

	<p>Is there any lessons learned from pilot villages and management areas that could be used as suggestions in improving Zagros Mountain design system?</p>	<p>The lessons learned show the necessity of refine in management areas boundaries (long-term), coincident with catchment boundaries and in addition, according to political and geographical divisions and the infra provincial coordination restrictions, it is preferred that the mentioned management areas is not exceed from one province and one catchment. Also, in this situation, it is possible that management areas cover the political range of several counties. So it is necessary to pay attention to institutional capacity to reach comprehensive planning and partnership.</p>
	<p>- What are the best size, nature, boundary and suggested name for CZM conservation and sustainable development management areas in future?</p>	<p>Management areas in long-term system can be named catchment management areas and in design should be selected that do not exceed from sub-catchment and as possible try to do not be common in two provinces. In addition, each catchment management areas in CZM should be big enough to manage the majority of conservation and development control in catchment areas and besides, the total number of catchment management areas in CZM conservation landscape, should be small enough to be implemented the establishment of management system.</p>
Scale Up Plan	<p>- Is the whole Central Zagros Mountain should be remark as management areas and be in the format of long term conservation and sustainable development plan?</p>	<p>According to the lessons learned from pilot work and the necessity of integrated management of resources and uses in catchments, it is necessary to manage Central Zagros Mountain in distinguished management units.</p>
	<p>- Can be introduced location, site or certain sources that should not be in Central Zagros Mountain range?</p>	<p>In case of determination of management areas based on conformity with provincial political border and catchment borders, it may seem small areas from adjacent provinces in one management area that can ignore them in comparison with the whole extent of catchment area.</p>
	<p>- According to the former question, in case of suggesting elimination of location/ site/ or certain sources, can manage the related management areas integrated, infra sectoral and serve as one</p>	<p>According to the former answer, in management areas that common in two provinces, according to management needs can participate the representative and relevant stakeholders from adjacent province in management decision making and through it, integrated and participatory management in management areas provided.</p>
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	conservation and sustainable development unit?	
	- What institutional arrangements in the province is established and tested?	In the first phase of Zagros Implementation at provincial level, the Zagros provincial committee is established and also the professional committees in stakeholder's offices were formed that in second phase with activation the local planning committees, the role of mentioned committees were faded and they were assigned to local planning committees function effectively and fortunately the local planning committee had acceptable performance.
	What improvements in activity and cooperation of the Secretariat of the Planning Council, DOE and other government agencies have been observed?	In this regard, activities such as participation in the implementation of the pilot areas and make priorities to management plans and conservation projects in addition to the concept of development, biodiversity considerations comply also be mentioned
	What mechanism or process in planning, budgeting and management of activities related to conservation and sustainable development of the Zagros mountains is being used?	In order to develop a work plan local planning committees, a list of all activities related to biodiversity conservation and sustainable use by different organizations with funding requirements in 1393 introduced and the summing up by the secretariat, the final review and approval by the planning committee city was conducted.
	What strengths and weaknesses in each of the funds in question before it can be pointed out seen?	<p>Strengthen Points:</p> <ul style="list-style-type: none"> - Participatory planning efforts and mainstreaming to protect biodiversity in the plans and sectoral programs - Trying to make priorities to plans and programs for sustainable planning and budgeting system

<p>Institutional arrangements at the provincial level</p>		<ul style="list-style-type: none"> - Participation of NGOs and local communities in the planning process pilot areas - Trying to win the support of provincial institutions in the allocation of funds and reliability needed in pilot areas <hr/> <p>Weak Points</p> <ul style="list-style-type: none"> -Despite the success of the county's allocation of funds, limited success in approval and allocation of provincial funds, was not achieved, and in addition, some coordination and follow-up for offering business planning in land use working group, was not happend - Activities and programs offered are sectoral and they are not at the level of comprehensive and integrated activities for use and resource management - the prepared work schedule, at first attempt, was an effective step towards a comprehensive and participatory planning but it is essential to provide a framework and process, approval and allocation of funds be modified in such a way to hand control of planning, comprehensive partnership and on the other hand these plans besides the introducing of activities, Represent goals and performance indicators for monitoring and reporting mechanisms as well - The lack of legal backing and enforcement for planning and budgeting mechanisms were tested, and in addition, the non-allocation of sufficient funds for the establishment of management systems in pilot areas
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<p>What are the lessons learned could you present to use in designing institutional arrangement/ organizational structures of CZM full system?</p>		<ul style="list-style-type: none"> - Approval and introduction the range of CZM management areas and the allocation of budget for establishment of management system in these areas - empowering management area's stakeholders for planning, budgeting and comprehensive and participatory monitoring - Preparation and introduction planning tools and integrated and participatory management and stakeholder's empowerment for use and its development - Explaining the mechanism of budgeting for CZM management areas fits to Iran planning and budgeting structure (in three levels: national, provincial and local) in a way that the needs of integrated resources management and uses in management areas will provide -Review of the Zagros Mountain management secretariat structure and it's establishment in Deputy Governor of Management and Budget To facilitate the allocation of funds -Reform of the local planning committee in a way that it provides the uses and resource management needs in range of catchment managements. For example, the presence of key stakeholders or joint counties that they exist in one catchment in meetings of local planning committees.
	<p>What are the institutional arrangements in county/ section/ local/ and village, are created and examined?</p>	<p>County executive committee is headed by county governor and Chief Secretary of county environment and Representatives of executive agencies in the county as members</p> <p>Local planning committee headed by county governor, Secretary of Environment representative and Representatives of other state agencies in county level</p>
	<p>What are the local management governor structures (on each of these four pilot management areas)?</p>	<p>The management of pilot management areas are based on the provincial divisions and their responsibilities on county governors of the counties that are existed in each of pilot management areas. County governors also with potential of county planning committees can try to review executive</p>

plans in county level (such as environment, water management, natural resources, agriculture, nomads, education system, roads and urban development, mines, ...) and budget allocation.

What are the existing capacities and the capacities needed by each of the organizations and key stakeholders in each province and pilot areas?

- Available Capacities:
- There is tolerable biodiversity conservation awareness in pilot management area and county level.
 - The necessary structure for cooperative planning is activated and established
 - The professional capacities of executive sectors in local planning committee have been used.
 - For holding the meetings, from facilities and installations of governmental institutions like county government or the other executive agencies can be used.

		<p>The required capacities of each organizations and main stakeholders</p> <ul style="list-style-type: none"> - Providing legal support and support the local planning committee for infrastructure of cooperative planning - Need of using and empowering active and professional human resource in local planning committees - Disproportionate workload with the available human resource in county level (a lot of work of one organization were assigned to the eventually two or three persons in county level that this issue Cause inefficiency in person and Low work efficiency). - Information exchange and information systems to the all stakeholders of pilot management areas - empowering pilot management stakeholders for comprehensive and integrated improvement - Preparation of efficient tools for pilot areas management and stakeholders empowering in employment in planning and budgeting process - Improve equipment and organizations required facilities for conservation and natural resource Continuous monitoring and socio-economic condition in pilot areas
	<p>What are the issues that should be recovered according to pilot plan in institutional arrangements?</p>	<p>Although the local planning committees could be implemented served as proper executive practice for implementing cooperative management and mainstreaming with county executive agencies, but because this committee is worked in parallel with one existed governmental organization named as “County Planning Committee” and almost have the same terms of references, therefore it seems that instead of frequent meetings of this committee in county level that will be dissolved after the Zagros Project, before the end of the Zagros Project, the duties of this committee are merged into the available duties of this committee mean county planning committee and in county planning committee, the similar working group to the provincial land use and development working group will be formed with agenda review and define the sustainable activities for pilot range or the whole county</p>

<p>Institutional arrangements at local level</p>		<p>that in this case with presence or absence of Zagros Project.</p>
	<p>What are the cons and pros of institutional arrangements in pilot local planning committees (including: team members, management and steering committee, public participation, meetings and decision processing, planning, budgeting, coordination and executive steps)?</p>	<p>Pros: The created structure in pilot areas (planning committee's formation) in theme of decentralized planning (down to top) is so useful The team members by condition of strengthen the people's points of view in decision making and determine committee secretary with more attention on duties is more suitable.</p>

		<p>Cons:</p> <p>The public participation is weak maybe because of lack of holistic perspective to the Zagros and its real value and organizational conflicting goals and it needs stronger legal backing.</p> <p>Non- active participation and some organization compulsories were affected holding meetings and decision making process, planning, budgeting, coordination and executive steps and made these steps slowly or stopped and sometimes for changing it needs top to down planning and process with governor's glance</p> <p>Choosing county Environment head for secretary committee position according to the secretariat role in establishing intersectoral coordination and relation with different levels of planning and budgeting does not look suitable.</p>
	<p>Based on what legal-political frame (policies and county plans/ stakeholders sectors) Local planning committees in pilot level are working?</p>	<p>They are working according to provincial planning council and the decentralized government policies.</p>
		<p>It is weak because the prepared frame for resource monitoring is not presented well and its not executive besides, the monitoring mechanism and participatory reporting also in not activated yet.</p>

	<p>What are the lessons learned you are suggested for improving each one of catchment management areas?</p>	<ul style="list-style-type: none"> -Strengthen the local planning committee's executive property and power in national and provincial levels -Improve the effective stakeholder's relation in pilot management areas in national, provincial and local levels -Establishing system for exchanging results and information, monitoring and reporting committee activities and supervision of this process -Establishing office and strengthen local planning committee secretariat due to its establishment in county's institution -Empowerment stakeholders in pilot management areas -Strengthen professional human resource in key stakeholders sectors and more participation of NGO's and local organizations in planning and pilot management areas Preparing persuasive tools for maintaining stakeholders' participation in pilot management areas
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">between national, provincial and local in Zagros management</p>	<p>What kind of organizational communication between national, provincial, county, pilot management areas/ local planning committees/ local offices are existing and working?</p>	<p>Local offices and counties authorities in format of local planning committee members playing role in Zagros management. There is the most relation according to Biodiversity conservational targets between FRWO and DOE and to some extent MOAJ. (for example, sustainable agriculture program between provincial MOAJ, committees and SabzKooch participatory protection are connected DOE, FRWO and committee). Besides, according to the defined structure, committees should have effective relation with provincial planning council that is not proved yet.</p>

	How could be improved this relation or increase its effectiveness?	It is suggested provincial working group is activated and the provincial governor is also be a member of this working group till the budgeting process and Implementing legislation will be faster. Also it is suggested the relevant departments in provincial level will have their permanent representatives in local planning committees.
Integrated and Participatory Management	To what extent is suggested each beneficiary sections in pilot management areas will be integrated or be coordinated with the other sections?	The existence of local planning committees is created integration and coordination but not enough. For reaching to this target the stakeholders should be participated in planning, implementation, management and monitoring and the sectoral planning process lead to participatory and integrated planning.
	To what extent and how the joint program of different sections actions is planned and implemented?	In year 92 and 93 the joint program from joint activities of different sections by local planning committee was prepared, planned and implemented. In this plan offices with one ultra-sectoral and participatory management, are mainstreaming these executive projects with biodiversity. But this process needs to be strengthening according to integrated and participatory planning.
	How could be improved this plan in long-term and over pilot level?	We should define specific planning and budgeting system and will prove this structure in national level. This project should have governmental structure with specified targets to be scaled up over pilot program.

Table 2- Evaluate the effectiveness of the pilot areas management tool

Title of Management Tool	Questions	Replies and Points of view
Basic studies piloting and surveying socio-economic and sustainable livelihood	How efficient will be these tools?	The efficiency of these tools has direct relation with the quality of implementation studies such as how questioning, practical and the principle of the questions, Systematic sampling of the population and If these studies were done in principle and then It is appropriate to provide beneficiaries, it could be seen as an efficient.
	To what extent these tools are effective in achieving the expected targets?	<p>According to the mentioned points, the basic studies in Central Zagros area and pilot management areas, and in a variety of axes was done. These studies, besides the review of the reports and studies background, the field survey It also included field surveys and can introduce its direct practicality in pilot areas management planning, plan conservation and sustainable development plan and also capacity assessment studies and ecological zoning in central Zagros area.</p> <p>Besides, the central Zagros sustainable livelihoods can be introduced as an example of other tools according to these studies.</p> <p>Generally, the expected objectives will be achieved on the time that these tools besides the development of institutional capacity and beneficiaries, is also facilitates and accelerates access to the release mechanism.</p>
	What are the lessons can be learned in the system and apply a long-term plan?	First, it should be possible to be carefully considered in the design of studies to be used in field surveys, from qualified questionnaires (includes: the resolution of questions, building trust, design questions fits to targets,) and groups of trained interviewers. Simultaneously it is needed to be used target group and objective identified and examined

		<p>that includes full range of beneficiaries such as nomads.</p> <p>Obtained key information in basic studies can be used in the format of monitoring plan, double check and evaluate the effectiveness of activities and management actions in the way of conservation and sustainable development.</p>
<p>System piloting (Geographic Information System, Management Support System, MBRCs, websites,) In order to organize and archive data that can be used in their management decisions.</p>	<p>How efficient will be these tools?</p>	<p>The tool for attracting accurate input can make a lot of problems to solve and decrease a lot of management problems. Besides, it is considered as an efficient tool in the process of planning, implementation and monitoring of partnership.</p>
	<p>To what extent these tools are effective in achieving the expected targets?</p>	<p>With using this tool in planning process, the suitable criteria are chosen and simultaneously with using existed information in system, the present situation of criteria is introduced and besides the effectiveness of conservation and sustainable development activities in improving selecting criteria is predicted and at the end in implementation process, its possibility is surveyed and evaluated.</p>
	<p>What are the lessons can be learned in the system and apply a long-term plan?</p>	<p>The need to introduce institutional and capacity building of farmers to make use of this tool in the planning process and update process monitoring system</p> <p>The need to design appropriate management information system available to the public and stakeholders in ways that suit the different levels of technical and experimental</p> <p>The need to design appropriate management information systems and technical capacities of the executive government should be planning to increase the capacity, increase the credit and collected data and conducted additional information</p>

		One of the most management information system is receiving information from different executive parts that need to be focused in monitoring system design and as possible the participation of different parts is provided in data transfer
Activities piloting that through them could be used to identify and prioritize threats and conservation needs.	How efficient will be these tools?	According to existed threats that are not change so quickly and with management and the correct response approach, in the long term, these threats can be totally eliminated so these tools in first step can help to identified and prioritized and simultaneous strategies and management practices determined and in second step of piloting Protection activities can be considered a guide for the development of effective conservation activities.
	To what extent these tools are effective in achieving the expected targets?	These tools fitted with ecological situation and technical and local capacities and then if its introduced and building capacity, it will have usability in Zagros management areas.
	What are the lessons can be learned in the system and apply a long-term plan?	In preparation of these tools its necessary to use local knowledge and If possible, be involved in the implementation of initiatives to protect local communities. It needs that these tools fitted to the needs and level of target group's knowledge such as governmental sectors, local beneficiaries and NGO's is prepared and would be available. These tools help to manage time, reduction in expenses and in minimum time we will observe the improvement of natural and biological resources
Activities piloting that because of it can improve the sustainable	How efficient will be these tools?	The sustainable livelihoods piloting activities can be considered a guide for the development of ecological livelihoods, So that guarantee income

livelihood/ alternative livelihood		for local communities and are effective in improving biodiversity criteria's.
	To what extent these tools are effective in achieving the expected targets?	In case of issues and facilitate access to the tools and capacity to use it, for the main groups of beneficiaries, would be very effective
	What are the lessons can be learned in the system and apply a long-term plan?	One of the most challenges in sustainable livelihood piloting activities can be known as the lack of attention to determine environmental and economic criteria and their evaluation. Another challenge is concentrate on the most activities on natural and tourism development so it is necessary sustainable livelihood pilot covers the variety range of activities In accordance with the acceptance of local communities. In this case can be achieved the integrated pattern for scaling up and development of environmentally friendly livelihoods.
Concepts and functions of MBRC piloting	How efficient will be these tools?	Since this is the center of culture and capacity building, if enabled, can have a significant impact on the objectives defined. In addition, it will be the basis for the exchange of information and transfer it to the public and relevant stakeholders of Zagros.
	To what extent these tools are effective in achieving the expected targets?	MBRCs based on the concept and action plans, design and in each CZM provinces are established and in the case of activation can be hoped that knowledge management and information exchange system in the central Zagros region is improved and ideally provide CZM needs system.

	<p>What are the lessons can be learned in the system and apply a long-term plan?</p>	<p>It is desirable that these MBRCs in each provinces is established under supervision of infra sectors such as provincial governor or county governors due to the limited human resources of the government, can be activated and managed get help from NGOs and local organizations.</p> <p>It is necessary to make MBRCs sustainable, take action on provision and allocation of current fund in annual fund of Zagros Mountain Management.</p> <p>It is essential for maintain partnerships to ensure continuity of cooperation from NGOs in MBRCs management take action for NGO's building capacity fitted to MBRCs functions and empowered them for making money.</p>
<p>Small Grant Scheme piloting</p>	<p>How efficient will be these tools?</p>	<p>Innovative approach in case of institutionalization in budgeting system and planning process is so valuable and it is a great step in resource conservation and Zagros Mountain sustainable development is considered great view of the country.</p>
	<p>To what extent these tools are effective in achieving the expected targets?</p>	<p>Biodiversity enterprise grant scheme can be known as an opportunity for NGOs and beneficiary local community till through it livelihood initiatives and ecological protection, without worrying about return on investment, implemented and evaluated. Following the results of successful Biodiversity enterprise grant scheme projects and macro plans in governmental strategic plans, is extended.</p>

	<p>What are the lessons can be learned in the system and apply in long-term plan?</p>	<p>Biodiversity enterprise grant scheme implementation in pilot program cope with different challenges such as late allocation of resources and budgets, low participation of local planning committee members in determining the chosen projects, concentrate on major presented projects on livelihoods and the unimportant role of MBRCs on the introduction and participation of NGOs that it needs for long-term system should be considered as bellow and remove obstacles:</p> <p>It is essential in Zagros Mountain Management System budgeting system, budgeting format for supporting Biodiversity enterprise grant scheme is described and allocated</p> <p>In Biodiversity enterprise grant scheme implementation should provide opportunity to work secretariat independently and has authority to make direct contract and pay resources to the NGO's and local community's chosen projects</p> <p>It is essential Legislation and guarantees need to be taken for the implementation of the plan</p> <p>It is essential management committee members in management areas take participate in selecting and monitoring BEGS and through the foundation for scaling up of successful projects in public sector programs will also be provided</p> <p>It is essential to make base for more cooperation with MBRCs in implementing BEGS projects through transparency MBRCs functions and introduced and capacity building for NGOs active in the centers is provided</p>
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Knowledge and public awareness activities piloting	How efficient will be these tools?	Trough piloting knowledge and public awareness activities, can examine this target and trough result evaluation in long-term system, these measures and effective tools widely put into practice
	To what extent these tools are effective in achieving the expected targets?	Trough pilot program these kind of activities in wide scale and for variety of target groups such as governmental planers, local stakeholders and beneficiaries were implemented and their results help to observe governmental and non-governmental beneficiaries in pilot area management and implementation of conservation and livelihood activities.
	What are the lessons can be learned in the system and apply in long-term plan?	It is essential efforts continued to promote awareness and participation to ensure the conservation and promotion of the participation of stakeholders in the conservation and sustainable use of resources in the long-term is achieved
The cooperation of NGOs as partner institutions piloting	How efficient will be these tools?	The cooperation of NGOs with the aim of identifying potential needed and also planning for NGO's capacity building and their participation in pilot areas management are done and in case of implementation, it will be very useful in long-term implementation.
	To what extent these tools are effective in achieving the expected targets?	In pilot format, it was tried the participation of NGOs in a variety of activities is provided such as cooperation and membership in local committees, participation in base studies piloting activities, conservation and sustainable livelihood, activate MBRCs and implementation of BEGS. Trough that, pilot program could help from existed potential according to conservation and modify usages in management areas and simultaneously build capacity for technical and experimental

		improvement of mentioned NGOs, to maintain and increase long-term cooperation program is almost provided and in the future should be continued.
	What are the lessons can be learned in the system and apply in long-term plan?	<p>The continued empowerment of NGOs fitted to needs of management system and long-term program</p> <p>Determination the role and a special place for NGOs in format of Zagros mountain Management structure and support membership consolidation and active presence in catchment management areas</p> <p>Support NGOs for cooperation with provincial secretariat in order to prepare and implementation of Program awareness and participation and also participation of NGOs in activation MBRCs.</p>

5. Lessons learned and Results:

According to analysis of main relevant stakeholders completed questionnaires in pilot management areas (Table 1 and 2), the results from pilot management areas was evaluated and the sectoral uses, biodiversity and natural resource management with sustainable development and improving livelihood consideration in pilots was specified. In consideration with project exit strategy (Table 3), the lessons learned was completely used for preparation of long term CZM conservation and sustainable development plan and the catchment management areas within.

Table 3: Zagros Project Road Map and Exit Strategy, 2014 – 2016

2014	2015	2016
<ol style="list-style-type: none"> 1. Complete Pilot work 2. Evaluate Pilot work 3. Design CZM Management System (full-scale, long-term) 	<ol style="list-style-type: none"> 4. Facilitate establishment of full-scale CZM management system and program 5. "Hand-over" to permanent CZM Office 	<ol style="list-style-type: none"> 6. Capacity development of CZM management system 7. Project closure/ exit

The most important lessons learned from pilot management areas are scale up from pilot areas to the whole central Zagros Mountains, after skills analysis and considering bellow questions, were extracted and be introduced:

1. Which duties are done well?
2. Which action is done wrong?
3. What are the suggestions we can offer for the future?
4. How, when and to which stakeholders, these results should be send?

Generally, the results from lessons learned, are presentable in bellow three axes:

- Critical success factors
- Key performance indicators
- Analysis of operational results

5.1. Critical success factors

- Set clear and simple terms of reference for management committees and defining the appropriate mechanism that can reinforce and support the legal requirements of management committees

- The establishment of the Secretariat in the province (governor) and national (Ministry of Interior) to manage the Zagros Mountains facilitation and implementation of management programs and also facilitate the allocation of funds
- Regulations, improving utilization system in key sectors such as water, agriculture, tourism and ...
- Determine the appropriate collaborative management structure and management areas (permanent members), to plan, monitor implementation and monitoring of resources, with the responsibility of governors
- The need to strengthen MBRCs through the creation of a database for the exchange of information, and disseminate the results of the monitoring and reporting of management committees
- Creating integrated and collaborative system to measure and monitor biological / natural / economic and social criteria, in terms of the duties of the executive and central Zagros published in the database under the provincial coordination
- Need for planning, implementation and evaluation of initiatives to raise awareness and participation (in accordance with the level of education, age and cultural conditions of each region and each target group), and ensuring participation of stakeholders in the protection and promotion of mountain
- Need the approval and introduction of central Zagros mountain range management areas and the allocation of funds for the establishment of management systems in these areas
- Are needed to help in the preparation of management tools and expertise and local stakeholders in the use and development, are empowered
- Explaining the mechanism of budgeting for management of the central Zagros Mountains of planning and budgeting and related structures so that the allocation of funds for the implementation of activities in the areas of management, support
- Continuity of local planning committees with the reform of these committees in a way that needs of resource management and catchment in the area provide
- The need to develop the capacity of institutions, NGOs and beneficiaries' needs fitted to the management needs in management area

- Trying to make priority to environmental sustainable projects and programs in the planning and budgeting and strengthen sustainable participatory planning
- Gaining support from provincial institutions and especially provincial governments, in the allocation of funds and budget management areas
- Central Zagros range can be modified so that all the catchment and sub-catchment located in it, covered by the program and integrated catchment management placed. In addition, according to the studies and activities undertaken in the framework of the pilot program, it is up to the central Zagros region of the four provinces of Chahar Mahal and Bakhtiari, Fars kohgiluyeh not exceed
- According to the lessons learned from the pilot program and the need for integrated management of resources and usage in catchments, it is necessary to manage the central Zagros Mountains in certain management units, carried out
- Management areas range can be selected in a way that does not exceed the catchment and as far as possible so that the joint between the two provinces, also is not
- Central Zagros management range should be large enough to control the majority of the issues of conservation and development in the areas of catchment management, and in addition, the total number of catchment management areas in central Zagros Mountains Landscape Conservation, must be small enough that the establishment of a management system and implementation will be possible to manage

5.2. Key Performance Indicators

- Help to strengthen the executive and financial ability of local planning committees in provincial and national level
- Effective communication between relevant stakeholders to improve the management of pilot areas at the national / provincial / local as well as strengthening and effective communication between the local planning committees with the planning and development of the province and county governments
- Strengthening human resources expert and efficient participation of key stakeholders and more NGOs and local organizations in the planning and management of pilot areas
- Empowering stakeholders and relevant beneficiaries in management areas for planning, budgeting and monitoring of integrated, participatory and technical improvements of annual work programs

- Determination of role and a special place for the NGOs in the Zagros Mountains management system and support the establishment and continuation of their active membership in the committees of management and MBRCs
- Need to involvement of key stakeholders in the planning, implementation, management, monitoring and involved with the planning of comprehensive and integrated and participatory planning process conducted
- Should as far as possible in the design of socio-economic studies, from questionnaire with good technical quality (including clarity of questions, trust, designed to fit questions and goals ...) and experienced interviewers should be used and the full range of stakeholders and communities , examined
- Management areas range if the city is the political range, may slow progress, so it is necessary to coordinate activities covered by the provincial governor, strengthen and improve the institutional capacity addition in order to achieve a integrated and participatory planning expand
- Management tools and knowledge needed to fit the needs of different target groups, such as the public sector, local beneficiaries and NGOs prepared and made available
- In BEGS implementation mechanism should provide the opportunity to make independent secretariat and the possibility of sign a contract and financial support to the presented selected projects by NGOs and local societies and budgeting line to support BEGS in format of management system budgeting, will define and allocate
- It is essential that MBRCs in each province under supervision of infra institution such as provincial governor or county governor is established and the MBRC budget in format of management system budgeting is defined and allocated
- According to shortage of human resources in governmental sectors, it is necessary to get help from NGO's potential in MBRCs activation and simuntainously with capacity building of active NGOs, the opportunity for MBRC cooperation in BEGS implementation and establishment of management information system is provided
- The necessity of management information system design fitted to governmental executive sectors of technical and financial capacities in a way that it is practical and useful for the majority of stakeholders fitted to experimental and technical level
- One of the main challenges of management information system is receiving information from different executive sectors that is essential to be seen in monitoring system and to the extent

possible, the participation of different sectors in the provision and transmission of information to be provided

In the areas of shared management between the two provinces, according to the management needs of the beneficiary and the relevant section can be representative of the neighboring provinces in decision making and management decisions, and through its participation, comprehensive management and participatory management in the area provided

5.3. Analysis of Performance Results

- Effective communication between all decision-makers at the provincial level, it is necessary to establish effective communication between the local and other decision makers will emphasize a certain organizational structure at the provincial level, such as the Working Group on spatial planning and sustainable development, as trustee mountain management, establish and operate
- The establishment of MBRCs under supervision of provincial institution in provincial governor is more effective
- The establishment of management information system to date (update) GIS and management support system, will lead to success
- Obtained key information in from basic studies can be monitored in format of monitoring, review and the impact of management actions and measures in order to assess the conservation and sustainable development
- It is necessary that management committee members in management areas are participating in selecting and monitoring BEGS results and through that, the situation to scale up successful projects in governmental sector plans is provided
- The necessity of comprehensive attention to determination of economic and environmental criteria and monitoring them in conservation and sustainable livelihood
- It is necessary to utilize from incentive and comparative tools such as making an opportunity for getting membership in management committees
- The created structure in the pilot regions (the planning committee) to the planning of decentralized (bottom-up) is very revealing and also the combination of local planning

committee members with the condition of strengthening people's opinions in decision-making and review in determination of committee's secretary is appropriate

- Scrutiny need for border management in the long-term, consistent with the border catchment. In addition, according to the political and geographical divisions and limitations infra provincial coordination, it is preferred that the management regions of the province and a catchment not exceed

- If management determines based on its compliance with the political border of province and catchments borders, it is possible to see small areas of neighboring provinces position in a management area, that could be due to the small size of the patch regardless of compared with the total catchment area.

