

PROTECTION AND MANAGEMENT OF PAKISTAN WETLANDS

MID TERM REVIEW

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Global Environmental
Facility (GEF)



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Ministry of
Environment

Table of Contents

List of Acronyms and Abbreviations	5
1. EXECUTIVE SUMMARY	6
Brief Description of Programme.....	6
Context and Purpose of the Review.....	7
Main Conclusions	7
Summary of Recommendations.....	12
Lessons Learned.....	15
2. INTRODUCTION.....	16
Pakistan Wetlands Project.....	16
Programme Start and its Duration	17
Mid Term Review	18
Key Issues Addressed.....	19
Methodology.....	19
Structure	20
Problems that the Programme Seeks to Address.....	21
Project Concept and Design.....	23
Main stakeholders	27
Expected Results	28
3. FINDINGS AND CONCLUSIONS.....	29
Programme Formulation	30
Implementation Approach.....	31
Country Ownership / Leadership	31
Stakeholder Participation	32
Replication Approach	32
Cost-effectiveness.....	33
UNDP Comparative Advantage	33
Linkages of the Programme	33
Indicators	34
Management Arrangements.....	34
Implementation	47
Financial planning	63
Monitoring and Evaluation	77
Execution and Implementation Modalities.....	78

Management by UNDP Country Office.....	78
Coordination and Operational Issues.....	78
Results	78
Attainment of Planned Objectives & Outcome	79
Sustainability of Impacts	79
Contribution to National Capacity Development	80
4. RECOMMENDATIONS	80
Corrective Actions	86
5. LESSONS LEARNED.....	86
ANNEXES.....	88
Annex -1: Terms of Reference for Mid Term Review Mission.....	88
Annex -2: Itinerary of Abdul Latif Rao	100
Annex -3: List of persons interviewed	104

Table of Figures:

FIGURE 1: CONCEPTUAL AND IMPLEMENTATION FRAMEWORK OF PWP	23
FIGURE 2: LOCATION OF WETLAND COMPLEXES	26
FIGURE 3: PAKISTAN WETLANDS PROGRAMME STAFF ORGANIZATIONAL CHART	46
FIGURE 4: COMPARISON OF GEF/UNDP/RNE AND WWF/PPAF ETC. SHARE IN THE COMMITTED BUDGET OF PWP	70
FIGURE 5: OUTPUT WISE TOTAL PWP BUDGET	71
FIGURE 6: YEAR WISE EXPENDITURE AGAINST GEF, UNDP AND RNE FUNDS (2005-08)	71
FIGURE 7: OUTPUT WISE EXPENDITURE AGAINST GEF, UNDP AND RNE FUNDS (2005-08)	72
FIGURE 8: OUTPUT WISE EXPENDITURE AGAINST GEF/UNDP/RNE FUNDS JOINTLY (2005-08)	72
FIGURE 9: TREND OF EXPENDITURE IN NATIONAL PROGRAM AND REGIONAL PROGRAM	73
FIGURE 10: TREND - OUTPUT WISE TOTAL EXPENDITURE AGAINST GEF/UNDP/RNE FUNDS JOINTLY	73
FIGURE 11: COMPARISON OF ADMINISTRATIVE AND PROGRAMME EXPENDITURES (2005-08)	74
FIGURE 12: YEARLY TOTAL EXPENDITURE OF GEF/UNDP/RNE JOINTLY ON ADMIN. AND PROGRAMME (2005-08)	74
FIGURE 13: YEAR WISE TOTAL EXPENDITURE OF RNE ON ADMIN AND PROGRAMME (2005-08)	75
FIGURE 14: YEAR WISE TOTAL EXPENDITURE OF GEF ON ADMIN. AND PROGRAMME (2005-08)	75
FIGURE 15: YEAR WISE TOTAL EXPENDITURE OF UNDP ON ADMIN. AND PROGRAMME (2005-08)	76
FIGURE 16: STATUS OF GEF, UNDP AND RNE FUNDS JOINTLY ON 31 DECEMBER 2008	76

Table of Tables

TABLE 1: IMPLEMENTATION PROGRESS IN NATIONAL PROGRAMME	50
TABLE 2: IMPLEMENTATION PROGRESS OF REGINAL PROGRAMME (OUPUTS 7-10)	55
TABLE 3: APPROVED BUDGET OF PWP	63
TABLE 4: SUMMARY OF THE BUDGET OF PWP, ITEMISED BY OUTPUTS.	64
TABLE 5: OUTPUTS AND SUB OUTPUT WISE BUDGET	65

Table of Boxes

BOX 1: CREATION OF AN ENABLING ENVIRONMENT (OUTPUTS 1-6)	25
BOX 2: IMPLEMENTATION OF PARTICIPATORY WETLANDS MANAGEMENT (OUTPUTS 7-10)	26
BOX 3: NATIONAL COUNCIL FOR CONSERVATION OF WILDLIFE (NCCW)	39
BOX 4: REGIONAL PROGRAMME DIRECTORS (RPDS)	42
BOX 5: MONITORING AND EVALUATION OF PWP	77

List of Acronyms and Abbreviations

AJKAzad Jammu and Kashmir	OP (GEF) Operational Programme
AKRSP Agha Khan Rural Support Programme	PAProtected Areas
CBO Community-based Organizations	PAMP Protected Areas Management Project (WB/GEF)
CIWC Central Indus Wetland Complex	PCOMProject Cycle Operations Manual (UNDP-Pak)
CTA Chief Technical Advisor	PDF (B)Project Development Fund - Category B
CTA Chief Technical Advisor	PMU Project Management Unit
e.g. <i>Exempla gratia</i> - for example	PPAF Pakistan Poverty Alleviation Fund
etc. et cetera	PSC Project Steering Committee
GEF Global Environment Facility	PWP Pakistan Wetlands Project
GIS Geographic Information System	PYProject Year
GoP Government of Pakistan	RNEThe Royal Netherlands Embassy
ha Hectare(s)	Rs Rupees
IUCN The World Conservation Union	RSP Rural Support Programmes
KM Kilometer(s)	SRWC Salt Range Wetlands Complex
MACP Mountain Areas Conservancy Project	TCBS Training and Capacity Building Section
MCWC Makran Coastal Wetlands Complex	TPR Tripartite Review
MOEMinistry of Environment, Local Government and Rural Development	TRECTechnical Resource and Equipment Centre
NAWCNorth-west Alpine Wetlands Complex	UNDP United Nations Development Programme
NCCW National Council for the Conservation of Wildlife	US\$ United States Dollar
NDP National Drainage Programme	VCC Village Conservation Committee
NGO Nongovernmental Organization	WAPDA Water and Power Development Authority
NPD National Project Director	WCCCWetlands Complex Conservation Committee
NPM National Project Manager	WSPS Wetlands Survey Programme Section
NRM Natural resource management	WWFWorld Wide Fund for Nature
NWCS National Wetlands Conservation Strategy	WWF-PWorld Wide Fund for Nature, Pakistan
NWFP North West Frontier Province	WWF-UK World Wide Fund for Nature, the UK
NWMC National Wetland Management Committee		

1. EXECUTIVE SUMMARY

Brief Description of Programme

1. Most parts of Pakistan are arid but the country has rich diversity and a large number of wetlands, many of these are of global significance in terms of biodiversity. Some of these are Ramsar Sites. However, the wetlands have not been managed and have been degrading due to multiple threats and non-management.
2. The Protection and Management of Pakistan Wetlands Project (PWP) was developed by WWF-P during a PDF-B project formulation phase (2001-2003). The implementation of this seven year project began in August 2005. It was coordinated by UNDP during development phase and UNDP continues coordination during implementation of the full project. It is funded by UNDP, Global Environment Facility (GEF), with co-funding from UNDP, RNE, WWF Network and Pakistan Poverty Alleviation Fund. Ministry of Environment (MoE) is the Executing Agency. WWF-Pakistan is assisting in the delivery of the project. Inspector General of Forests (IGF) is the National Project Director (NDP) of PWP. National Council for the Conservation of Wildlife (NCCW) helps him in supervising the project. A Project Steering Committee (PSC), chaired by the Secretary of MoE provides overall direction and supervises implementation.
3. PWP aims to promote the sustainable conservation of freshwater and marine wetlands. The first objective provides the required policy, institutional, technical and financial framework and generate positive public support essential for the mainstreaming of wetlands conservation. The second involves the design, implementation and demonstration of progressive, participatory management of four independent Demonstration Complexes. Securing financial sustainability and replication of sustainable wetland management models throughout the country are also targeted.
4. PWP's national program of 6 outputs (outputs 1-6) focuses on creating enabling environment through establishment of sustainable institutions to provide national level coordination; enhancing planning and land-use decision-making of wetlands conservation agencies; development, adoption and implementation of a National Wetlands Conservation Strategy (NWCS); enhancing the technical competence of government agencies and communities; raising nation-wide wetlands awareness; and securing long-term financial sustainability of wetlands conservation initiatives. PWP's regional program of 4 outputs (outputs 7-10) targets four demonstration wetland complexes namely Makran Coastal Wetlands Complex (MCWC), Central Indus Wetlands Complex (CIWC), Salt Range Wetlands Complex (SRWC) and Northern Alpine Wetlands Complex (NAWC) by designing and implementing comprehensive Management Plans.
5. Both terms "Project" and "Programme" are used interchangeably, although confusing these are appropriate to link the present initiative with the long term goal of continuity and sustainability.

Context and Purpose of the Review

Context:

6. The implementation of this full size project began in August 2005, December 2008 being its mid-term. The mid-term evaluation (MTR) is a UNDP requirement for all GEF full size and medium size programs.

Purpose

7. MTR is intended to provide an objective and independent assessment of program implementation, outcome and impact including lessons learned to guide future implementation and course correction, if needed. The purpose of undertaking an in-depth independent evaluation of the Programme is to provide all stakeholders with impartially derived first hand information on the status of the Programme and its effectiveness towards achieving the objectives as listed in the Programme Document.
8. The findings of the Mission are expected to be useful to the implementing agencies and other stakeholders in understanding the management and technical issues of the Programme and the progress achieved to date as well as in re-orientation and re-prioritizing of program activities as needed for adaptive management, and in addressing specific issues by the PWP team.

Main Conclusions

9. MTR's assessment of the progress of implementation is that it is on track though its implementation is slow than planned and that it faces multiple challenges to achieve its objectives. The main conclusions of MTR are summarized below:

1. PWP Concept and Design

- 1.1. PWP is all encompassing and right size as a program of longer duration but is over ambitious as a project of seven years.
- 1.2. GoP, provincial, AJK and NAs governments are not expected to contribute in cash or even in kind. As a result, participation, ownership and institutional strengthening of these key wetland related agencies, especially NCCW, wildlife and fisheries departments and the water agencies remain weak.
- 1.3. Training of individuals for development of competency is provided in the Project Brief but institutional strengthening of the provincial wetland management agencies and NCCW is not included except for setting up the GIS Laboratory in the NCCW and its nodes in one of the agencies in each of the provinces.
- 1.4. Monitoring & Evaluation support is not provided in the final project document
- 1.5. Generally, the targets are vague and framed in the context of a long term wetland program, rather for a project, and are difficult to monitor.

- 1.6. The assumption in the Project Brief that the decentralized system of governance will be responsible for the management of wetlands did not come true.
- 1.7. Sub-Outputs of development of management plans of conservancies are not included under Outputs 7, 8, 9 and 10.
- 1.8. Establishment of conservancies is planned late in time frame. This will also impact on the timeframe of development of management plans. There are gaps in Sub-Outputs under Outputs 7, 8, 9 and 10 in the context of generating the required information and taking forward the processes of establishment of conservancies and management planning.
- 1.9. Some of the positions including the positions of RPDs were expected to be funded from a Federal or Provincial Government capacity-building project. But it did not happen. Thus a critical gap in management of wetland complexes appeared which has not yet been filled.
- 1.10. Consequently, the designation of Regional Programme Directors is also planned late in implementation time frame. This has affected the participation and ownership of the provincial wildlife departments and other key government agencies.

2. PWP Overall Progress and Achievements

- 2.1. The implementation of PWP is slow but on track, although there are multifarious issues which pose challenge to achievement of PWP objectives. These mostly relate to Outputs 7, 8, 9 and 10 in terms of establishing demonstrable sustainable management models of wetland complexes and Output 7 regarding sustainability of the initiative as a long term Programme, both in terms of financial resources, and capacities and ownership of the key government agencies.
- 2.2. The delay of about 8 months in its implementation, beyond the control of the project management, has made implementation further stressful.

3. PWP National Programme

- 3.1. The national program of PWP, especially the outputs relating to “Awareness, generation of scientific knowledge through the wetland surveys and establishment of quality GIS Laboratory and database in NCCW, and “Policy” are progressing well, the latter two with some delay. The progress, outcome and impact of “Awareness” component, TREC established under Output 1 are excellent. The quality of documentation is also excellent.
- 3.2. The implementation of “Wetland Survey” has lagged behind due to various reasons, mainly because of relevant scientific expertise in the country and the security situation in certain parts of the country.
- 3.3. The results of “Training and Capacity Building component” are impressive, although implementation of certain parts of it has remained slow. The quality of trainings is good.

- 3.4. Institutional strengthening of NCCW and the provincial wildlife departments is not designed and has not taken place for sustaining the wetland program.
- 3.5. PWP has not been able to generate additional co-funding and the arrangement of a dedicated staff for the purpose was not helpful.
- 3.6. The investment on the National Programme viz-a-viz Regional Programme is lopsided in favour of the former.

4. PWP Regional Programme

- 4.1. The progress in implementing the regional program is generally slow. MCWC and NAWC are better in technical and physical progress than CIWC and SRWC.
- 4.2. Implementation of the “livelihood improvement component” is generally weak due to weak expertise in livelihoods and delayed social mobilization.
- 4.3. The implementation of the gender component is very weak. Generally, women’s participation in the Project has been limited due to cultural inhibition or difficulties in hiring female social organizers.
- 4.4. The SRWC is lagging behind mainly due to weak site team and its weak capacity in involving and convincing local communities.
- 4.5. PWP has supported the crane breeding program of NWFP. An independent SRWC base crane breeding initiative will be difficult to accomplish.
- 4.6. The CIWC is unmanageable due to vastness and long distances and needs drastic reorganization for its effective management for achieving the results.
- 4.7. NAWC team is disadvantaged in terms of interaction with the local communities and is thinly spread in terms of work due to additional responsibility of providing input to the national survey program outside NAWC
- 4.8. MCWC helped the coastal communities meet the challenge of 2006 flood.

5. Ownership and Sustainability of PWP

- 5.1. The participation in and ownership of PWP by the key organizations, including the wildlife, fisheries and irrigation agencies vary. Comparatively, it is better in NWFP followed by AJK and Sindh and is lacking largely in Punjab and Balochistan.
- 5.2. Sustainability of the wetland program is a great challenge as it depends on ownership, involvement, institutional capacities of the agencies responsible for management of wetland resources and on the financial resources. Most of these elements are weak so far.

6. PWP Governance

- 6.1.** PSC is the only forum (Technical Committee is not operational) so far for interaction of provincial wildlife departments but it meets only once a year. This interaction has been grossly inadequate for involvement of the provincial wildlife departments in decision making, progress review and work planning.
- 6.2.** PMC is active and playing a very important role in handling operational issues and taking forward implementation.
- 6.3.** A formal WCCC has been notified for NAWC so far. Informal committees exist in MCWC and SRWC. None of these committees are functional for performing the envisaged mandate.

7. PWP Management

The NPM/ CTA and the team of professionals and support staff are competent and motivated. However, the internal dynamics of the team in terms of shared understanding of the project and its implementation as a team are weak.

- 7.1.** PWP aims at community involvement in wetland management. But the offices of the site teams of CIWC and NAWC are located far away from the sites and communities.
- 7.2.** Interaction with the IGF Office and Provincial Offices, especially Punjab and Balochistan is weak. However, NCCW is fully on board in implementation of PWP but has not been overseeing implementation of the project so far. There is also a perception of low government projection viz-a-viz WWF-P.
- 7.3.** A central pool of equipment i.e. TREC established is being maintained and operated well by PWP.
- 7.4.** Gender has not received the desired focus and attention.
- 7.5.** The modality of implementation at the regional level as described in the Project Brief is reproduced in Box- 2. The two important elements of this are participatory planning and management through VCCs and WCCCs, and government agencies' ownership of PWP for sustainability. The status of both of these elements is weak so far. The linkages of PWP at the regional level with the agencies, especially other than the wildlife department are weak.

8. M&E

- 10.** Monitoring of the project is limited mainly to progress reporting (which are of good quality) and over sight by the "Support Group" created by WWF-P. In the absence of the M&E expert the NPM/ CTA had to devote time for preparation of Quarterly and Annual Progress Reports of PWP himself. The other aspects of M&E work, especially the focus on big picture, quality of sub-outputs and outputs, outcomes, impacts, and lessons learned are not getting the needed attention.

9. Financial planning

- 9.1.** PWP has not been able to generate additional co-funding and the arrangement of a dedicated staff for the purpose was not helpful.
- 9.2.** It will not be possible to complete the project at the planned level within the remaining funds.
- 9.3.** The committed contribution by WWF International Network (US\$ 1,200,000) and PPAF/Others (US\$ 2,066,650) is not funding the specifically planned activities of PWP. Financial planning and accounting of the co-funding by WWF network and PPAF is complicated
- 9.4.** The contribution of Pakistan Poverty Alleviation Fund (PPAF) is limited to SRWC.
- 9.5.** The VCCs' expected savings may not materialise at the expected level. The 25% limit of contribution by the user-groups for any community development or wetland conservation initiative is high.
- 9.6.** The planned financial advisory sub-committee of the PSC to establish mechanisms for long-term financial sustainability of the PWP has not been set up.
- 9.7.** The revision of complete project budget to reflect the overall deficit, as agreed in the 12th Meeting of PMC held on 19 August 2008, has not yet been under taken.
- 9.8.** The cumulative expenditure on administration (55%) up to the end of 2008 is higher than the expenditure for the program (45%) for that period. However, the ratio of the expenditure on administration is decreasing.

10. PWP Duration and Extension

- 10.1.** The project implementation began in August 2005. Its duration is 7 years. Initial 8 months from May 2008 were spent in signing of Agreements and MoUs, release of first tranche of funds, hiring of NPM/CTA and some other staff, and procurement of vehicles and equipment. The devastating earthquake October, 2005 also affected early mobilization in terms of procurement of vehicles and hiring of staff.
- 10.2.** Generally, PWP implementation has been slow in 2006 and 2007 due to team and other mobilization problems. Therefore, one year extension in its duration is justified.

Summary of Recommendations

The summary of recommendations is as under:

Rec- 1. PWP Overall

- (1) MTR recommends extension of one year in the Project duration for completion of certain components with retention of relevant staff only to allow safe exit.
- (2) Exit strategy is required two years in advance of the completion of the project
- (3) NCCW and the provincial departments should start developing their PC-1s for arranging funds for sustainability of Project results and for scaling up- or replication of successful approaches and the demonstrated model of sustainable management of wetland complexes. PWP should help the NCCW and the provincial departments in working out the requirements in this regard and in developing the PC-1s.

Rec- 2. PWP Design

- (1) Reduce the number of wetlands to be surveyed significantly and cover those speedily initially and repeat, for comparison, surveys in the last two years of PWP of those wetlands earlier surveyed up to Yr. 3.
- (2) Scale down the activities of reintroduction of hog deer and gavia in the wetlands of CIWC and of marsh crocodile in the wetlands of MCWC to feasibility studies, development of guidelines and training of staff.

Rec- 3. PWP National Programme

- (1) PWP management has now reduced the survey target to 100 wetlands, which too appears ambitious, considering the past performance and the need to repeat the earlier surveys before the end of the Project to assess the impact of the interventions of the Project on the demonstration complexes.
- (2) Full participation and institutional strengthening of the NCCW and of the provincial/NAs wildlife departments is essentially required for sustainability.
- (3) WWF-P may take responsibility of generating funds based on Project management for additional co-funding and post project sustainability, as to be worked out by the project management.
- (4) WWF-P as the outsourced agency for the GIS component should expedite setting up the GIS nodes in each of the provincial wildlife departments

Rec- 4. PWP Regional Programme

- (1) Management planning processes of wetland complexes and establishment of conservancies was to be started sooner than later.
- (2) It would help in effective management of NAWC if Karambar valley is added to NAWC. This is more important than the other conservation work being undertaken.
- (3) Chitral Town is appropriate for the site office of the NAWC if the desired level of community interaction and economy in costs are to be ensured.
- (4) The only wetland in NAs outside NAWC which may continue to receive attention of PWP management maybe Deosai NP.
- (5) The re-introduction of gavial and hog deer may be scaled down to feasibility study, development of guidelines and training of wildlife staff.

Rec- 5. Ownership and Sustainability of PWP

- (1) PWP briefings of the Project periodically to the partner agencies, at their headquarters are recommended to bring them on board and ensuring their full participation.
- (2) PWP needs to strengthen NCCW and provincial wildlife departments for sustainability. This may include developing PC-I schemes

Rec- 6. PWP Governance

- (1) PSC may meet twice in a year and for longer time.
- (2) The Heads of provincial wildlife departments may be included in the membership of PMC. The frequency of its meetings may also be increased.
- (3) WCCCs may be notified sooner than later.

Rec- 7. PWP Management

- (1) The positions of NPM and CTA are bifurcated and the present incumbent may continue as CTA. The NPM position may be filled by the Conservator of Wildlife, NCCW for enhancing government ownership, participation and sustainability of the program.
- (2) The Regional Coordinator is over stretched. The National Manager may share his work load of supervising and guiding the four regional teams spread through out the length of the country i.e. from the most northern part of NWFP NAWC) to the most south western part of Balochistan (MCWC). The NPM/CTA's supervision and guidance to field teams is constrained by his work load and requirement of security clearance, being foreigner. The National Manager will have some

respite due to low work level of the awareness and training components, which he is supervising.

The demand of the components of policy and GIS, outsourced to IUCN and WWF-P respectively, on the time of the National Manager is not much. Thus, he could manage the supervision and guidance of NAWC and SRWC which is closest to Islamabad and is far behind the others in progress, in which case the Regional Manager could be relocated at Sukkur or Karachi to supervise CIWC and MCWC.

- (3) Major focus and attention of PMU, post MTR, should be on the support to the four demonstration wetland complexes to help the regional teams evolve replicable models for sustainable management of wetlands.
- (4) Regional Programme Directors (one each for MCWC, SRWC and three for CIWC –one each of Punjab, NWFP and Sindh – and one of NAs for Karambar wetland and Karambar valley) are notified at the earliest possible time.
- (5) The large size of CIWC needs to be right sized and its management needs to be adjusted by:
 - (a) transferring the area of CIWC upstream of Bhakkar spaced as D.I.Khan bridge to SRWC;
 - (b) relocating the existing site office from Rahim Yar Khan to Kot Addu/Taunsa; and
 - (c) establishing a new site office at Sakhar for the Guddu/ spaced as Sakhar stretch of the Indus river.
- (6) Quarterly joint meetings of all relevant project staff and partner departments are recommended for progress review, work planning and team building.
- (7) An experienced wetland expert may be placed in the office of the Director Deosai National Park at Skardu to support him in planning and management of wetlands of Deosai National Park, conducting surveys, and collecting data and information.
- (8) Rethinking is required about the role of the PWP staff located at Gilgit. The major role is to support the Conservator of Forests, Northern Areas, bring the NA Forest Department on board regarding PWP, support the proposed inclusion of Karambar Valley in NAWC as well as to support KIU in introducing and teaching the wetland courses.
- (9) Natural-resources-based livelihoods, linked with the conservation and sustainable use of species, require emphasis and focus in community-based planning and management of wetlands. Concluding the livelihood activities within the Project period for the experience of success or failure is important, rather than getting inconclusive results.
- (10) Livelihood experts are hired for rapid assessment of the potential of alternate sustainable livelihoods of communities in the four wetland complexes, developing

the strategy and action plan for their introduction or improvement and for providing technical support to communities in implementation.

Rec- 8. Financial planning

- (1) Budget is revised for the remaining period of PWP in the light of the revised program based on the MTR recommendations.
- (2) Specific budget needs are worked out and discussed with donors' additional co-financing by WWF-P and PWP jointly.
- (3) In case of additional funding the total budget should remain at US \$ 11.792 million while the amounts attributed to the PPAF and others on the cover page of the Project Document should be reduced.
- (4) Multiple options will need to be exercised for coping with the situation of financial deficit.

Rec- 9. Monitoring & evaluation

- (1) A revised M& E Framework is developed for PWP including the indicators of impact for future M&E program
- (2) Milestones are identified for each sub-output for M&E purposes.
- (3) An M&E expert is hired by PWP

Rec- 10. Revision of PWP Document

11. MTR recommends thorough revision of the Project including program, management and budget in the light of the MTR Report

Lessons Learned

Some of the lessons learned by the Mission during MTR are as under:

- (1) Financial contribution to the project from the relevant governments is crucial for ensuring full participation and ownership of wetland management agencies and post project sustainability of donor funded programs or projects.
- (2) Participation of the key stakeholder organizations and local communities is crucial for the success and sustainability of the wetland program, which is not possible without financial support from the project, if government cannot provide funds early in the remaining period of the PWP.
- (3) Major focus of the Project should have been on wetland complexes where as it is on creating enabling environment, which is a long term goal.
- (4) The hiring of a professional fundraiser did not succeed in generating funds for PWP.

2. INTRODUCTION

12. Pakistan has more than 225 significant wetlands covering an estimated 780,000 ha. 19 of these are the “Ramsar Sites” recognized by the Ramsar Convention Bureau. These include the freshwater and marine wetlands. But these were not being managed. As a result, these were degrading due to overexploitation of wetland resources, threats to the wetland species and habitats as well as the lack of awareness, and planning and management of wetlands. The enabling environment in terms of wetland policy, legal and institutional framework and capacities is also lacking or weak at best.
13. The “Protection and Management of Pakistan Wetlands Project” (PWP) was developed by WWF-P during a PDF-B project formulation phase (2001-2003). It was coordinated by UNDP during development phase and UNDP continues its coordination during implementation of the full project. The project implementation began in August 2005 with slow start.

Pakistan Wetlands Project

14. The full description of the program is given in the Project Document. Briefly, the Protection and Management of Pakistan Wetlands Project aims to promote the sustainable conservation of freshwater and marine wetlands and their associated globally important biodiversity in Pakistan. The Project strategy is based on two sub-sets of objectives. The first provides the required policy, institutional, technical and financial framework and generate positive public support essential for the mainstreaming of wetlands conservation. The second involves the design and implementation of progressive, participatory management plans for four independent Demonstration Complexes, each chosen to be representative of a broad eco-region in Pakistan. It includes specific mechanisms to secure financial sustainability and enhanced replication and proliferation of viable wetlands management interventions in a nation-wide, on-going wetlands conservation initiative.
15. The Pakistan Wetland Programme (PWP) is funded by UNDP, Global Environment Facility (GEF), with co-funding from UNDP, RNE, WWF Network and Pakistan Poverty Alleviation Fund. PWP includes a national-level program aimed at creating an enabling environment for conservation of wetlands in the country and a regional program aimed at establishing wetland conservation and sustainable use in four demonstration wetland complexes. Ministry of Environment (MoE) is the Executing Agency. WWF-Pakistan is assisting in the delivery of the project. Inspector General of Forests (IGF) is the National Project Director (NDP) of PWP. National Council for the Conservation of Wildlife (NCCW) helps him in supervising the project. A Project Steering Committee (PSC), chaired by the Secretary of MoE provides overall direction and supervises implementation.
16. PWP includes a national program of 6 outputs (outputs 1-6) and a regional program consisting of 4 outputs (outputs 7-10). The focus of the former is creating enabling

environment and the latter targets four demonstration wetland complexes. The outputs of the two programs are:

National Programme:

1. Sustainable institutions are established to provide national level coordination for the conservation of wetlands biodiversity.
2. Planning and land-use decision-making of wetlands conservation agencies at all levels is enhanced
3. A National Wetlands Conservation Strategy (NWCS) is developed, officially adopted and implemented
4. Technical competence of government agencies and CBO conservation staff is enhanced through comprehensive training and capacity building program
5. A nation-wide wetlands awareness campaign is designed and implemented.
6. Elements of long-term sustainability of wetlands conservation initiatives are developed and adopted

Regional Programme:

7. Wetlands biodiversity is sustainably conserved in the Makran Coastal Wetlands Complex (MCWC) by designing and implementing a comprehensive Management Plan.
8. Wetlands biodiversity is sustainably conserved in the Central Indus Wetlands Complex (CIWC) by designing and implementing a comprehensive Management Plan.
9. Wetlands biodiversity is sustainably conserved in the Salt Range Wetlands Complex (SRWC) by designing and implementing a comprehensive Management Plan.
10. Wetlands biodiversity is sustainably conserved in the Northern Alpine Wetlands Complex (NAWC) by designing and implementing a comprehensive Management Plan.

Programme Start and its Duration

17. The seven year Pakistan Wetlands Project (PWP) was developed by WWF-P with GEF-PDF (B) funding during 2001-2003. PWP was approved by GEF Council to contribute in evolving and putting in place a system of sustainable management of wetlands in the Pakistan including the enabling environment and the best practices of wetland management. This was inked in April 2005 with signing of Agreement/ MOU by UNDP and Ministry of Environment, Government of Pakistan (GoP), RNE, UNDP, WWF International and Pakistan Poverty Alleviation Fund contributing the co-funding. It took a while to sign the follow up Agreements/ MOUs between UNDP and WWF-P, GoP and WWF-P, RNE and WWF-P, PPAF and WWF-P; and in release of first tranche of budget. The Interim NPM/CTA joined in August 2005.

18. The devastating earth quake of October 2005 affected the procurement of transport for the project by UNDP as the vehicles initially procured for the PWP had to be diverted for use in the earth quake relief work and new procurement came through in 2006. The earth quake also affected the recruitment and retention of the project staff due to limited pool of relevant expertise in Pakistan and higher salary packages offered by the agencies involved in the relief work. However, it became fully functional in early 2006 after initial snags and delays i.e. after about 8 months of its signing.
19. The envisioned duration of the Project is 7 years according to the Agreement/ MOU by UNDP and Ministry of Environment, Government of Pakistan (GoP)

Mid Term Review

Purpose

20. The Monitoring and Evaluation (M&E) policy at the Programme level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iv) to document, provide feedback on, and disseminate lessons learned.
21. MTR is intended to identify potential Programme design and implementation problems, assess progress towards the achievement of planned objectives and outputs, including the generation of global environmental benefits, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP programs including GEF co-financed programs), and to make recommendations regarding specific actions that might be taken to improve Programme implementation and the sustainability of impacts, including recommendations about replication and exit strategies.
22. The Mid-term Review (MTR) is also expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from regular Programme monitoring.
23. The MTR, thus, provides a valuable opportunity to assess early signs of ultimate Programme success or failure and prompt necessary adjustments in Programme design and management. UNDP also views the midterm evaluation as an important opportunity to provide donors, government and Programme partners with an independent assessment of the status, relevance and performance of the Programme with reference to the Programme.
24. MTR has highlighted the Project's achievements, accomplishment of goals and effectiveness in meeting objectives. The review recommends adjustment and rescheduling of activities to accommodate exogenous, unexpected or new factors.
25. The MTR Mission, in consultation with all key stakeholders has critically examined the program objectives and arrangements for its execution and implementation by:

- Assessing and reporting an account of the progress achieved to date towards the production of Programme outputs, emergent achievements of the programs stated objectives and its contribution for achieving the national objectives set by the Ministry of Environment and corporate objectives of UNDP, GEF, RNE and WWF;
- Identifying and analyzing major technical, management and operational issues and impediments encountered in Programme implementation;
- Assessing the monitoring and evaluation system in place;
- Formulating a set of specific recommendations for actions necessary to ensure resolution of the issues and impediments identified so that the Programme has a greater prospect of achieving its objectives.

Key Issues Addressed

26. The key issues addressed in the MTR include PWP's big picture, design, National Programme, Regional Programme including the wetland complexes (MCWC, CIWC, SRWC and NAWC), ownership and sustainability, governance, management, financial planning and M&E.

Methodology

27. The evaluation is based on an analysis of various documents and consultations with key stakeholders. The key documents reviewed include: Country Programme Action Plan, GEF operational strategy, Programme document, Memorandum(s) of Understanding (MOUs), Programme Cooperation Agreement, Agreements for sub-contract(s), UNDP guidelines for monitoring and evaluation studies conducted for the Programme, progress reports related to the Programme, Annual Work Plan 2008, budget and financial reports and agreements. The mission also visited to the three demonstration complexes, the fourth i.e. NAWC was inaccessible due to snow, and interviewed key beneficiaries, including the local communities and government officials of line departments.

28. Having reviewed all the key Project documents and holding consultations with key personnel in the public sector agencies, communities, NGOs and other stakeholders (Annex-3), the mission critically reviewed and assessed the progress of implementation in the following:

- Creation of enabling environment for conservation of natural resources in general and wetlands in particular by assessing progress in components 1–6 of the Project including the quality of processes and products.
- Social mobilization for conservation and establishing regular community structures such as VOs, WOs and WGs
- Establishment of conservancies
- Management planning of conservancies

- Alternative sustainable livelihoods
- Institutionally and financially sustaining the achievements after the expiry of the projects
- Awareness and education
- Field demonstration approaches and initiatives
- Monitoring and evaluation
- Involvement and ownership of public sector agencies, communities, NGOs and other stakeholders
- Sharing of experiences between PWP and other relevant conservation projects, especially the current GEF funded projects.

Structure

The structure of MTR is summarized as under:

- I. Review of Project documents
- II. Meetings (Annex-3)
 - Meetings with the partner government agencies, in particular NPD/ IGF and DIGFs in the ministry of Environment (MoE), Conservator of Wildlife, NCCW (federal focal organization) and the heads of the provincial/NAs/ AJK wildlife Departments
 - Meetings with the staff of the implementing agencies (WWF-P) and PWP
 - Meeting with UNDP, PPAF and WWF as the funding and co-funding agencies
 - Meeting with the staff of GIS Lab. of WWF-P and IUCN-P who are implementing the out sourced components of GIS based wetland data management and development of the National Wetland Policy
- III. Visits to facilities and wetland complexes
 - GIS Labs of WWF-P and NCCW
 - Pakistan Museum of Natural History (PMNH), which is involved in wetland studies, especially the bio-ecological parameters of wetlands
 - Wetland complexes (SRWC, CIWC and MCWC), the visit to NAWC could not be arranged.
 - Meetings with and interviews of the stakeholders of the wetland complexes (Annex-3).
- IV. Analysis of Information
- V. Interim joint feedback to key stakeholders by RNE Evaluator (Wim Geisen)
- VI. Preparation and submission of the Draft MTR Report
- VII. Briefing to the WWF-P, PWP, UNDP (expected)

VIII. Final Report

29. Earlier, PWP was evaluated internally. MTR was linked with the mid term monitoring of PWP by RNE Evaluator (Mr. Wim Geisen), decided between him, RNE and PWP. It was agreed by the UNDP Evaluator to stick to the schedule of RNE evaluator to save the PWP team from additional fatigue from MTR and explore the remaining aspects later on. The schedule of RNE Evaluator since did not include meetings with the NPD/IGF, NCCW and the provincial heads of wildlife departments, hence these meetings were held later in the process.
30. MTR has benefited a lot from working jointly with Mr. Wim Geisen who is an experienced M & E specialist. In fact the two evaluators worked as a cohesive team during the field visit and the meetings with the PWP staff and stakeholders. They shared their initial findings, conclusions and recommendations at the time of presentation of Mr. Wim Geisen to the select persons and organizations including IGF/NPD, IGF office, WWF- P, PWP and IUCN. As a result, the assessment of the progress of implementation is almost the same, the MTR report differs significantly in conclusions and recommendations.

Problems that the Programme Seeks to Address

31. The program seeks to address the problems of weak policy and institutional framework for sustainable wetland management in the country; weak competencies of staff of government agencies, NGOs and representatives from communities involved in various aspects of wetlands; lack of awareness of wetlands; lack of scientific information for planning and management of wetlands; lack of financial resources; and lack of models of sustainable management of wetlands as appropriate type of protected areas that benefits the communities

Immediate Objectives

32. The Project aims at conserving globally important biodiversity of wetlands in Pakistan without exacerbating poverty. The two inter-related Immediate Objectives are:

Immediate Objective 1: To create and maintain an enabling environment for effective and sustainable conservation of natural wetlands at federal, provincial/territorial, and local levels. Outputs 1-6 relate to this objective to enhance the capacity of government and partner agencies to implement a comprehensive *National Wetlands Management Strategy (subsequently redefined as the national Wetland Policy)*, strengthen institutional and individual capacity at the national, provincial and local levels for wetlands management, increase public awareness and understanding of wetlands and their values, and catalyse public and private measures and commitments to secure sustainability of wetlands.

Immediate Objective 2: To implement sustainable wetlands conservation at four representative sites that will serve as replicable models for subsequent nationwide wetlands conservation initiatives

33. Both objectives are ambitious for the seven year period of the project. The progress, so far, in achieving these objectives indicates that the PWP team faces big challenge ahead, and requires prioritization and focusing on critical sub outputs. Institutional strengthening and development is critical than training of individuals from so many agencies. The wetlands in the four wetland complexes should have priority over other wetlands. Repeat surveys of these in the last two years of the project are important for assessing the impact of project interventions.
34. Early completion, approval and implementation of the National Wetland Policy are critical in establishing the required institutional framework, interagency coordination and integration of wetlands' concerns in their planning and management. The National Awareness Programme has been very successful and could be downsized in the remaining period of the project. Co-funding for the project and funding for long term sustainability of the program are crucial for success, thus require enhanced and effective efforts.
35. Establishment of conservancies and their management planning has not received adequate attention. Both of these will take long time to accomplish. Change in the legal framework is prerequisite for the former and will be difficult to manage. The ultimate indicator of success of PWP is in evolving the viable, effective and demonstrable models of wetland complexes in the form of conservancies. Promotion of alternative sustainable livelihoods for the communities is critical but this is not possible to accomplish without having relevant expertise of high degree in the PWP team or in advisory capacity. Monitoring and evaluation framework of the project is limited to progress reporting and thus is very weak. The conceived indicators are not helpful and the targets are ambiguous generally. A revised M&E framework is, therefore, needed.

Project Concept and Design

Conceptual and implementation framework of PWP is reproduced in Fig 1.

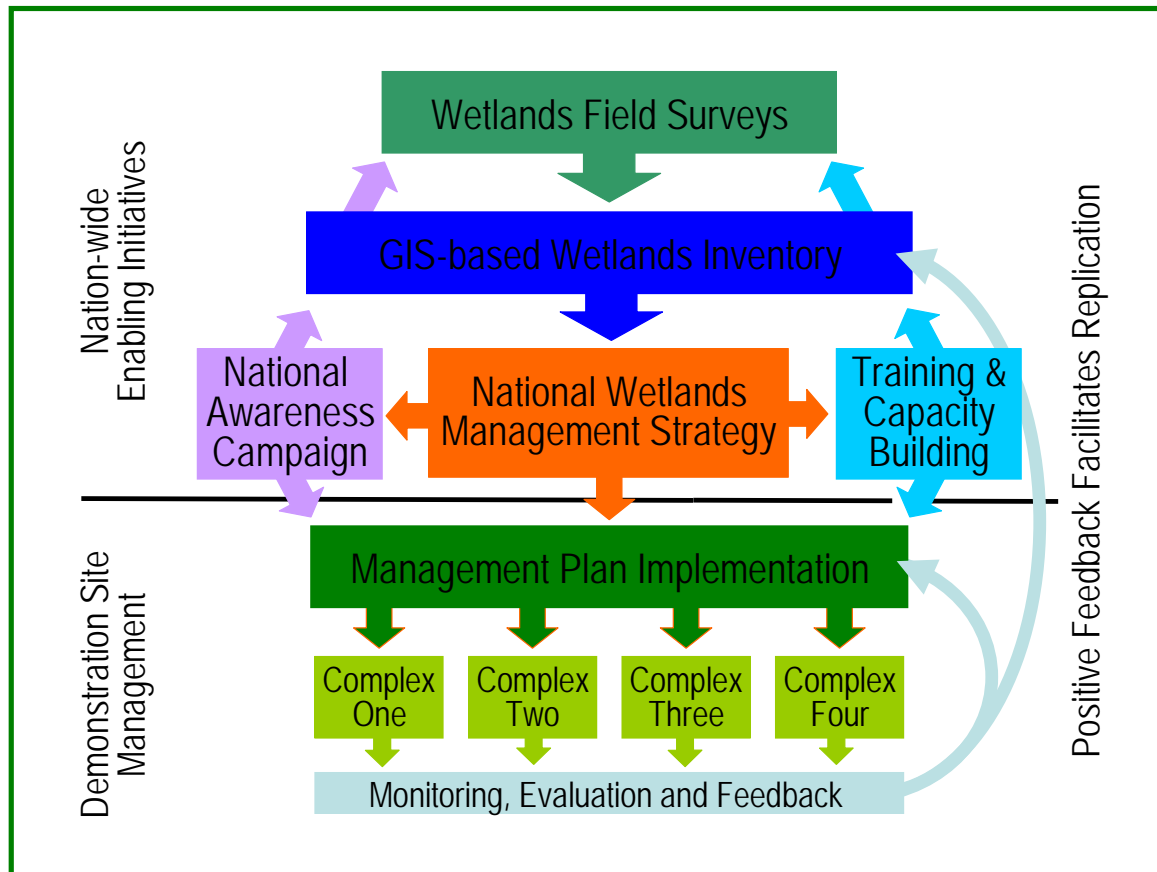


Figure 1: Conceptual and Implementation Framework of PWP

Source: Project Document

36. The above conceptual framework is clear but is deficient in two aspects i.e. establishment of conservancies and development of management plans. This may be one of the reasons that the implementation of the latter is not shown at the sub output level and the implementation of the former is planned late. These will affect timely achievement of these and evolving of demonstrable models of wetland management in the four wetland complexes.
37. The program approach is science based and participatory, and two fold. The first is to create enabling environment. The second focuses on establishment of conservancies and implementation of wetlands' management plans at four selected demonstration sites for replication.

Planned Outputs and Sub-Outputs

38. There are 10 planned outputs and 86 sub-outputs of the project. The progress achieved so far is shown in Table-1 and Table-2. The outputs 1-6 (Box 1) and their sub outputs relate to creating enabling environment by strengthening institutions, conducting wetland surveys and establishing GIS database, developing and adopting a national wetland strategy (subsequently redefined as a national wetland policy), raising awareness, training and capacity building, and securing financial resources for conservation of wetlands.
39. Outputs 7-10 and their sub outputs (Box 2) relate to four demonstration wetland complexes (Fig 2). These wetland complexes are to evolve and demonstrate sustainable management system for conservation and sustainable use of wetlands in the country with the expectation of their scaling up and replication. The focus is on developing and implementing management plans and establishment of Wetlands Conservancies for stakeholder communities to manage the wetland resources in partnership with the relevant government agencies. The communities are to be helped in social mobilization, capacity building, and development of alternate or diversified livelihoods. Finally, expansion and replication of the initiative within the general eco-region is planned.

Box 1: Creation of an enabling environment (Outputs 1-6)

Output 1 strengthens the existing wetlands conservation institutions in Pakistan. It provides for the establishment of a programme coordination and consultation mechanism in the form of a *Programme Steering Committee*, *Programme Management Committee* and *Programme Management Unit* supported by a comprehensive *Technical and Equipment Resource Centre* in order to create the institutional framework necessary for sustainable wetlands conservation. It is envisaged that these entities will evolve into a permanent government or parastatal wetlands management body by programme year five.

Output 2 aims to enhance the quality of decision-making in regional resource-use planning by improving access to and use of the baseline data for most modern scientific management of natural resource for socio-economic and ecological purposes. This will be achieved by amplifying the known information about the natural coastal and inland wetlands through enhanced, on-going field survey work and refining the existing wetlands Geographic Information System database. Working copies of this management resource will be disseminated to all Government and other key agencies engaged in wetlands conservation in Pakistan as a tool for refined decision-making and management of wetlands.

Output 3 will upgrade the existing Wetlands Action Plan to the level of a National Wetlands Conservation Strategy that is appropriately aligned with world norms and expectations but politically pragmatic in terms of Pakistan's ongoing initiative to devolve administrative power to the district and *tehsil* level. Special attention will be given to both securing the long-term user rights of access of rural people to wetlands resources and the establishment of sustainable commercially viable resource use regimes. The document will both integrate wetlands management issues into policy-making across various sectors and ensure the mainstreaming of wetlands management in the development planning process.

Output 4 will address the dire need for training to enhance human capacity and skill levels in wetlands management by government and private sector personnel in Pakistan, ranging from survey work to the implementation of community-based conservation measures. In addition to the technical aspects of wetlands conservation, the training will build capacity within the current decentralized administrative set-up and among local communities. The creation of a cadre of trained junior and senior professional wetlands managers in Pakistan is expected to have a direct positive impact on the sustainability of long-term wetlands management in the country.

Output 5 will substantially improve awareness of the need for wetlands conservation at all levels in Pakistani society by shifting public opinion in favour of proactive conservation of resources, such as wetlands. This will be done by implementing a broad-based, nation-wide wetlands awareness and advocacy campaign. Together with the political measures for decentralized environmental management, introduced in 2002, this will enable local government and communities to collaborate to sustainably manage natural resources at the site level. It is anticipated that this will also lead to enhanced financial investment in wetlands conservation measures.

Output 6 specifically addresses the question of long-term sustainability of wetlands conservation measures. It provides for individual financial assessments to be made for each distinct conservation initiative that emanates from the Programme. Where-ever possible, plans will be implemented for such conservation measures to be self-liquidating in order to reduce the financial burden on the state. In the case of conservation interventions that prove incapable of self-liquidation, a concerted effort will be made to secure long-term national or international donor support.

Box 2: Implementation of participatory wetlands management (Outputs 7-10)

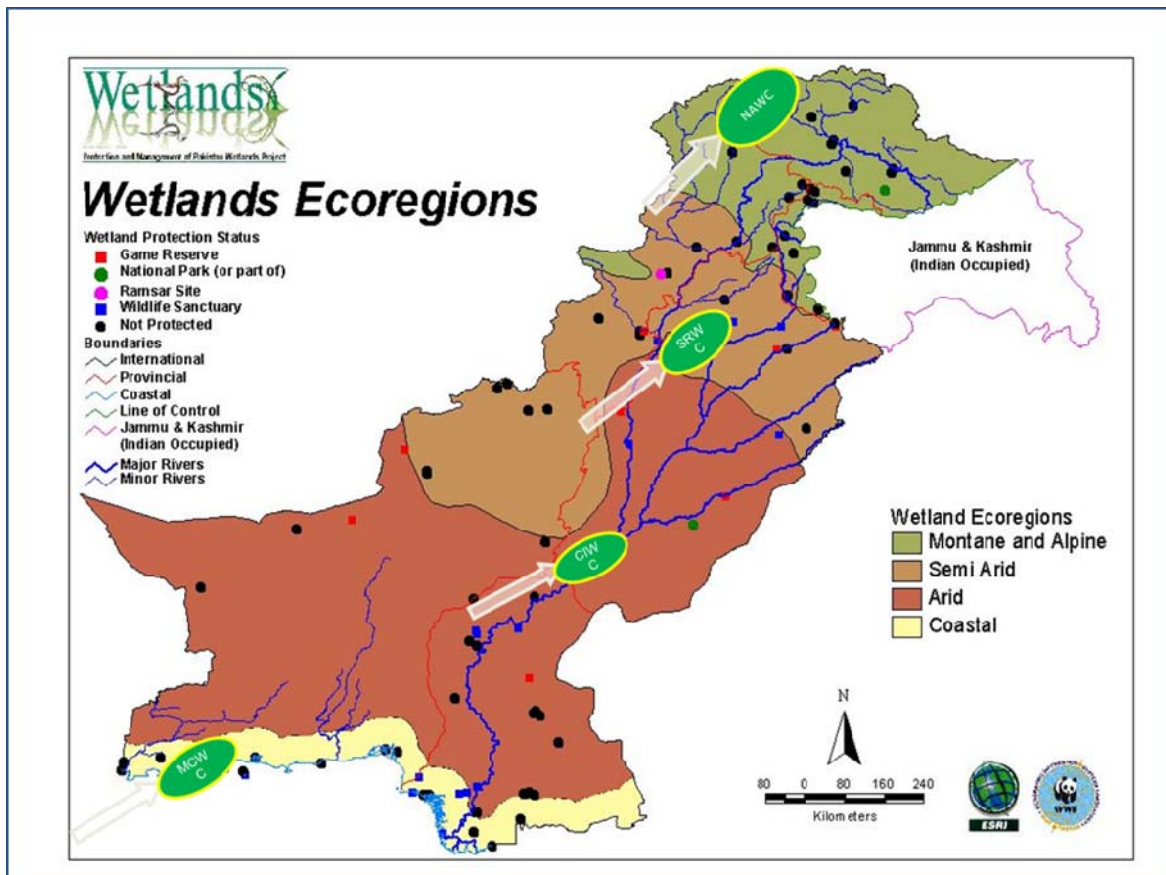
Output 7-10. Implementation of participatory wetlands management at four demonstration sites:

In response to the need to generate practical, replicable examples of viable wetlands conservation practice in Pakistan, four demonstration sites, each generally typical of a broader wetlands eco-region, have been selected for development. These four sites were chosen after an exhaustive consultative process and are each representative of a broad eco-region of Pakistan:

- I. Makran Coastal Wetlands Complex (MCWC);
- II. Central Indus Wetlands Complex (CIWC);
- III. Salt Range Wetlands Complex (SRWC); and
- IV. North-west Alpine Wetlands Complex (NAWC)

The establishment of conservancies, development and implementation of management plans, formation and strengthening of local institutions and the government agencies, as well as the introduction of alternate income generation ventures are envisioned to sustainably manage the wetland complexes.

Figure 2: Location of Wetland Complexes



Source: Pakitan Wetlands Project

Main stakeholders

40. The main stakeholders of PWP are of two types (1) with stake in all wetlands in the country, province or territory and (2) with stake in four wetland complexes. The former category needs broad treatment in terms of involvement, awareness, information sharing, training of staff, guidelines, coordination and collaboration Whereas the agencies and stakeholders of wetland complexes need intensive interaction and support site specific information, social organization, competency development of staff, institutional strengthening, management planning, integrating planning and management, alternative livelihood generation, estimating financial requirements and generating funds for financial sustainability.
41. PWP has an impressive record of signing 24 co operative instruments i.e. “Agreements, MOUs and Letters of Cooperation between PWP and stake holder organizations”.
42. The most important organisations in the context of this Project (participation, capacity building, communication, networking, survey and research, planning, management and monitoring for conservation of wetlands in Pakistan are:

Federal Level

- a) **Policy and Planning:** NCCW headed by the IGF (MOE), needs capacity building to supervise Project implementation in PY 6 -7
- b) **Planning and management:**
 - i. WAPDA needs capacity building environment assessment (SEA and EIA) and planning and management of reservoirs of mega and medium size dams under its management. Project’s role to be confined to catalysing and facilitating this process by working with the Environment Cell of WAPDA and arranging customised short training for the planners and engineers.
 - ii. Maine Fisheries Department, Karachi Port Trust, Port Qasim Authority. These organisations need capacity building in planning and management of coastal wetlands being managed by them. The “Indus for All Project” can perhaps cater for this need.
 - iii. Karachi Port Trust (manages mangroves and other coastal wetlands around Karachi Seaport)
 - iv. Port Qasim Authority (manages mangroves and other coastal wetlands in the creeks around the sea port)
 - v. Gawadar Port Authority
- c) **Research, Education and Training:** Zoological Survey Department, Pakistan Natural History Museum, Marine Centre of Excellence/ Karachi University, Pakistan Forest

Institute. These organisations need capacity building through participation in surveys and other studies conducted by PWP and by outsourcing studies to them.

Provincial

43. Separate Wildlife Departments and Forest Departments (Sindh, Punjab, NWFP, AJK), joint Forest & Wildlife Departments (Balochistan, Northern Areas), Fisheries Departments, Irrigation Departments, Small Dams Organisations and Agency for Barani Area Development (ABAD) in the relevant provinces. All these organisations are critical for the sustainability of wetlands in the demonstration wetland complexes and outside of these. Hence, these need to be targeted in the remaining period of the Project by arranging customised as well as joint training getting all these agencies in wetland planning and management trainings in the wetland complex situations for their support in development of broad guidelines and/or management plans of these complexes besides developing the planning and management skills of the participants for effectively fulfilling their current and future roles.

Local Level

- i. The local communities having de-jure or de-facto ownership or usufruct rights and presently using the wetland resources.
 - ii. Local governments
 - iii. Wetland Complexes –
44. WCCCs, VCCs need capacities to link with and play their effective roles in planning and management of wetlands in the wetland complexes. It will not be possible to remove the threats, and improve and maintain the status of wetlands in the complexes over a long period without imparting planning, management and monitoring skills to WCCCs and VCCs. The former will not be able to guide the management planning and implementation processes expected from these, if they lack such capacities

Expected Results

A. By Mid Term

1. Significant progress is made in establishing the enabling environment ((awareness, training and capacity building, wetland policy, survey and GIS database, institutional framework and financial sustainability) for wetland conservation in the country and the selected wetland complexes; and
2. Progress in social mobilization and promoting alternate livelihoods of local communities; and notifying the conservancies and their management planning.

B. By End of Project

1. A permanent Committee of NCCW (in its role of Ministerial Council) is established and functioning to provide national level coordination for wetlands; a permanent Conservancy Committee is established for each of the wetland complexes and is functioning; and the VCCs and the Women Groups formed by PWP are sustainable ;
2. Wetlands' scientific information, decision support systems and Wetlands GIS Database with nodes in each of the provinces, AJK, NAs are functional to help plan and manage;
3. A National Wetlands Conservation Policy is developed, officially adopted and is under implementation to support wetland conservation;
4. The key national, provincial and local wetland agencies are strengthened to manage the wetland resources sustainably;
5. Wetlands awareness is enhanced nationally, especially in the wetland complexes;
6. Mechanisms of long-term financial sustainability of wetlands conservation initiatives are developed, adopted and are being operated effectively;
7. MCWC, CIWC, SRWC and NAWC are transformed into Conservancies, and their management plans are developed and are under implementation.

3. FINDINGS AND CONCLUSIONS

45. MTR's assessment of the progress of implementation is that it is on track though its implementation is slow than planned and that it faces multiple challenges to achieve its objectives. Most of the outputs have been implemented according to work plans but the work planning lags behind the timeframe in which the implementation progress of outputs and sub outputs is required to complete the project.
46. The Project team is in place, competent and motivated. The Communication team has succeeded in creating awareness of the importance of wetlands and of the need to conserve the same. There is strong scientific content in wetland surveys and studies. The range, content and quality of the trainings conducted is impressive. GIS Lab. and data base has been established at the NCCW. Significant progress has been made in the Makran Coastal Wetland Complex (MCWC) and Northern Alpine Wetland Complex (NAWC).
47. However, there is little progress on Output 6 "Financial Sustainability" and "Monitoring and Evaluation" framework is quite inadequate. Re-alignment and adjustment of the program and budget are required for the remaining period. One year extension in PWP duration is justified for select outputs only and may be considered in case of assured additional co-funding.

Programme Formulation

48. PWP is all encompassing and right size as a program of longer duration but is over ambitious as a project of seven years. Many of the targets are not specified precisely. This open ended design has both merits and demerits the former in the sense that the implementation capacities acquired or created during the early period of Project implementation could only be guessed at the time of developing the Project and realistic targets can be decided during implementation. But disadvantage is felt at the time of evaluation of the Project in the absence of concrete targets and in assessing if the progress is commensurate with the level of resources and other inputs used and whether more could have been done.
49. The geographical and thematic spread of the Project is vast. In particular, in case of national level components of surveys of wetlands, training and capacity building, communications and awareness raising; and the regional component of demonstration wetland complexes, which covers the full length of the country from the Broghil Valley in northern most part of NWFP to Jiwani located at the farthest south western corner of Balochistan.
50. GoP or the provincial/AJK/ NAs governments are not expected to contribute in cash or even in kind explicitly. Ideally, the counterpart funding by governments should have supported the major financial needs of the NCCW and the wildlife/ fisheries departments for their effective participation in and ownership of the project for filling in the budgetary gap in their strengthening, as is being practiced in the on-going GEF/WB funded PAMP but this option is not used in PWP. As a result, the participation and institutional strengthening of these key wetland management agencies remain weak.
51. Training of individuals for development of competency is provided in the Project Brief but institutional strengthening of the provincial wetland management agencies and NCCW is not included except for setting up the GIS Laboratory in the NCCW and its nodes in one of the agencies in each of the provinces, AJK and NAs.
52. Monitoring & Evaluation support is not provided in the final project document.
53. Generally, the targets are vague and framed in the context of a long term wetland program, rather for a project, and are difficult to monitor. Some of the targets are not explicit and the supporting sub-outputs are not included. Development of management plans of wetland complexes and designating the same as conservancies are the specific examples. Sub-Outputs of development of management plans of conservancies are not included under Outputs 7, 8, 9 and 10. It is, perhaps, for this reason that these targets, in particular development of management plans were not seen on the radar of both national program and regional program staff.
54. Establishment of conservancies is planned late in time frame. This will impact on the timeframe of development of management plans. There are gaps in Sub-Outputs under Outputs 7, 8, 9 and 10 in the context of generating the required information and taking forward the processes of establishment of conservancies and management planning.

55. The designation of Regional Programme Directors is also planned late in time frame. This has affected the participation and ownership of the provincial wildlife departments and other key government agencies.
56. The assumption in the Project Brief that the decentralized system of governance, introduced under the provincial Local; Government Ordinances of 2001, will take over the management of wetlands did not come true as it remained within the domain of provincial governments generally.

Implementation Approach

57. The key implementation approaches include:

- Improving and strengthening institutional framework.
- Participatory planning and implementation leading to ownership of government agencies, communities and other stakeholders.
- Demonstration of best practices including setting-up conservancies, their management planning and implementation.
- Awareness raising and social mobilization of and economic incentives for communities through promotion of alternate sustainable livelihoods to motivate them for conservation of wetlands.
- Scientific input in surveys, planning and management of wetland resources for ecological sustainability.
- Filling in wetland policy gap.
- Generating financial resources for financial sustainability.

Country Ownership / Leadership

58. The main responsibility for wetland conservation is of the public sector, discharged through the relevant government agencies responsible for this mandate. Therefore their ownership of PWP and role in it are important for achieving the objectives. Generally this is weak due to multiple factors including lack of investment by governments, varying levels of participation of government agencies and interaction gap, especially at the provincial level.

Ownership and Sustainability of PWP

59. The participation in and ownership of PWP by the key organizations, including the wildlife, fisheries and irrigation agencies vary. Comparatively, it is better in NWFP followed by AJK and Sindh and is lacking largely in Punjab and Balochistan. They are not involved fully in planning the implementation of the project. Quarterly progress and financial reports are not shared with them. The wildlife departments feel that their

presence in the annual PSC meetings (in which Annual Progress Report of the year and the Work Plan for the next year are presented for approval) is not enough and they cannot express their views and opinions in a large gathering in a short period of time. Some of them said that they did not receive briefings from PWP staff at the start of the project or later on.

60. At this stage, sustainability of the wetland program appears to be a great challenge as it depends on ownership, involvement, institutional capacities of the agencies responsible for management of wetland resources and on the financial resources. Most of these elements are weak so far. The lack of financial resources with these agencies also impedes their staff to participate fully at the relevant levels in the activities of the project e.g. the Conservator of Wildlife, NCCW does not have the same resources and incentive as the NPM/ CTA and similarly the DFO(s) wildlife of a wetland complex does not have the same resources and incentives as the project's Site Manager of that complex. Obviously, they cannot participate fully unless supported by the project.

Stakeholder Participation

61. PWP has involved a wide range of stakeholders including teachers, students, politicians, policy makers, planners and general public in awareness raising activities. Scientific organizations including the Pakistan Museum of Natural History (PMNH) and individual experts have been involved in wetland surveys. The Higher Education Commission and four universities are partners in introducing wetland courses. A wide range of institutions have benefitted from competency development of their staff by the training program of PWP. The participation of military and paramilitary, educational institutions, media and research institutions has been exemplary. A large number of institutions participated in the meeting and consultation workshops on the National Wetland Policy.
62. The MTR Mission assessed participation of key government agencies in Outputs and Sub- outputs of PWP comprehensively. These agencies include IGF/NPD office, NCCW, provincial Wildlife departments. Their participation in PWP varies from good (NCCW) to fair (IGF/NPD, NWFP and AJK) to weak (Punjab, Sindh, NAs) and lacking (Balochistan). The participation of water agencies and irrigation engineers as well as fisheries departments is generally lacking in the training and wetland complex activities.

Replication Approach

63. Certain practices and experiences are noteworthy for replication. These include the potential of fund raising as a part of awareness raising campaign, conducting scientific surveys of wetlands, using GIS for wetland database for planning and management, effective management system of project equipment such as TREC and outsourcing the work of technical nature to the experienced organizations e.g. development of National Wetland Policy to IUCN and development of GIS Laboratory in NCCW (nodes in the provinces are planned) to WWF-P. However, the major planned demonstrable field

practices such as establishment of conservancies, and planning and management of the same (yet to be accomplished) will be major focus of replication in the future.

Cost-effectiveness

64. The analysis of PWP expenditure incurred up to the end of 2008 indicate that the cumulative administration cost of the project so far is 55% viz-a-viz 45% (Fig-11) program cost but the former leveled in 2007 and its ratio is decreasing since then.

UNDP Comparative Advantage

65. Advantages include UNDP's close links with governments and its capacity as an intermediary between GoP and WWF-P; credibility that encourages other donors to co-fund the project components and activities; UNDP's close oversight during implementation; and its structured procedures and working. UNDP is also in a better position to obtain security clearance of expatriates for field visits. UNDP interacts closely with other donors and GEF Implementing Agencies and is thus in a good position to facilitate sharing of information, experiences and lessons learned. PWP has reaped all these advantages during its implementation.

Linkages of the Programme

66. The key projects related specifically to conservation of biodiversity and representative PAs through community-based management focus on Pakistan's varied needs in the natural resource sector. These include:

- i. GEF Small Grants Programme with its focus on coastal districts of Sindh.
- ii. The EU supported Palas Conservation and Development Project (PCDP); and
- iii. The World Bank/GEF supported Protected Areas Management Project (PAMP) for mountain, sub-tropical thorn, freshwater, and coastal and marine ecosystems.
- iv. Conservation of Habitats and Species of Global Significance in Arid and Semi-arid Ecosystems in Balochistan;
- v. Conservation of Balochistan Junipers through Community Participation.
- vi. The UNDP/GEF supported Mountain Areas Conservancy Project (MACP) was completed in the recent past and has been scaled up to include AJK;

67. One recently completed Balochistan Water Programme funded by ADB and a water component of RNE funded Balochistan Partnerships for Sustainable Development (BPSD) being implemented by IUCN in Balochistan are also relevant. PWP interacts with these and all other relevant projects and programs as needed. NPM/CTA has provided valuable input to the Water Programme of IUCN in Balochistan.

Indicators

68. The indicators developed by PWP are not helpful in assessing the performance of the project. The outcomes expected by the mid-term are not spelled out clearly. Most of the targets are vague and mile stones are missing. As the project needs a thorough revision in the light of MTR Report, a new M&E framework with clear outcomes and impacts is needed for the project

Management Arrangements

69. United Nations Development Programme, Pakistan is the GEF Implementing Agency. The Office of the Inspector General of Forests, Federal Ministry of Environment (MOE), Government of Pakistan serves as the Executing Agency. MOE is supported by WWF-P as the Project Implementing Agency, responsible for Outputs and directly accountable to MOE.
70. IGF is expected to collaborate closely with the federal, provincial and territorial government agencies that are directly or indirectly involved in the Project. NCCW, under the overall supervision of the Inspector General of Forests (IGF) is supposed to perform the role of co-ordination of the Project assuming absolute responsibility for the achievement of the PWP's approved objectives as described in the Project document.
71. The various agreements which provide the management framework of PWP include agreement/ MOU between IGF Office (MOE) and WWF-Pakistan, the Project Cooperation Agreement (PCA) between UNDP-Pakistan and WWF-Pakistan. The overall implementation modalities are governed by UNDP's Project Cycle Operations Manual (PCOM), plus ancillary rules and procedures established for the UN System and WWF-P's standard operating procedures and staff rules as specified in the Agreements.
72. The role of NCCW, with the assistance of the Project Implementing Agency, is to co-ordinate all national components of the Project and enter into partnership agreements with the appropriate government partner agencies responsible for the implementation of the area-based initiatives in each of the four Demonstration Complexes. NCCW has not played this role so far due to multiple factors including the lack of support from PWP and its own weak capacities.

1. PWP Governance

73. PWP governance mechanism includes a Programme Steering Committee (PSC), a Project Management Committee (PMC), a Technical Committee, Academic Committee, Recruitment Committees and Bid Committees. These are discussed briefly as follows.

Programme Steering Committee (PSC)

74. A Programme Steering Committee (PSC) was established in 2006, as provided in the Project Document for supervision of the program, providing overall direction and

guidance to PWP team and coordination among the various stakeholders. The membership of the PSC included the relevant federal ministries and agencies, relevant provincial departments, PWP management, and international conservation organizations, Parastatal Organisations (National Drainage Programme, Pakistan Poverty Alleviation Fund), Non Governmental Organisations and PWP Management. However, the representatives of provincial wildlife departments are excluded from the membership

75. PSC has met regularly on almost annual basis as under:

- 1st Programme Steering Committee Meeting held on 7 February 2006
- 2nd Programme Steering Committee Meeting held on 22 February 2007
- 3rd Programme Steering Committee Meeting held on 13 November 2007
- 4th Programme Steering Committee Meeting held on 2 December 2008

76. PSC has approved the PWP's Annual Progress Reports of 2005. 2006. 2007 and 2008 and the work plans of 2006. 2007 and 2008.

77. This being the only effective forum (Technical committee is ineffective) so far for the provincial wildlife departments to get an over view of PWP and its implementation, MTR considers this frequency as low. The agreement in the 11th Meeting of the Programme Management Committee held on 28 April 2008 that two meetings of PSC in one calendar year need implementation.

78. PSC is the only forum (Technical Committee is not operational) so far for interaction of provincial wildlife departments but it meets only once a year and for a very short time. PSC is big in membership and a high forum. This does not allow discussing the administrative and operational issues of the project and voicing of concerns and suggestions fully by the participants, especially by the provincial representatives.

79. This interaction has been grossly inadequate for involvement of the provincial wildlife departments in decision making, progress review and work planning. PSC is too big and too high a forum to discuss the project management related issues and to allow voicing of concerns and suggestions fully by the participants, especially by the provincial representatives.

Project Management Committee (PMC)

80. A Project Management Committee (PMC), informally established in 2005, was endorsed by the 3rd Programme Steering Committee Meeting held on 13 November, 2007.

81. Its membership includes:

- NPD/IGF/ Head of NCCW (as Chairman of the PMC)
- DIGF in IGF Office (as MoE Observer)
- Conservator of Wildlife, NCCW (as PWP Liaison Officer)

- Programme Officer, UNDP (as Donor)
- WWF-Pakistan Representative (as PWP implementing agency)
- NPM/CTA (PWP) and
- Manager Operations (PWP)

82. PMC has met frequently, especially during 2006, as seen from the following list of its meetings:

- 1st Meeting of the Programme Management Committee held on 21 December 2005
- 2nd Meeting of the Programme Management Committee held on 4 January 2006
- 3rd Meeting of the Programme Management Committee held on 27 January 2006
- 4th Meeting of the Programme Management Committee held on 13 March 2006
- 5th Meeting of the Programme Management Committee held on 24 May 2006
- 6th Meeting of the Programme Management Committee held on 8 September 2006
- 7th Meeting of the Programme Management Committee held on 12 October 2006
- 8th Meeting of the Programme Management Committee held on 16 March 2007
- 9th Meeting of the Programme Management Committee held on 13 April 2007
- 10th Meeting of the Programme Management Committee held on 20 August 2007
- 11th Meeting of the Programme Management Committee held on 28 April 2008
- 12th Meeting of the Programme Management Committee held on 19 August 2008

83. PMC has played a very important role in resolving the operational issues and expediting implementation. PMC is the appropriate forum for raising project management and operational issues but the provincial representatives have not been included in the membership of PMC, thus reducing its potential benefits to field implementation in the wetland complexes in particular. The UNDP Programme Officer suggested in the 8th Meeting of PMC held on 16 March 2007 that all partners should be called to these (PMC) meetings and issues should be freely discussed to speed up decision making processes.

Technical Committee

84. The PSC approved the constitution of a Technical Committee headed by the IGF/NPD with representation of all the provinces/territories in the 2nd Programme Steering Committee Meeting held on 22 February, 2007 but the committee did not perform as was expected.

Academic Committee

85. An Academic Committee was also established (endorsed by the 3rd Programme Steering Committee Meeting held on 13 November, 2007) to consider and approve the matters relating to training and introduction of wetland ecology related courses.
86. The setting of an Academic Committee for an initial period of two years was agreed by PMC with the following membership in its 10th Meeting of the Programme Management Committee held on 20 August 2007
 - Member Planning Commission, Islamabad.
 - Deputy Director General, WWF Pakistan, Islamabad.
 - Najam Khurshid, PhD, Independent Consultant, Karachi.
 - NPM/CTA, Islamabad.
 - Conservator (Wildlife), NCCW, Islamabad.
87. Hiring of staff through recruitment committees ensured recruitment on merit but the recruitment procedures of WWF-P are equally good and would have ensured it. The award of GIS contract to WWF-P through GIS Bid Evaluation Committee was also transparent on merit.
88. Transition of the PSC to a permanent wetlands conservation entity is envisaged, in the Project Brief, by the end of the fifth year of Project implementation (PY 5). The envisioned structure is to be suggested by the National Wetlands Management Policy document which is under preparation (renamed as National Wetlands Policy by PSC). Such a structure is to be supported at an operational level by a Secretariat that will take over the management of the final phases of the Project from the PMU, effectively replacing it for the purpose of Project implementation.
89. Considering that institutionalization of a regular structure is critical for sustainability of the initiative and that creating of new structures will add not only to costs and management work loads but may end up in one more non functional and non effective structure. IUCN, in its Draft institutional background paper for the National Wetland Policy has suggested that a Committee of NCCW, as the Ministerial Council, may replace PSC and NCCW, as the organisation, may provide the secretariat support to the National Wetland Committee and also take over gradually the management of PWP by PY6. It needs to prepare and strengthen itself for this role. It will require significant contribution from PWP to attain the desirable level of capacity in this regard.
90. PMC is active and playing a very important role in handling operational issues and taking forward implementation. This is the appropriate forum for raising project management issues but the provincial representatives are excluded from membership of PMC.
91. The Inspector General of Forests serves as the National Project Director (NPD). He is expected to take responsibility of overall supervision of the Project and for liaison with UNDP-Pakistan and other Project partners. He is also expected to directly supervise the

Project Management Unit (PMU) by exercising a high level of autonomy in decision-making and approving modalities for Project implementation such as the quarterly plans, progress reports and budgets. But his role has been marginal so far and this aspect has remained weak so far as highlighted in the discussions by the IGF/NPD and NCCW as the focal organization for PWP in MoE and other senior staff that the desired level of role could not be played by them.

92. All Project inputs, such as, recruitment of personnel, procurement of equipment, negotiation of sub-contracts and provision of training is expected to be approved by the NPD. This provision has been applied in letter and spirit in case of recruitment of personnel. Consequently, delays have occurred in filling in staff positions. This authority needs to be delegated to WWF-P as the implementing agency for senior positions and to NPM for junior positions.
93. The NCCW is expected to provide administrative support to the NPD for the supervision of the Project. IGF/NPD is also the Head of NCCW and the Conservator of Wildlife, NCCW reports to him directly in that context. The Project has provided the NCCW with the services of two staff members to facilitate this role for the duration of Project implementation period, a Project Liaison Officer; and a GIS specialist to service and operate W-GIS database. But this support is quite inadequate from the point of view of strengthening for performing its project supervision role in PY6 and PY7 as envisaged in the Project Document
94. The role of NCCW as envisaged in the Project Brief is reproduced in Box- 3. Although NCCW is fully on board in implementation of PWP, it has not been overseeing implementation of the project so far, as expected. The capacity and leadership of NCCW at the national level and participation of the provincial government agencies are important for successful implementation of PWP. Further, NCCW has to take over the supervision of the project in PY 6 & 7 as envisioned in the Project Brief. These aspects have received low attention.
95. The involvement of the provincial fisheries departments and water agencies is weak or lacking. Similarly the participation of Balochistan Forest & Wildlife Department and Punjab Wildlife Department is lacking and weak respectively. The coordination with the wildlife departments and other provinces is also not at the desirable level.

Box 3: National Council for Conservation of Wildlife (NCCW)

NCCW will take over responsibility for maintaining the website prior to Project completion.

By PY 5.0, an institutional framework for wetlands conservation will have been established within the NCCW in line with the *National Wetlands Conservation Strategy (Output 3)*. This Agency will have improved institutional capacity for wetlands management, access to management tools and GIS based *decision support system (Output 2)*. To assume full responsibility for the coordination of national wetlands management initiatives. If approved by the PSC, for the supervision of the final two years of the Project will pass from the PSC and the PMU to the federal government's wetland management entity under NCCW

303. Institutional capacity for wetlands conservation built by PWP. This entity will be enabled to effectively undertake and co-ordinate initiatives for wetlands conservation.

322. The NCCW will co-ordinate all national components of the Project and collaborate with the government agencies in each of the four Demonstration Complexes.

332. NCCW will provide administrative support to the NPD for the supervision of the Project.

335. PMU will work closely with NCCW.

362. PSC, PMU and TREC to transform into the entity under NCCW for institutional sustainability of the programme.

96. The linkages of PWP with the provincial agencies fell through the cracks as the national program is linked with the national level agencies and the regional programs focused on the local and district levels. The Regional Manager is over stretched in supervising four wetland complexes spread through the length and breadth of Pakistan. Also none of the wetland complexes has its Regional Programme Director designated so far since provided late in project implementation timeframe. As a result, the involvement in and ownership of the wildlife departments of PWP at the provincial level is less than desirable.

97. Weak coordination with, and participation and ownership by the provincial wildlife departments has been discussed repeatedly in the meetings of PSC and PMC. The PSC members from the Sindh and Punjab, in the 3rd Programme Steering Committee Meeting held on 13 November, 2007, were critical of a weak mechanism for coordination between the Programme and provincial Forest and Wildlife Departments. The Secretary Forests and Wildlife, Sindh, proposed that the Site Manager for the Central Indus Wetlands Complex should have frequent meetings with the concerned provincial authorities on a monthly or, at the very least, a quarterly basis and it was entirely appropriate for the PWP maintain close collaboration with the Sindh Wildlife Department. The Secretary Forests and Wildlife, Balochistan, was of the view that Balochistan and Sindh should have been involved in all Programme activities along the coast line. MTR accepts the point but considers MCWC and Balochistan Forest & Wildlife Department

relevant in this context. CCF NWFP observed in the 4th Programme Steering Committee Meeting held on 2 December 2008 that there was an inadequate level of official collaboration between the NWFP Wildlife Department and the PWP..

98. The Chairman concluded the 4th PSC meeting held on 2 December 2008 with the words “the Programme should be implemented in close collaboration with the provincial and territorial stakeholders so that none of the agencies involved in the implementation of the Programme would feel isolated”. NPD/IGF observed in the 6th Meeting of PMC held on 8 September 2006 that some of the provincial and territorial heads of wildlife conservation agencies have communicated their concerns about the liaison with the PWP and were to some extent unaware of the activities of Programme. It was decided in the meeting that the NPM/CTA will make arrangements for presentations to be made to all the heads of provincial and territorial wildlife agencies to brief them about the activities of PWP.
99. UNDP program Officer in the 8th Meeting of PMC held on 16 March 2007 that there seems to be somewhat of a communication gap at times. MoE representatives in that meeting emphasized strengthening of partner relations. It was agreed in the 12th Meeting of the Programme Management Committee held on 19 August 2008 that PWP will schedule meetings for the Senior Management of the PWP with each of the four provincial and two territorial partner agencies in advance of the forthcoming Programme Steering Committee meeting.
100. The NPM/ CTA and the team of professionals and support staff are competent and motivated. However, the internal dynamics of the team in terms of shared understanding of the project and implementation of the project as a team are weak. The cohesiveness between the national program team and the four regional field teams managing wetland complexes is lacking due to weak interaction.
101. The NPM/ CTA, as a foreigner, has travel restrictions and requires security clearance from the security agencies, which takes time and extra efforts, thus handicaps his supervisory and advisory capacities. His CTA related work, however, demands less travel. Security situation and restrictions have constrained even the travel of Pakistani staff at certain sites.
102. It was agreed in the 8th Meeting of the Programme Management Committee held on 16 March 2007 that The NCCW Liaison Officer (Conservator of Wildlife) will be based in PMU, Islamabad, for three days a week to liaise with Provincial, Territorial and Federal Government authorities. His role is critical in this regard. MTR is recommending his full time placement in PWP as NPM, with appropriate economic incentive, for ensuring the participation and ownership of government agencies at the national, provincial and regional levels, smooth transition during the project, and post-project sustainability of PWP.
103. The positions of National Project Manager and Chief Technical Advisor have been combined. The scope and spread of the project is vast. It is difficult for one person to manage the responsibilities of both, although the incumbent of the position is excellent in both. His main strength is, however, technical expertise and has contributed in

introducing and using science based scientific management of wetlands in Pakistan. Management planning of the wetland complexes is the major task ahead that would benefit from his expertise. Spared from the responsibility of NPM, he can lead monitoring and evaluation of the project. MTR, therefore, recommends that the position of NPM/CTA is bifurcated and he may work as CTA for the remaining period of the project. MTR also recommends that the Conservator of Wildlife, NCCW is given the responsibility of NPM, with appropriate economic incentive. The Project Management Unit (PMU) is expected to work closely with the NCCW. He has acted as the liaison officer for the project and NCCW is expected to take up project supervision role in PY6 and PY7. He reports to IGF/NPD in his regular job and as the liaison officer for the project. He coordinates with the federal and provincial government agencies and other wildlife stakeholders in the country as one of his responsibilities. The present arrangement of involvement of NCCW is not conducive for its contribution. This will also help in smooth transition during the project and post-project periods. Most importantly, the participation and ownership of the federal and provincial agencies will enhance.

104. The issues of high staff turnover in the Programme and security clearance have been creeping from the start of the project. Those in 2007 were discussed in the 9th Meeting of the Programme Management Committee held on 13 April 2007.
105. The impact of the rise in the cost-of-living on service staff, especially those based in Islamabad is high. GoP has enhanced the salaries of government staff from 16 to 20 % from 1st July 2009. WWF-P had created a welfare fund for service staff but this benefit is not likely to compensate adequately for inflation. Therefore, revision of the salaries of PWP staff is required for retaining them.
106. NPM/CTA complained in the 11th Meeting of the Programme Management Committee held on 28 April 2008 that most of his time is consumed in preparation of different (monthly, quarterly etc.) reports on different formats for donors of Programme. He was advised by the UNDP Programme Officer to delegate this responsibility to his staff. MTR endorses that the bulk of the progress report writing should be done by other Programme staff and the M&E staff when hired, should assist the CTA in compiling and finalizing these reports
107. The relevant agencies i.e. WWF-P, PWP, NPD, UNDP may consider authorizing NPM/CTA a fast track process of recruitment against vacant positions up to certain level to reduce the time lag in filling in.
108. The central pool of equipment i.e. TREC established is being maintained and operated well by the project. However, site offices are better placed for keeping the equipment required for frequent use by the site teams.

Wetland Complex Conservation Committees (WCCCs)

109. WCCCs are important vehicle for ensuring regional ownership, participation, effective implementation and post-project sustainability of the program. WCCCs, at the regional level are expected to oversee the implementation of activities at each of the

Demonstration Complex, provide site level guidance to SMTs, Village Conservation Committees and approve the Management Plans of the Demonstration Complexes. Devolving authority on to these committees, as mandated in the Project Brief will be critical for their effectiveness. A formal WCCC has been established for NAWC. It is important that PWP facilitates the process of WCCC formation at other wetland complexes and also assist in their effective working in accordance with the envisaged mandate.

Regional Programme Directors (RPDs)

110. The positions of Regional Programme Directors (RPDs) is critical (Box-4) for effective management of regional programs, and participation and ownership of PWP at the provincial and regional levels. Some of the positions (printed in green on Fig 3 as 01, 02, 07, 25, 42, 43, 50, 57 and 64 were expected to be funded from a Federal or Provincial Government capacity-building project running concurrently with the Pakistan Wetlands Programme. The positions of RPDs are included in this group. But it did not happen. Thus, a critical gap in management of wetland complexes appeared which has not yet been filled so far.

Box 4: Regional Programme Directors (RPDs)

“9.3.2 Regional Programme Directors (RPDs)

A senior Provincial Government Officer, preferably from the appropriate Provincial Conservation Agency, will serve as Regional Programme Director, responsible for overall supervision of the regional activities of the PWP and for liaison with other Project partners. The Site management Team will function under the direct supervision of the RPD.

The RPDs' responsibilities relate to two levels, the overall supervision by the Head of Wildlife in the province and the direct supervision by the senior officer in the region responsible for management of wetland resources. A regional programme director is the senior most wildlife official in the region, such as a Conservator of wildlife or equivalent or DFO wildlife or equivalent from the point of sustainability of this arrangement for wetland complex as a conservancy during and post project.

However, the regional component of the Project as well as the other wetland resources in the province will benefit from the overall supervision of the regional component by the heads of wildlife departments and their involvement in PWP.

RPD, as the chair or co-chair of the Wetlands Complex Conservation Committees (WCCCs) would supervise and guide the site team jointly.

111. The designation of the Regional Programme Directors (RPDs) is provided half way of implementation of PWP i.e. in mid 2009 in the Project Brief. As a result, RPDs were not designated, though this is actively being pursued now. This is one of the major reasons for weak coordination between the PWP and the provincial wildlife departments. The

issue of the appointment of RPDs was raised by the Chief Conservator Wildlife (CCF) NWFP and Director General Punjab Wildlife and Parks Department in the 4th Programme Steering Committee Meeting held on 2 December 2008. MTR recommends early designation of RPDs, with PWP providing some economic incentives. This would help in effective participation and ownership of the provincial wildlife departments.

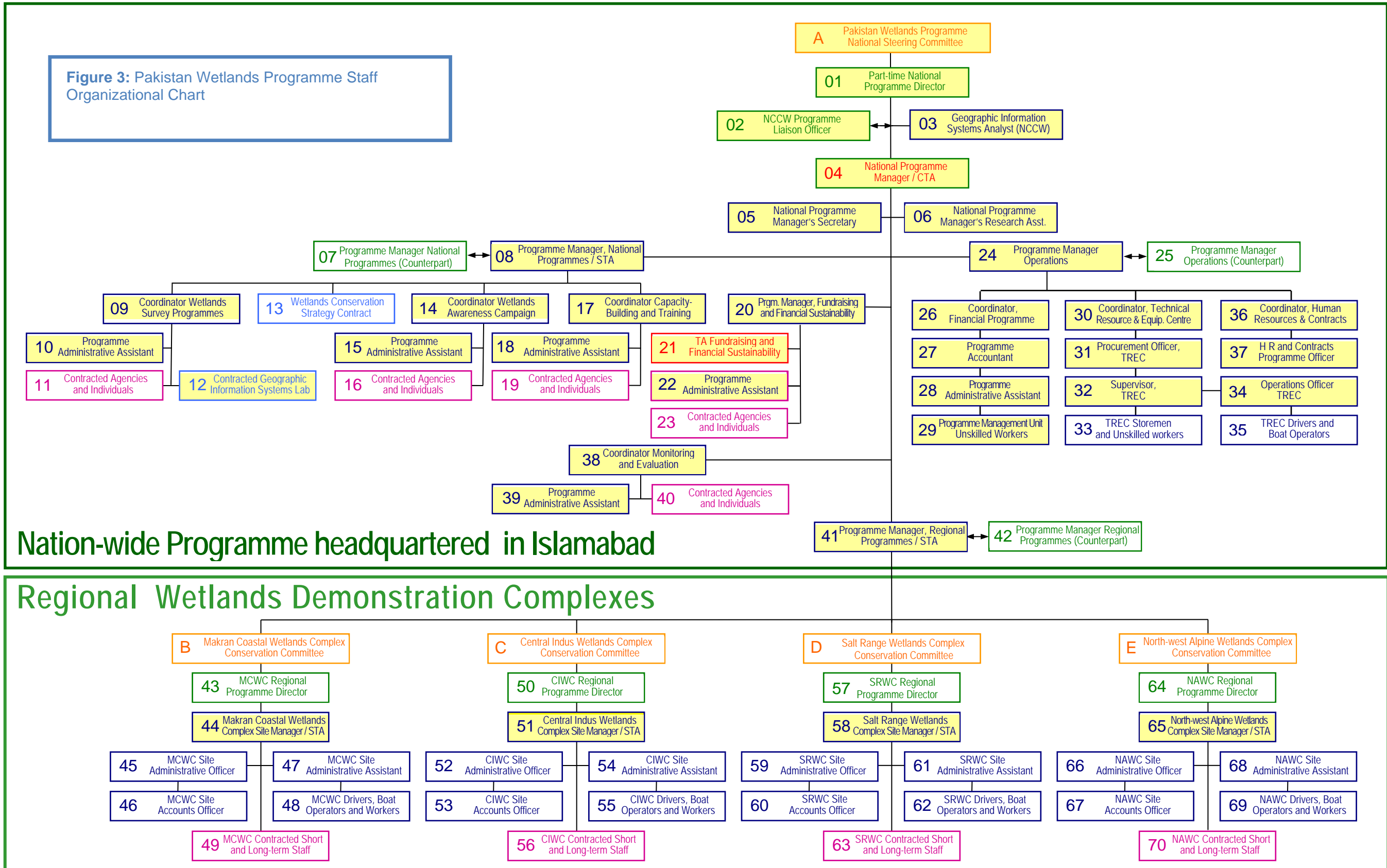
112. The two important elements of implementation at the regional level as described in the Project Brief are participatory management and ownership of PWP by government agencies with involvement of communities and their representatives for sustainability. Generally, both these aspects are weak so far.
113. PWP aims at community involvement in wetland management and focuses on working closely with the local communities in raising their awareness, building their capacities and supporting them in resource management and livelihoods. This requires frequent interaction between the site team of PWP and the local communities. But the site offices of CIWC and NAWC are located far away from the sites and communities. The level of local ownership and interaction with the representatives of local communities and government agencies in CIWC and SRWC is also low due to lack of establishment of Wetland Complex Conservation Committees (WCCCs) and failing to recruit female social organizers (e.g. SRWC and NAWC) or late recruitment of female social organizers (CIWC and MCWC).
114. Some of the field related results are difficult to achieve considering the geographical spread of field interventions. Some of the individual wetland complexes are vast by themselves. For example, CIWC is spread over 720 km length and is managed by a lean team of a site manager and two social organizers (a male and a female). The scarce resources are thus thinly spread out. The site office of CIWC is located in Rahimyar Khan, which is not easily accessible to most of the target local communities, in particular those inhabiting around Chashma, Darya Khan, Taunsa and Sukkar irrigation infrastructure due to long distances involved with implications of time and money for them. NAWC is not only remote but also remains snow bound for about six months.
115. The first feasibility report of the Regional Manager about the location of office of NAWC recommended Gilgit but the office was set up in Mingora (Swat). Then it was shifted to Abbottabad (even farther) due to insurgency in Swat. There was a general consensus in the 10th Meeting of the Programme Management Committee held on 20 August 2007 that this office should be located to Chitral if conditions in Swat do not improve substantially by the end of September. Chitral is the most appropriate place for this office for the desired level of interaction with communities. It will also be cost effective. MTR recommends Chitral Town as the most appropriate location for the site office of NAWC for the remaining period of the project.
116. The level of local ownership and interaction with the local communities in the SRWC and CIWC is low due to lack of establishment of formal and effective wetland complex specific regional conservation committees, distant locations of site offices (e.g. NAWC and CIWC) and failing to recruit female social organizers (e.g. SRWC and NAWC). Also none of the wetland complexes has its Regional Directors designated so far.

117. The Project is lagging behind in implementation in SRWC and CIWC and these would be further affected due to turn over of or uncertainty about their site managers. The recruitment for the position of Site Manager CIWC may also be undertaken simultaneously with that of SRWC, not waiting for the outcome of the efforts of incumbent to continue, as the hiring process could be aborted if he succeeds in arranging his continuation, but not starting and later on losing him will further delay filling in the vacant post.
118. The positions of Female Social Organizers in NAWC and SRWC remained vacant so far, due to non availability of suitable candidates. Although some alternate arrangements, by arranging support from the local partner NGOs were made to meet the needs but full time staff is required to catch up.
119. The on-going activities in the wetlands in Northern Areas and NWFP outside the NAWC need phasing out and PWP to focus only on Deosai National Park. Deosai National Park is important for continued input of PWP. It requires one dedicated wetland expert of PWP to work with the Director of the National Park from his office in Skardu. There is small presence of PWP outfit in Gilgit (located in the Gilgit Regional Office of WWF-P). Its role and the staffing requirement need to be worked out afresh in the light of a dedicated wetland expert of PWP being recommended for Deosai National Park. MTR recommends adding Karambar Valley to NAWC as the upper drainage basin of Karambar Lake, which is already included in the Complex. This would also resolve the conflict between NAs and NWFP over the territorial jurisdiction of Karambar Lake.
120. The progress on catalysing and supporting the Indicative income-generation ventures in the Demonstration Complexes is rather slow so far due to time taking process of social mobilization, identification of appropriate ventures, focus of the co-funding organizations and their implementing partners as in case of PPAF
121. Site Management Team (SMT) is expected to be led by a Regional Programme Director who will be a serving government officer and liaise closely with the appropriate WCCC, government agencies, VCCs and other stakeholders. The SMT is mandated to undertake immediate conservation activities, provide on-site training, assist in baseline surveys, formulate and update management plan, social mobilization, introduce alternative livelihoods and sustainable resource use practices, assist in the participatory monitoring and evaluation and implement at the Demonstration Complex level. The human resource and expertise in the site teams is very low as compared with the above mandate, in particular in the areas of formulating and updating management plan, introducing alternative livelihoods and sustainable resource use practices, and assisting in the participatory monitoring and evaluation.
122. The emergence of operational and effective wetlands management entities at the regional level to replace SMTs, as envisioned in the Project Brief, appears to be a challenge, looking at the progress to date. Greater efforts and comprehensive thinking of all partners is required in this regard.
123. The appropriate expertise and detailed guidelines are needed for selection of alternate income generation activities and to sketch out the plan and the process to set up and run

the same. The long term interest of the communities on sustainable management of wetlands will depend on the success of this component.

124. Involvement of and co-ordination with the staff of provincial wildlife departments is important for their capacity building and using the standard techniques but the PWP survey teams or the teams of partner organizations are not ensuring their participation due to lack of interest of the provincial staff or in an effort to complete the ambitious targets with minimum costs. It was felt necessary in the 12th Meeting of PMC held on 19 August 2008 that PWP prepare a field survey time-table for the coming months and share the same with the MoE and all GoP Programme Partners. This was in the context of filling of coordination gap and enhancing participation of stakeholders, especially the provincial wildlife departments.
125. The relationship between most of the agencies and staff involved in the implementation of the Project is summarised in the Project Staff Organisational Chart (Fig-3).

Figure 3: Pakistan Wetlands Programme Staff Organizational Chart



Source: Project Brief

Notes:

1. The elements **printed in orange (A, B, C, D and E)** represent *steering committees* convened by the appropriate government agency, in each case, and composed principally of government officers from the government agencies concerned.
2. The positions **printed in green (01, 02, 07, 25, 42, 43, 50, 57 and 64)** are expected to be positions from a Federal or Provincial Government capacity-building project that runs concurrently with the Pakistan Wetlands Programme.
3. The positions **printed in red (04 and 21)** are internationally recruited Programme staff.
4. The positions **printed in navy blue (08, 09, 14,17, etc)** are locally or regionally recruited staff including government officers on official leave of absence from their full-time posts.
5. The positions **printed in light blue (12 and 13)** represent subcontractors to the Programme for provision of a specific output or outputs.
6. The positions **printed in magenta (11, 16, 19, 23, 40, 49, 56, 63 and 70)** represent short and long-term contracted site, program or campaign staff who may include GoP staff on official leave of absence.
7. It is proposed that the positions/elements (**highlighted in yellow**) should be filled during the first stage of recruitment in the *Inception Phase* of the Project.

Implementation

126. The findings and conclusions regarding project implantation are briefly given in the summary. More details, where appropriate, are presented in this section.

1. PWP Overall Progress and Achievements

127. The implementation of PWP is on track, although there are multifarious issues which pose challenge to achievement of PWP objectives. These mostly relate to Outputs 7, 8, 9 and 10 in terms of establishing demonstrable sustainable management models of wetland complexes and sustainability of the initiative as a long term Programme, both in terms of financial resources, and capacities and ownership of the key government agencies.
128. The implementation of Outputs1 (Project set up only), 4 (Training and Capacity Building), 5 (Communication) is almost on schedule whereas implementation of Outputs 2 (Wetland Surveys & GIS database), 3 (National Wetland Policy), 6 (Sustainability, especially the financial), and 7, 8, 9 and 10 (management planning of wetland complexes as conservancies) is behind the schedule.
129. The delay of about 8 months in its implementation, beyond the control of the project management, has made it further stressful in implementation by the project team.

2. PWP National Programme

130. The national program of PWP, especially the outputs relating to “Awareness, generation of scientific knowledge through the wetland surveys and establishment of quality GIS Laboratory and database in NCCW, and Policy”, are progressing well, the latter two with some delay. The progress, outcome and impact of “Awareness” component, TREC established under Output 1 are excellent. The quality of documentation is also excellent

Output-1: Establishing Sustainable Institution

131. The project has setup all its units. However, the setup for generating co-funding was closed due to its ineffectiveness. The work on creating permanent institution framework for sustainability has been started at the village level with social mobilization leading to establishment of Village Conservation Committees (VCCs) and Women Groups (WGs). Formal WCCC has been notified for NAWC. PSC is to be transformed in PY6 for national coordination.
132. NCCW is expected to supervise project implementation in PY6 and PY7 and to lead program implementation and the post project period. The provincial wildlife departments are to sustain the program in the post project period. However, these are weak in this regard and the project interventions have not improved the situation.

Output-2: Information, Decision Support System and Tools / Wetland GIS Database

133. A GIS lab has been setup in NCCW. Its nodes in the provinces are yet to be established. This facility is functional as wetland database.
134. The implementation of “Wetland Survey” has lagged behind due to various reasons, mainly because of relevant scientific expertise in the country and the security situation in certain parts of the country. Only survey of 37 out of the planned 117 wetlands could be accomplished by end 2008. Additional 14 wetlands were covered by May 2009. The reasons for this include the unrealistic target and the lack of expertise in the surveys of birds, reptiles, amphibians and invertebrates in the country. The lack of skill in the experts in report writing is another constraining factor.
135. The surveys and studies are prerequisite for preparation of the management plans of the four wetland complexes but complete data and information requirements for the planning purpose are not likely to be met from the surveys and studies undertaken so far.
136. Coral survey of off the northern shore of Astola Island in MCWC was undertaken in collaboration with the British survey team and 25 soft and hard species of coral was recorded there. In-shore survey of Cetacean populations of Makran Coast including the MCWC area was also undertaken by the team.
137. NPD was very critical in the 11th Meeting of the Programme Management Committee held on 28 April 2008 about the non-coordination of the Programme personnel and directed the NPM/CTA to ensure that for every field activity, provincial authorities should be taken on board. He further stated that even NPD is being kept ignorant of the field activities in spite of clear direction.

Output-3: National Wetlands Conservation Strategy (NWCS) – redefined as Policy

138. The component of National Wetland Strategy, subsequently redefined as “National Wetland Policy” by the Steering Committee in its meeting for getting it approved by the Federal Cabinet. The development of the Policy Document was outsourced to IUCN–Pakistan, keeping in view its experience in development of policies and strategies in Pakistan and globally. IUCN-P has produced the following outputs in this regard through a wide consultative process and field visits of the wetland complexes:

- A Paper on Institutional Framework
- A Paper on Legal Framework
- An Issues Paper (based on the above two papers and field visits of wetland complexes)
- Issues Paper (Revised-1)
- Issues Paper (Revised-2) after provincial consultation workshops and a consultation meeting at Islamabad
- Policy Framework Paper
- Outlines of Policy paper

139. IUCN’s timeframe for submission of “Draft policy” (with attachments of Issues Paper and Policy Framework Paper) is end of June 2009. The “Draft Policy” will be finalized after a national consultation workshop at Islamabad, sometime in the 2nd half of 2009.

Output-4: Training & Capacity Building Programme

140. The results of “Training and Capacity Building component” are impressive, although implementation of certain parts of it has remained slow. The quality of trainings is good. The target group has been very wide, rather than focusing on the wetland management organizations to build capacity of most of their staff. Most of these trainings are of short duration and only selected professional and technical staff of the relevant agencies has been targeted. This may constrain effective participation in the project by the wildlife agencies.

141. Institutional strengthening of NCCW and wildlife departments besides competency development of individuals and database is not targeted and has, thus, not taken place for sustaining the wetland program. Greater focus is required on Balochistan, Punjab and NAs in this regard. The emphasis on institutional strengthening of key government agencies for post-project sustainability is low and the training program is not focused on the key conservation agencies. Training of military and paramilitary personal is getting higher priority than required.

142. Introduction of wetland courses in the higher educational institutions has met success.

143. These courses will be delivered at the Quad-e-Azam University, the Karakorum International University and the University of Veterinary, Animal Sciences and Pakistan Forest Institute (PFI).

Output-5: Designing and Implementing a National Wetland Awareness Campaign

144. The communication program has been the flag-bearer of PWP. The performance is excellent. It has also succeeded in catalyzing funding for PWP activities, in particular from the corporate sector. However, the survey by Gallop International was delayed considerably and a substandard report was received which was improved later on.
145. Output-6: Developing and Adopting Elements of Long term Sustainability of Wetlands Conservation Initiatives
146. PWP has not been able to generate additional co-funding and the arrangement of a dedicated staff for the purpose was not helpful. However, the awareness program of PWP was successful in attracting corporate small funding, although helpful. This kind of funding is not expected to be of the required level.

Progress of implementation of the planned outputs / sub-outputs (1-6) up to December, 2008 is shown in Table-1

Table 1: Implementation Progress in National Programme

	Outputs			
	Planned	Completed	On-Going	Not-Started
Output-1	Establishing Sustainable Institutions			
1.1.	National Project Steering Committee (PSC),	x		
	Project Management Unit (PMU)	x		
	Project Management Committee (PMC)	x		
1.2.	Equipment Procured and Inventory Maintained	x		
1.3.	Training Courses in Equipment Use	x		
Output-2	Information, Decision Support System and Tools / Wetland GIS Database			
2.1.	Establishing Wetland Survey Programme Section in PMU	x		
2.2.	Designing and Implementing National Wetland Survey Programme	x		
2.3.	Pakistan Wetland GIS (W-GIS)	x		
Output-3	National Wetlands Conservation Strategy (NWCS) – redefined as Policy			
3.1.	Developing and Awarding Contracts	x		
3.2.	NWCS Policy Development		x	
3.3.	Adoption of NWCS (NWP)			x
Output-4	Training & Capacity Building Programme			
4.1.	Establishing a Training and Capacity Building	x		

	Section in PMU			
4.2.	Training and Capacity Building Needs Assessment	Training needs - x		Capacity needs of NCCW & Wildlife Depts.
4.3.	Establishing Postgraduate University Course in Wetland Management		x	
4.4.	Pre-service and In-service Training for GoP Bureaucrats			x
4.5.	NRM and Wetlands Training Modules for Military Leader Groups	x		
4.6.	In-service Training Courses for Conservation Agencies		x	
4.7.	In-service Field Training for Professional Field Staff		x	
4.8.	Proficiency Courses for Non-professional field staff	x		
4.9.	Custom Designed Courses for CBOs	x	x	x
4.10.	International In-Service Training Courses for Selected Staff	x	x	x
4.11.	Publishing a Manual for Conservation and Management of Wetlands			X
Output-5	Designing and Implementing a National Wetland Awareness Campaign			
5.1.	Establishing a Communication and Awareness Section	x		
5.2.	Conducting National Public Awareness and Opinion Surveys	X – initial completed with delay, at mid term	X – Mid term not needed now	
5.3.	Developing, Adopting and Implementing Communications and Awareness Building Strategy		X - delayed	
5.4.	Establishing a Wetlands Communication Network	x		
5.5.	Designing and Implementing a Primary School Outreach Programme	x		
5.6.	Implementing a Religious Leader Outreach program	X ?		
5.7.	Implementing a Mass Media Outreach Programme	x		
5.8.	Designing and Implementing a Sports Hunters	X – in	X –	

	Outreach Programme	SRWC	Other wetland complexes	
5.9.	Implementing a Street Theatre Programme	x		
5.10.	Commissioning and Creating Pakistan Wetlands Website	x		
5.11.	Designing and Installing Wetlands Exhibit for Information Centers	x		
Output-6	Developing and Adopting Elements of Long term Sustainability of Wetlands Conservation Initiatives			
6.1.	Establishing a Fund Raising and Financial Sustainability Section (FFSS)	X – but disbanded since ineffective		
6.2.	Conducting Financial Sustainability Needs Assessment			
6.3.	Implementing Fund Raising Options and Initiatives a). Trust Fund b). Promotional campaigns c). Private Donations d). Corporate Support		x	
6.4.	Bilateral and Multilateral Funding			X

3. PWP Regional Programme

147. PSC unanimously approved the expansion of the Alpine component of the Programme to include wetlands in the Northern Areas in the 2nd Programme Steering Committee Meeting held on 22 February, 2007. Karambar Lake is included in PWP but the Karambar valley for which this Lake is the source of water is not included.
148. The progress in implementing the regional program is generally slow. PWP implementation in wetland complexes is in different stages and with different results. MCWC and NAWC are better in technical and physical progress than the other two. viz- a-viz CIWC and SRWC.
149. Formal WCCCs are envisioned in the Project Brief to guide and supervise Project implementation in the wetland complexes. A formal Committee has been established for NAWC. In MCWC, an informal committee has been established, which is helping in coordination among the stakeholders. These committees have not started its working towards the mandate of guidance, supervision and decision making. It may not be possible to set up one regional committee for CIWC which is spread over 10 districts in three provinces. Three regional committees, one in each province, are recommended.

150. The linkages of PWP at the regional level are needed beyond the wildlife agencies for joint planning and implementation but are weak

151. Implementation of the “livelihood improvement component” is generally weak due to weak expertise in livelihoods and delayed social mobilization.

Gender did not receive the desired focus and attention. Generally, women’s participation in the Project has been limited due to cultural inhibition or difficulties in hiring female social organizers. Two (NAWC and SRWC) of the four site teams of wetland complexes could not recruit female social organizers. The Mission could meet only the female social organizer of CIWC and was impressed with her motivation and dedication. The Mission was not exposed to any women related Project supported activities. The display of handicrafts, made by females in the CIWC region, by the female social organizer, was however an exception. Development and implementation of a gender strategy is recommended.

152. The output specific important findings and conclusions are as under:

Output 7: Designing and Implementing a Management Plan to Conserve MCWC Biodiversity

153. The implementation and the present team has benefitted from a good and early start by the Regional Manager. This complex is most advanced in implementation compared to all others due to dynamic leadership of the site manager.

Output 8: Designing and Implementing a Management Plan to Conserve CIWC Biodiversity

154. The CIWC is unmanageable due to vastness and long distances and needs drastic reorganization for its effective management for achieving the results. However, the progress on technical front in CIWC for the work related to Indus dolphin is good due to co-funded activities of WWF-P and national program support for the site. The implementation on all other fronts is rather slow in the long linear complex (720 KM spread over 10 districts in three provinces - NWFP, Punjab and Sindh) by a very small team of professionals (a site manager, a male social organizer and a female social organizer) is hampered very much by long distances.

155. The site office of CIWC is at Rahimyar Khan which is at an approx distance of 512 km, 340 km and 212 km from Mianwali (reservoir of Chashma Barrage), Taunsa Barrage and Sukkur respectively, from where the communities are targeted by PWP. The only key location comparatively close to the site office is Guddu Barrage, located at approx. distance of 90 km.

156. CIWC is recommended for implementation in three parts i.e. up-stream Darya Khan – DI Khan bridge, from Darya Khan bridge to Guddu Barrage and from Guddu Barrage to Sukkur. The details are provided in the Recommendations Section.

Output 9: Designing and Implementing a Management Plan to Conserve SRWC Biodiversity

157. The SRWC is important in terms of not only biodiversity but also location of the component wetlands at workable distances as well as the literacy level of the local population. However, this complex is lagging behind all other complexes in

implementation progress, mainly due to weak site team and its weak capacity in involving local communities.

158. Crane breeding requires expertise and much effort which cannot be arranged or devoted by the SRWC team, especially in the scenario of most other components requiring its attention. PWP has supported the crane breeding program of NWFP. An independent SRWC based crane breeding initiative will be difficult to accomplish and may be deferred to post project period.

Output 10: Designing and Implementing a Management Plan to Conserve NAWC Biodiversity

159. NAWC team has been located far away from the site. The site team is disadvantaged in terms of interaction with the local communities and is thinly spread in terms of work due to additional responsibility of providing input to the national survey program outside NAWC. An advantage of placement of the NAWC site team, earlier in Swat and later in Abbottabad, is that it is involved in the survey component of the national program, which comprises the important wetlands in Northern Areas and NWFP outside the NAWC.
160. The site office of NAWC in Mingora in Swat (approx. 514 km from one of the villages in NAWC), had to be shifted due to insurgency there. The present site office is Abbottabad (approx. 731 km from the same village) is even farther. Chitral town is an all season district HQ, closer to the site, accessible, insurgency free and also houses the regional offices of development agencies such as AKRSP.

Implementation progress of outputs relating to wetland complexes up to 31 December, 2008 in Table-2

Table 2: Implementation Progress of Reginal Programme (Ouputs 7-10)

Sr. #	Output				Remarks
	Planned	Completed	On-Going	Not-Started	
Output 7	Designing and Implementing a Management Plan to Conserve MCWC Biodiversity			x	Management planning and implementation not yet started.
7.1.	Establishing Institutions to Integrate Wetland Conservation into Land use Planning			x	Formulation is not clear. Perhaps, it implies establishment of WCCC, which is not yet established.
7.2.	Exploring and Assessing MCWC Site		x		Some surveys of wetland complex not yet undertaken
7.3.	Implementing Immediate Action Plan		x		
7.4.	Establishing Village Conservation Committees (VCCs) by Mobilizing Communities		x		
7.5.	Developing and Implementing a Programme for Alternate / Diversified Livelihoods		x		Shrimp farm, mangrove nursery and planting and protection of turtles on Daran beach or the relevant activities. Generally, very weak so far. Needs rapid appraisal of potential by experts
7.6.	Implementing a NRM Capacity-Building Initiative for Women		x	x	MTR Mission was not exposed to any initiative.

7.7.	Proclaiming and Establishing MCWC Conservancy		x	x	
	Development of management plan (This activity is not listed here although explicitly stated in the caption of the output)		x	x	Delayed; no discussion has started so far.
7.8.	Implementing a MCWC Ecotourism Promotion Plan		x	x	Ecotourism survey was not concluded and draft report not shared with the Mission. Implementation not yet started.
7.9.	Developing a Preliminary Coastal Oil Pollution Disaster Plan		x		
7.10.	Implementing a Bird Ringing Programme		x delayed		
7.11.	Implementing a Marine Turtle Tracking Programme	x	x		On track.
7.12.	Implementing a Marsh Crocodile Re-establishment Programme			x	May be scaled down to feasibility studies, development of guidelines and training of staff
Output 8	Designing and Implementing a Management Plan to Conserve CIWC Biodiversity				Management planning and implementation not yet started.
8.1.	Establishing Institutions to Integrate Wetland Conservation in local and provincial land use planning in CIWC			x	Formulation is not clear. Perhaps, it implies establishment of WCCCs. Three WCCC, one each for the river stretch in Punjab Province, NWFP and Sindh Province will be required.
8.2.	Exploring and Assessing CIWC Site	x			The present CIWC site is very vast and spread over long distances. It

					needs to be managed through two site offices (at Kot Addu/Taunsa and Sukkur) and merging the most northern part of it with SRWC.
8.3.	Implementing Immediate Action Plan	x	x		
8.4.	Establishing Village Conservation Committees (VCCs) by Mobilizing Communities	x	x		
8.5.	Developing and Implementing a Programme for Alternate / Diversified Livelihoods		x		Very weak so far. Needs rapid appraisal of potential by experts.
8.6.	Implementing a NRM Capacity-Building Initiative for Women		x		Very weak since the efforts of Female Social Organizer are thinly spread due to long distances.
8.7.	Proclaiming and Establishing MCWC Conservancy			x	Discussion not yet started. Would require three conservancies, one each for the area in the Provinces of Punjab, NWFP and Sindh.
	Development of management plan (This activity is not listed here although explicitly stated in the caption of the output))			x	Discussion not yet started.
8.8.	Implementing a MCWC Ecotourism Promotion Plan			x	Study not shared with the Mission.
8.9.	Designing of a River Pollution Disaster Plan			x	Not yet started.
8.10.	Establishing an Enhanced Income Generation Programme for Fisher-folk and other Wetlands Dependent user-groups	x	x		Very weak so far. Needs rapid appraisal of potential by experts.

8.11.	Introducing an Appropriate Energy Use Programme for Communities	x	x		Bio gas plants are being promoted and supported.
8.12.	Translocation of Trapped Indus River Dolphins	x	x		Sindh Wildlife Department is supported regularly in rescue and transportation of trapped Indus River Dolphins.
8.13.	Investigating the Potential of SONAR Tracking for River Dolphins	x	x		Completed
8.14.	Conducting Comprehensive Indus Dolphins Surveys	x	x		Undertaken as an on-going activity.
8.15.	Implementing a Gharial Re-introduction Programme			x	Little progress. Needs scaling down to feasibility study, development of guidelines and training of staff.
8.16.	Implementing a Hog Deer Reintroduction Programme			x	Little progress. Needs scaling down to feasibility study, development of guidelines and training of staff.
Output 9	Designing and Implementing a Management Plan to Conserve SRWC Biodiversity				Management planning and implementation not yet started.
9.1.	Establishing Institutions to Integrate Wetland Conservation into Land use Planning			x	Formulation is not clear. Perhaps, it implies establishment of WCCCs. WCCC not yet established.
9.2.	Exploring and Assessing SRWC Site	x			Completed.
9.3.	Implementing Immediate Action Plan	x	x		

9.4.	Establishing Village Conservation Committees (VCCs) by Mobilizing Communities	x	x	x	
9.5.	Developing and Implementing a Programme for Alternate / Diversified Livelihoods		x		Very weak so far. Needs rapid appraisal of potential by experts.
9.6.	Implementing a NRM Capacity-Building Initiative for Women		x		Very weak. Female social organizer not hired.
9.7.	Proclaiming and Establishing SRWC Conservancy		x	x	Discussion not yet started.
	Development of management plan (This activity is not listed here although explicitly stated in the caption of the output))		x	x	This activity was required to be provided in the Project Brief in Yr 2. Discussion and work not yet started.
9.8.	Implementing a MCWC Ecotourism Promotion Plan		x		Delayed.
9.9.	Setting up Vegetation Exclosure Plots		x		Delayed.
9.10.	Establishing Catchment Area Soil Conservation Demonstration Complexes	x	x		Delayed.
9.11.	Surveying SRWC Lake beds				Completed
9.12.	Implementing a Bird Ringing Programme		x - delayed		
9.13.	Implementing an Experimental Programme for Breeds in Endangered Animals (cranes)	Initial dialogue with NWFP crane breeders	x		Delayed. Maybe dropped.
Output 10	Designing and Implementing a Management Plan to Conserve NAWC Biodiversity				Management planning and implementation not yet started.

10.1.	Establishing Institutions to Integrate Wetland Conservation into Land use Planning			x	Formulation is not clear. Perhaps, it implies establishment of WCCC. Informal committee established.
10.2.	Exploring and Assessing NAWC Site	x	x		Surveys of most wetlands completed.
10.3.	Implementing Immediate Action Plan	x	x		
10.4.	Establishing Village Conservation Committees (VCCs) by Mobilizing Communities	x	x		
10.5.	Developing and Implementing a Programme for Alternate / Diversified Livelihoods	x	x		Very weak so far. Needs rapid appraisal of potential by experts.
10.6.	Implementing a NRM Capacity-Building Initiative for Women		x		Weak. Female Social Organizer not hired.
10.7.	Proclaiming and Establishing NAWC Conservancy		x	x	Discussion not yet started. Would require two conservancies, one for Broghal Valley and the other one for Karumbar Valley (recommended for addition) due to inclusion of Karumbar Lake.
	Development of management plan (This activity is not listed here although explicitly stated in the caption of the output))		x	x	Discussion not yet started.
10.8.	Implementing a NAWC Ecotourism Promotion Plan		x		Not shared with the Mission. Promotion of ecotourism would be difficult due to security restrictions recently imposed.

10.9.	Proposing a Ramsar Status Application for NAWC		x		Good progress. Proposal almost complete.
10.10.	Implementing a Bird Ringing Programme		x delayed		Delayed very much.
10.11.	Introducing an Appropriate Energy Use Programme to Communities		x		Fuel efficient stoves are being promoted to reduce the use of peat.

161. The progress in implementation of the Project at the sub-output level was worked out by PWP and shared with the Mission. PWP has estimated that one year extension in the duration of the project is required for 43 sub outputs. There was no proposal to drop out or phase out any planned sub output or output before the end of the project. This will, however, have implication on the budget in the form of increased deficit. MTR has recommended reprioritization, and dropping/phasing out and focusing of many sub outputs for achieving the objectives and readjusting the budget for reducing deficit. MTR, however, recommends one year extension, only for the regional program, in particular for implementation of the management plan by the provincial wildlife departments with the technical assistance of select PWP staff and WWF-P. This is subject to PWP/WWF-P generating additional co-funding from donors and the provincial governments providing significant co-funding by end of PY6. In both scenarios of extension or otherwise, it is crucial that the exit strategy is finalized by the end of PY6 for smooth closing of the project.

Challenges and Constraints

- a) The Project design is ambitious in terms of creation of permanent institutional structures and mechanisms, and evolving demonstrable sustainable wetland complexes. CIWC is unmanageable due to its big size, long distances and location in 10 districts in three provinces.
- b) Weak capacities of government agencies and low level of motivation to participate due to lack of incentives and facilities.
- c) The prevailing environment of weak coordination in the public sector.
- d) 8 months late start of the project due to various reasons explained above.
- e) Earthquake 2005 and rapid turnover of staff due to leaving for green pastures at high salaries and other fringe benefits.
- f) Limited market for the kind of expertise needed to implement this project
- g) Relatively longer period of induction and orientation of staff for their effectiveness in job performance.

- h) Longer time needed in procuring the vehicles and equipment as the vehicles procured for the Project had to be diverted to relief and rehabilitation work of the earthquake.
- i) High inflation rate, making the staff salaries, goods, services and travel expensive. The Project staff is being paid lower than the open market rates. Lately, approximately 30% of inflation has been compensated by steep rise in exchange rate of dollar i.e. increase from Rs. 60/- to Rs. 80/- a dollar.
- j) The co-funding by WWF and PAFF is in kind and supporting wetland conservation but not the staff salaries, other administrative costs and those activities specified in the Annual Work plans of PWP. This has aggravated the financial situation.
- k) The NPM/CTA is a foreigner and his travel needs security clearance. As a result, his interaction with the field teams and his supervision of work in the wetland complexes are constrained. Even the national staff and consultants are affected by security situation or restrictions.
- l) PWP has to submit multiple reports. The NPM/CTA has to spend lot of time in reporting.

Weaknesses

- a) The over sight of big picture is relegated to details.
- b) "Monitoring and Evaluation" and "Financial Sustainability" are the weakest components in terms of design and implementation progress respectively as well achievements.
- c) The internal communication within the MoE, especially between the NCCW and IGF Office is weak, although it is working well between the IGF/NPD and NCCW.
- d) The implementation of the various components of PWP is not integrated in terms of support from the PWP team, which is also not seen as a cohesive team. The site teams are expecting more technical support from PMU, which has not been possible due to focus of the PMU on implementation of national program. The component of military training is not integrated with the rest of the training program.
- e) None of the Regional Programme Directors has been notified so far. This has resulted in less than desirable level of ownership, involvement, interaction and support to PWP from the provincial wildlife departments. This issue was taken up rather belatedly in PMC. Nominations have been received or are being received from the provincial governments. Comprehensive thinking on the number of RPD(s) e, g. one MCWC and at least three, one each from Punjab, Sindh and NWFP for CIWC and for appropriateness of government official whether of provincial or regional level for meeting the requirement of the job for the specific wetland complexes has not preceded the process of nomination.
- f) The involvement of the irrigation engineers and fisheries departments is generally lacking.

Financial planning

The details of PWP Budget are in Table-3, Table-4 and Table-5.

Table 3: Approved Budget of PWP

GEF Full Project	US\$ 2,991,350
PDF-B	US\$ 342,000
Sub-total GEF	US\$ 3,333,350
Co-financing:	
UNDP (Committed)	US\$ 1,500,000
Royal Netherlands Embassy	US \$ 4,034,000
WWF International Network (Committed)	US\$ 1,200,000
PPAF/Others	US\$ 2,066,650
PDF-B (UNDP)	US\$ 25,000
Sub-total Co-financing	US\$ 8,800,650
Total Project Cost (Full Phase)	US\$ 11,792,000
Total Project Cost	US\$ 12,134,000
Associated Baseline Financing	US\$ 9,395,800

Source: Project Document

Project Outputs		Investment (US\$)		
		GEF	Co-financing	Total
1	Project Coordinating Mechanism, Management Units and Technical Resource and Equipment Centre	491,500	1,430,500	1,922,000
2	Pakistan wetlands surveys GIS-database	543,250	1,005,750	1,549,000
3	National Wetlands Conservation Strategy	224,250	140,750	365,000
4	Training and Capacity-building Initiative	559,450	700,550	1,260,000
5	Nation-wide Wetlands Awareness Campaign	398,400	643,600	1,042,000
6	Long-term Fund-raising Campaign	64,000	191,000	255,000
7	Makran Coastal Wetlands Complex	318,750	1,032,250	1,351,000
8	Central Indus Wetlands Complex	391,750	1,237,250	1,629,000
9	Salt Range Wetlands Complex	0	1,345,000	1,345,000
10	North-west Alpine Wetlands Complex	0	1,074,000	1,074,000
Total		2,991,350	8,800,650	11,792,000

Source: PWP

162. The budget assumes that all GEF and co-funding will be in cash. Therefore the committed contribution by WWF International Network (US\$ 1,200,000) and PPAF/Others (US\$ 2,066,650) has been assigned to various outputs including the costs of salaries of the staff but the WWF and PPAF contribution has been in kind. Therefore, this co-funding is not funding the specifically planned activities of PWP. Therefore, there is shortfall in the PWP budget, as related specifically to the salaries for staff and to office accommodation rental in Islamabad
163. WWF Network's entire contribution of US\$ 1.2 million is envisioned for staff costs, operational activities and monitoring of the program against their formally indicated preference on-ground activities such as social mobilization, baseline studies immediate action plans, etc. in wetlands complexes. WWF- P, therefore, requested in the 8th Meeting of the Programme Management Committee held on 16 March 2007 for revision of the budget.

Table 5: **Outputs and Sub Output Wise Budget**

S.No.	Outputs and Sub Output	GEF/RNE/ UNDP (US\$)	WWF Network/ PPAF/ Other (US\$)	Total (US\$)
1.	Institutions Established for conservation of Wetlands Biodiversity	1,922,000	420,000	2,342,000
1.1.	Project Coordination Mechanism and Management Unit Established	950,000		
1.2.	Comprehensive Inventory of Equipment Deployed	952,000		
1.3.	Training Courses for Specialised Equipment	20,000		
2.	Planning and Decision Making of Wetlands Conservation Agencies Enhanced	1,549,000	14,000	1,563,000
2.1.	Wetlands Survey Section Setup	769,000		
2.2.	National Wetlands Survey Programme	480,000		
2.3.	Enhancement of Pakistan Wetlands GIS-Database	300,000		
3.	National Wetlands Conservation Strategy	365,000	12,500	377,500
3.1.	Contract for the NWCS is Developed and Awarded			
3.2.	NWCS Policy Development Phase Implemented	255,000		
3.3.	The NWCS is Officially Adopted and Implemented at all levels	110,000		
4.	Technical Competence Enhanced through Capacity-building and Training	1,260,000	661,500	1,921,500
4.1.	Capacity-building and Training Section	183,000		

	Established			
4.2.	Training and Capacity-building Needs Assessment	100,000		
4.3.	Post-graduate Course in Wetlands Management	100,000		
4.4.	Pre-service and In-service Public Service Training	104,000		
4.5.	NRM and Wetlands Training Modules for Military Leader Group	40,000		
4.6.	Directorate level In-service Training Course	60,000		
4.7.	Professional Field Staff In-service Training Courses	130,000		
4.8.	Proficiency Course for Non-professional Field Staff	112,000		
4.9.	Custom-designed course for CBO Representatives	95,000		
4.10.	International In-service Courses for Selected Staff	296,000		
4.11.	Comprehensive Manual of Wetlands	40,000		
5.	National Wetlands Awareness Campaign	1,042,000	330,500	1,372,500
5.1.	Communication and Awareness Raising Unit Established	162,000		
5.2.	National Public Awareness and Opinion Survey	60,000		
5.3.	Communication and Awareness Strategy	30,000		
5.4.	Wetlands Communication Network	20,000		
5.5.	Primary Schools Outreach Programme	142,000		
5.6.	Religious Leaders Outreach Programme	45,000		
5.7.	Mass Media Outreach Programme	140,000		
5.8.	Sports Hunters Outreach Programme	30,000		
5.9.	Public Awareness Programme Street Performances	40,000		

5.10.	Pakistan Wetlands Website	193,000		
5.11.	Wetlands Exhibits for Information Center	180,000		
6.	Long-term Sustainability of Wetlands Conservation	255,000	0	255,000
6.1.	Fundraising & Financial Sustainability Section	160,000		
6.2.	Financial Sustainability	30,000		
6.3.	Financial Sustainability Options and Initiatives	65,000		
7.	Makran Coastal Wetlands Complex MCWC Management Plan	1,351,000	179,500	1,530,500
7.1.	Institutions Established for Wetlands Conservation in MCWC	515,000		
7.2.	MCWC Site Explored and Assessed	10,000		
7.3.	MCWC Immediate Action Plan	40,000		
7.4.	Village Conservation Committee VCC's	200,000		
7.5.	Programme for Alternate/diversified Livelihoods	200,000		
7.6.	NRM Capacity-building Initiative for Women	30,000		
7.7.	MCWC Conservancy Established	30,000		
7.8.	MCWC Ecotourism Promotion Plan	80,000		
7.9.	Preliminary Oil Pollution Disaster Plan	16,000		
7.10.	Bird-Ringing Programme	50,000		
7.11.	Marine Turtle Tracking Programme	120,000		
7.12.	Marsh Crocodile Re-establishment Programme	60,000		
8.	Central Indus Wetlands Complex CIWC management Plan	1,629,000	6,698,800	8,327,800
8.1.	Institutions Established for Wetlands Conservation in CIWC	335,000		
8.2.	CIWC Site Explored and Assessed	10,000		
8.3.	CIWC Immediate Action Plan	90,000		

8.4.	Village Conservation Committee VCC's	175,000		
8.5.	Programme for Alternate/diversified Livelihoods	200,000		
8.6.	NRM Capacity-building Initiative for Women	30,000		
8.7.	CIWC Conservancy Established	90,000		
8.8.	CIWC Ecotourism Promotion Programme	75,000		
8.9.	River Pollution Disaster Plan	16,000		
8.10.	Enhanced Income Generation Programme for fisher-folk Mohannas	108,000		
8.11.	Appropriate Energy Use Programme	35,000		
8.12.	Trapped Indus Dolphin Translocation Programme	60,000		
8.13.	Sonar tracking of river dolphins	45,000		
8.14.	Comprehensive Indus Dolphin Population Survey	120,000		
8.15.	Gharial Re-introduction Programme	120,000		
8.16.	Hog Deer Re-introduction Programme	120,000		
9.	Salt Range Wetlands Complex SRWC Management Plan	1,345,000	255,500	1,600,500
9.1.	Establishment of SRWC Site Management Team	310,000		
9.2.	SRWC site exploration	10,000		
9.3.	SRWC immediate action plan	40,000		
9.4.	Communities mobilization and organization	200,000		
9.5.	Alternate/diversified livelihoods initiatives	200,000		
9.6.	NRM capacity building initiative for women	30,000		
9.7.	Establishment of SRWC Conservancy	90,000		
9.8.	SRWC ecotourism program	75,000		
9.9.	Construction of vegetation exclosures	20,000		

9.10.	Soil conservation demonstration sites	210,000		
9.11.	SRWC lake beds survey	10,000		
9.12.	Bird-ringing program	50,000		
9.13.	Crane breeding program	100,000		
10.	North-west Alpine Wetlands Complex NAWC Management Plan	1,074,000	820,500	1,894,500
10.1.	Institutions Established for Wetlands Conservation in NAWC	316,000		
10.2.	NAWC site Explored and Assessed	10,000		
10.3.	NAWC Immediate Action Plan	40,000		
10.4.	Village Conservation Committee	200,000		
10.5.	Programme for Alternate/diversified Livelihoods Initiatives	200,000		
10.6.	NRM Capacity-building Initiative for Women	30,000		
10.7.	Establishment of NAWC Conservancy	90,000		
10.8.	NAWC Ecotourism Promotion Plan	75,000		
10.9.	Ramsar Status Application for NAWC	8,000		
10.10.	Bird-ringing Programme	50,000		
10.11.	Appropriate Energy Use Programme	55,000		
Total		11,792,000	9,392,800	21,184,800

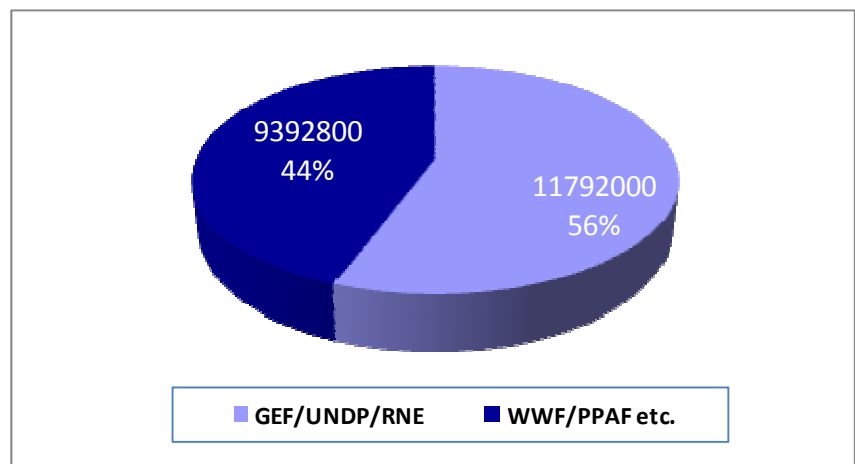
Source: PWP

164. WWF-Pakistan has contributed in-kind \$ 0.97m against its total commitment of \$1.20m. The balance is expected in the future. WWF – Netherlands contributed \$ 0.20 m by 30th June, 2008 and will further contribute \$ 0.30 m by the end of project. Full sponsorship for Phase-2 of the satellite tracking program for marine turtles was secured from Pakistan State Oil. Partial sponsorship for children's wetlands carnivals was also secured. Additional co-financing, such as that emanating from the Darwin Initiative and from the British Whale and Dolphin Society did not materialize.
165. The contribution of Pakistan Poverty Alleviation Fund (PPAF) through its partner NGO, Soan Valley Development Organization is in kind and limited to SRWC. The specific example of in-kind co-financing received from the Pakistan Poverty Alleviation Fund is in the form of GIS datasets and other pertinent information contained in the final draft of the report on the Disaster Mitigation and Preparedness Plan of the Soan Valley Pilot Project. Although PPAF funds are available for most districts of the country but works through 15

or so leading NGO partners. PWP can enhance PPAF contribution by working closely with the partner organization of PPAF in developing the wetland related livelihood and other projects e.g. hydro power project in NAWC through AKRSP.

- 166. PWP has not been able to generate additional co-funding and the arrangement of a dedicated staff for the purpose was not helpful. However, the awareness program of PWP was successful in attracting corporate small funding, although helpful. This kind of funding is not expected to be of the required level.
- 167. The progress in generating funds for community activities from micro-finance, poverty alleviation and development organisations such as the RSPs, the Khushal Pakistan Programme and other NGOs has been slow since targeted efforts could not be made by the Project to link the community with them in a significant way. However, Dairy Development Board in SRWC and PCSIR in MCWC have made small contributions.
- 168. The VCCs are expected to raise their own savings and maintain group savings accounts so that additional finances are available to meet the needs for future financing of such ventures. This may not materialise at the expected level
- 169. The limit of contribution of at least 25% of the total costs of activities by the user-groups for any alternate income generation activity or Project-related community development initiative is high in case of directly related wetland initiatives e.g. conservation of wetland which do not compensate the communities to that extent in the short term. However, this level is quite appropriate in case of commodities or infrastructure e.g. solar panels, wind turbines, biogas plants.
- 170. A financial advisory sub-committee of the PSC to establish mechanisms for long-term financial sustainability of the PWP has not been set up.
- 171. Significant (44%) co funding of PWP cost is committed by WWF-P and PPAF (see Fig-4) but its delivery is in-kind, though very useful yet not for the expenditure indicated in the PWP budget.

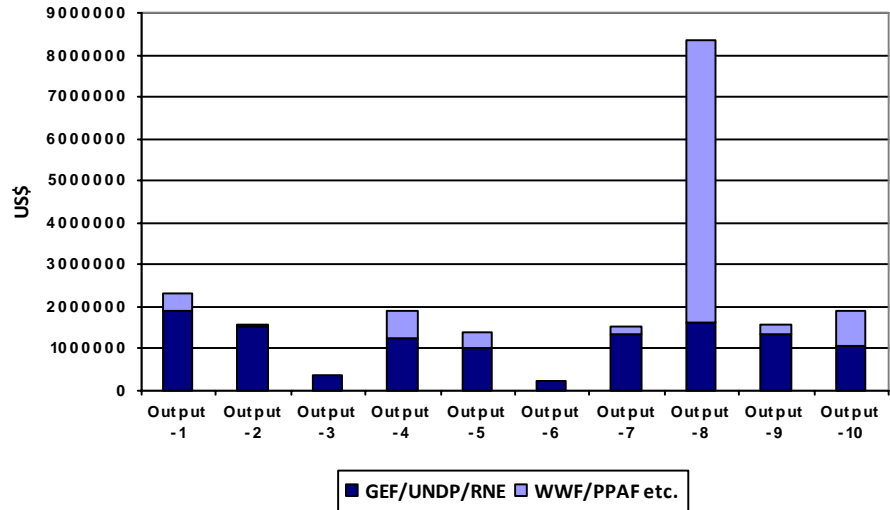
Figure 4: Comparison of GEF/UNDP/RNE and WWF/PPAF etc. Share in the Committed Budget of PWP



- 172. WWF Network is making contribution mainly for CIWC and of PPAF for SRWC. Output 10 & output 4 are next in the order of their co-funding as in Fig-5.
- 173. The share of WWF Network and PPAF (44%) in the budget of

PWP is mainly for Output 8 CIWC is very high compared with their share for other outputs

Figure 5: Output wise Total PWP Budget

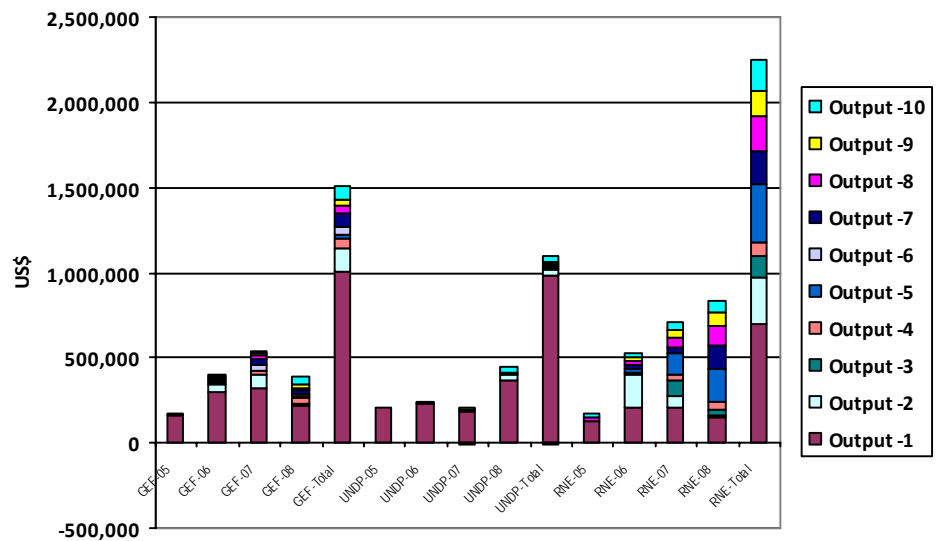


174. Financial planning and accounting of the funding by GEF and co-funding by RNE and UNDP is straightforward since the income expenditure are in cash that are

managed by PWP directly difficulty has however been felt in case of planning and accounting of the financial contribution of WWF network and PPAF since in kind and has not been meant for the budget of the specific activities included in the Annual Working Plans of PWP. Rather, these are supporting the relevant conservation activities that are not included in the Plans.

175. The best trend in the year wise expenditure has been seen in RNE budget, followed by GEF and UNDP funding as in Fig-6.

Figure 6: Year wise Expenditure against GEF, UNDP and RNE Funds (2005-08)



176. The expenditure for GIS and surveys (output-2) is 2nd in order after administration related expenditure in output-1 followed by communication (output-5) as in

Fig-7 and Fig-8.

Figure 7: Output wise Expenditure against GEF, UNDP and RNE Funds (2005-08)

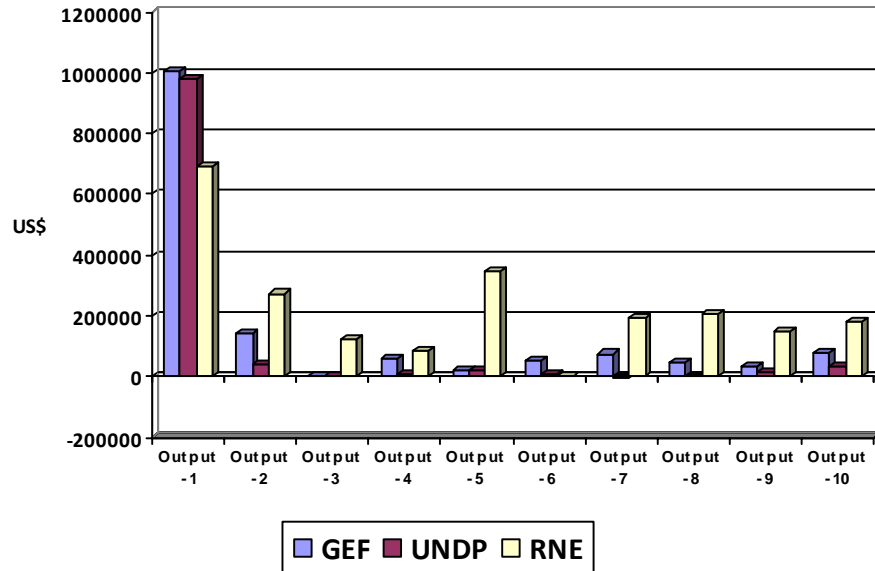
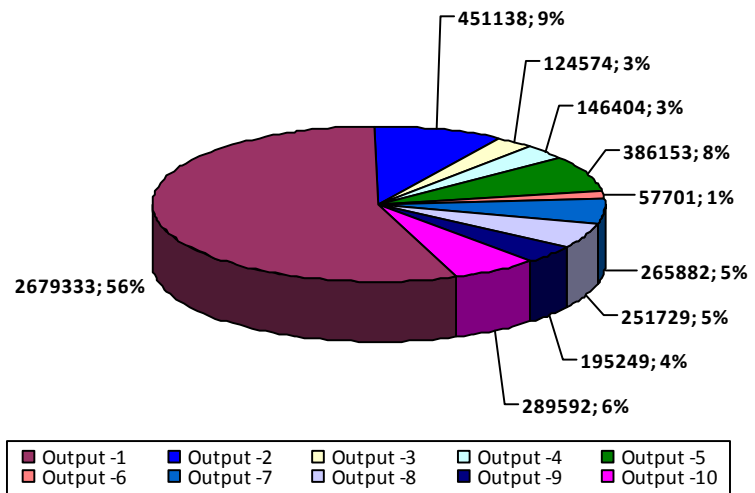
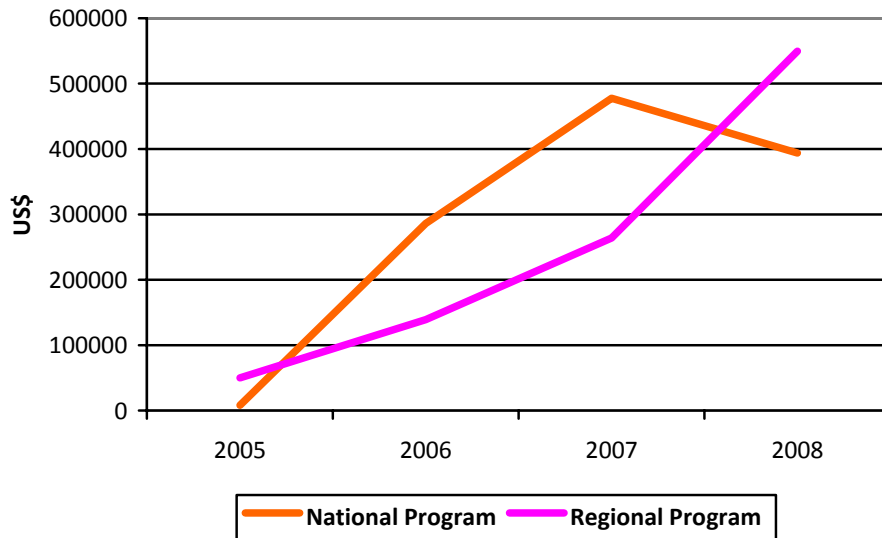


Figure 8: Output Wise Expenditure against GEF/UNDP/RNE Funds Jointly (2005-08)



177. A healthy trend is that the national program related expenditure has started decreasing after 2007 whereas the regional program related expenditure is continually growing as in Fig-8

Figure 9: Trend of Expenditure in National Program and Regional Program



178. Whereas the trend of expenditure on output 5 (comm.), output 10 (NAWC), output 9 (SRWC), output 8 (CIWC), output 4 (training) is growing the trend of expenditure on output 1 (mostly admin. related), output 2 (GIS & survey), output 3 (policy) and output 6 (financial security) has been decreasing as in Fig-10.

Figure 10: Trend - Output wise Total Expenditure against GEF/UNDP/RNE Funds Jointly

179. The cumulative expenditure on administration (55%) up to the end of 2008 is more than the expenditure for the program (45%) in that period (see Fig-11). Thus, the cumulative administration related expenditure has been high so far.

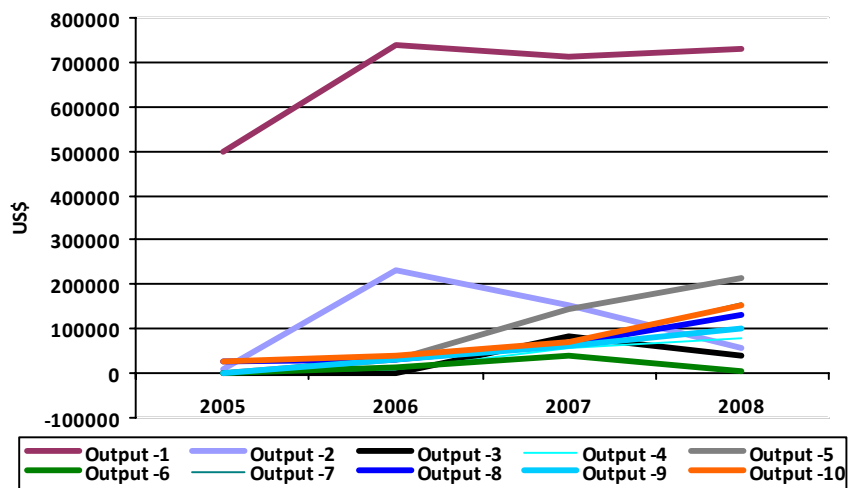


Figure 11: Comparison of Administrative and Programme Expenditures (2005-08)

180. But the trend, after 2006, shows that it has leveled thereafter and its ratio with the program expenditure decreased in 2008 (Fig 12).

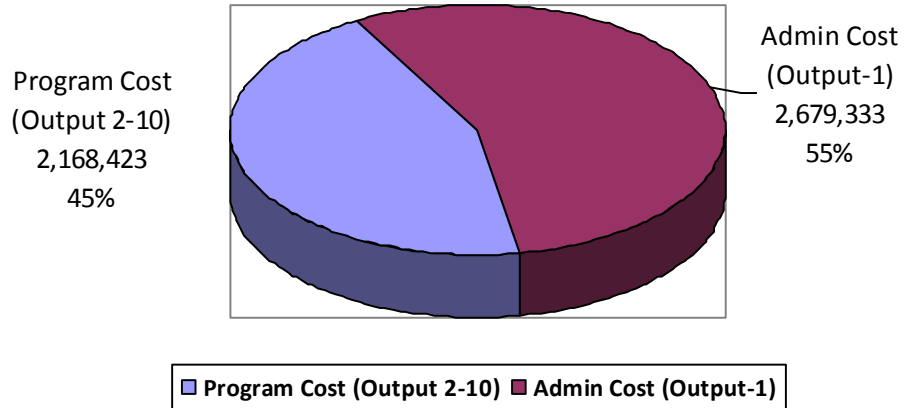
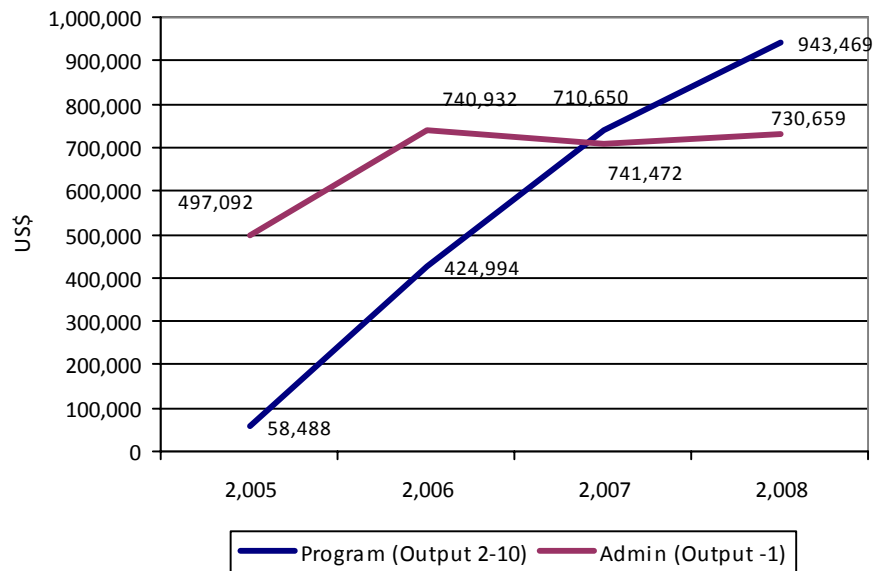


Figure 12: Yearly Total Expenditure of GEF/UNDP/RNE Jointly on Admin. and Programme (2005-08)

181. In the ranking, from high to low, for administration expenditure, are UNDP, GEF and RNE. Whereas the administration expenditure of GEF and RNE is decreasing, the UNDP funded administration expenditure is



increasing for this reason. In the ranking of donors from high to low in respect of cost effectiveness of investment are RNE (Fig 13), GEF (Fig 14) and UNDP (Fig 15).

Figure 13: Year wise Total Expenditure of RNE on Admin and Programme (2005-08)

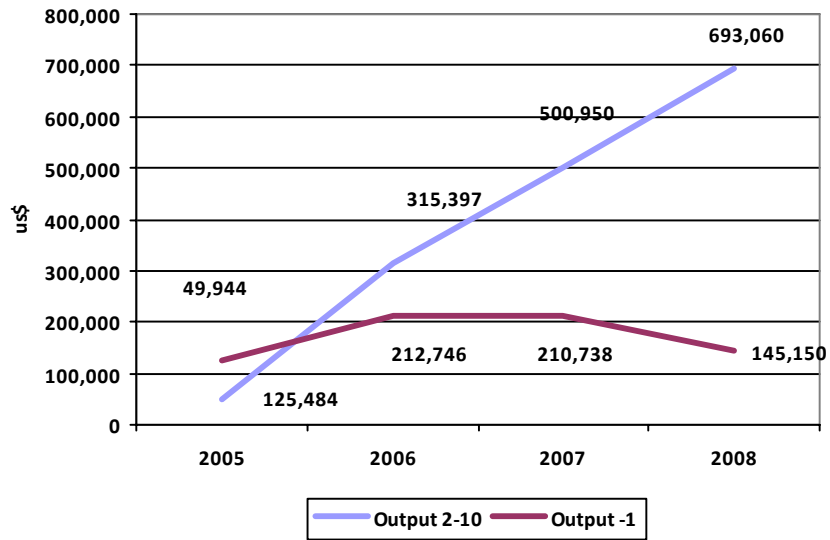


Figure 14: Year wise Total Expenditure of GEF on Admin. and Programme (2005-08)

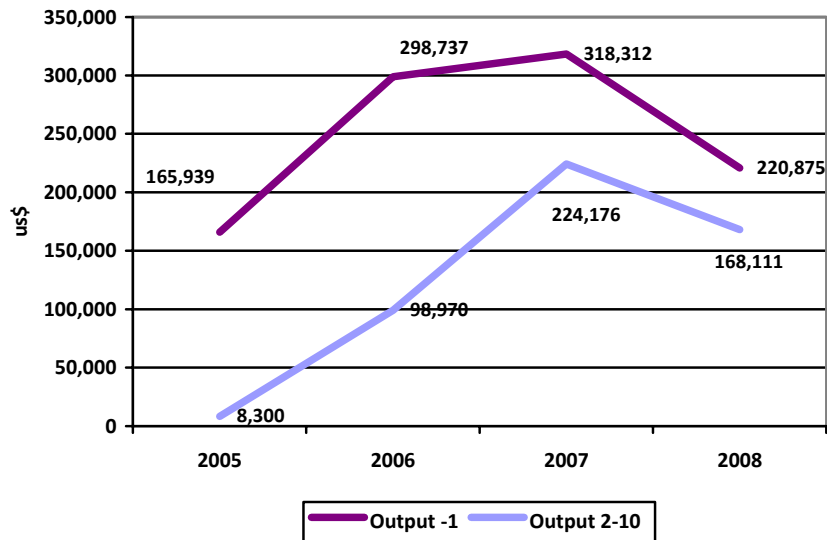
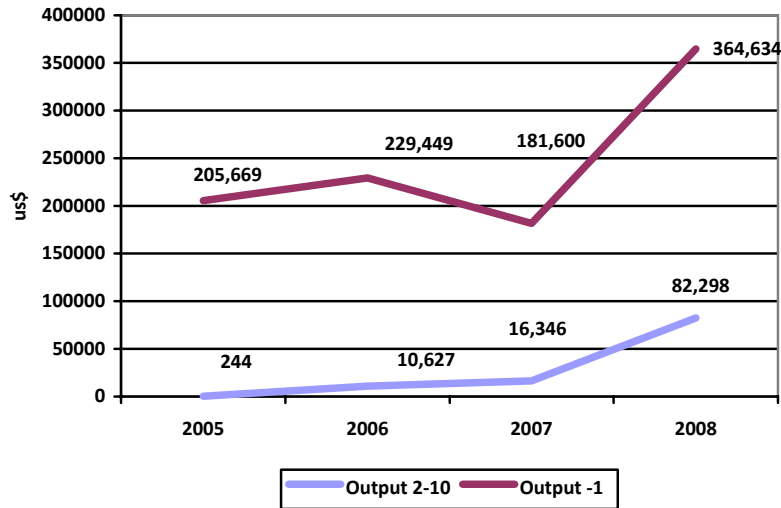


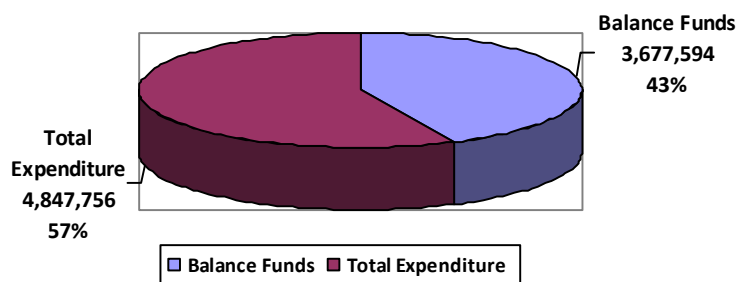
Figure 15: Year wise Total Expenditure of UNDP on Admin. and Programme (2005-08)



182. One conclusion in terms of administration expenditure is that investment through UNDP is very cost effective for other donors.
183. Taking expenditure as a crude measure of progress of implementation, in the ranking from high to low are output 1 (mostly admin. so far), 5 (comm.), 2 (GIS & survey), 8 (CIWC), 7 (MCWC) and so on. But the physical progress of survey component of output-2 and the wetland complex component of output-8 is low.
184. 57% of the joint budget of GEF, UNDP and RNE has been utilized up to the end of 2008, the remaining budget being 43% as in Fig-16.

Figure 16: Status of GEF, UNDP and RNE Funds Jointly on 31 December 2008

185. Considering that the budget requirement of the wetland complexes is heavy (see table 5) and assuming the level of expenditure at 2008, it will not be possible to complete the project within the remaining resources. Multiple options will need to be exercised for coping with the situation. These include generating additional co-funding



preferably in cash from the multilateral and bilateral donors such as EU and RNE included; co-funding of the PWP activities included in the Annual Work Plans of PWP in cash or kind by WWF Network; working closely with PPAF and its partner NGOs for leveraging the contribution in kind for the activities included in the PWP Annual Work Plans of PWP; reprioritizing the outputs, and sub outputs and the related activities for dropping those of low priority from the impact point of view.

186. In case of additional funding the total budget should remain at US \$ 11.792 million while the amounts attributed to the PPAF and others on the cover page of the Project Document should be reduced.
187. It was agreed in the 12th Meeting of PMC held on 19 August 2008 to revise the complete project budget to reflect the overall deficit for endorsement by the Programme Steering Committee and raising additional funds for the remaining duration of the project. It seems that PWP and WWF-P will undertake this exercise based on the recommendations in the MTR Report.

Monitoring and Evaluation

188. Monitoring and evaluation framework for PWP is summarized in Box- 5. It is a very weak mechanism, mainly limited to progress reporting. Mid-term Review and a Final Tripartite Review are, however, provided.
189. M&E is critical for keeping the project on track. It requires dedicated staff for efficient monitoring, which is provided in the Project Brief but the professional staff for monitoring has not been appointed for unexplained reasons. Monitoring of the project is limited mainly to progress reporting (which is of good quality) and WWF-P oversight through its "Support Group" which is not monitoring. In the absence of the M&E expert the NPM/CTA had to devote time for preparation of Quarterly and Annual Progress Reports of PWP himself. The other aspects of M&E work, especially the focus on big picture, quality of sub-outputs and outputs, outcomes, impacts, and lessons learned are not getting the needed attention. The changes in resource-use are to be evaluated through periodic participatory monitoring and evaluation assessments. But it will not be possible in the absence of M&E staff on board.

Box 5: Monitoring and evaluation of PWP

The PSC in the first 5 years and its alternate during the final two years of the Project are expected to oversee the process of *Monitoring and Evaluation*. Monitoring and Evaluation will take place by means of the Quarterly Reports, Annual Reports, *Mid-term Review* and a *Final Tripartite Review*

A set of indicators to track Project progress at the mid-term level will be defined at the outset of the *Project*, based on the *Project's Logical Framework Analysis*.

Detailed *biological and socio-economic surveys* will be undertaken at the beginning of the Project to establish a base line and assess changes or impacts immediately prior to the *Mid-term Review* to adapt or even replace specific Project interventions for increased effectiveness.

Execution and Implementation Modalities

190. UNDP is the most appropriate GEF Implementing Agency for this Programme. Ministry of Environment, as the Execution Agency is managing the project efficiently. WWF-P is the appropriate and efficient organization for implementing the project on behalf of the Ministry of Environment. The PWP Team is motivated. However, the implementation has been slow than planned and achievement of the objectives is a challenge for all concerned. This is due to the project being very ambitious in terms of scope, geographical spread and objectives. Commensurate financial and human resources are a constraint. Reprioritization, focusing, phasing out and dropping the sub outputs and outputs, which are not likely to impact the results significantly and generating additional co-funding should be the way out for the remaining period.

Management by UNDP Country Office

191. UNDP country office has been managing the project seriously and has been providing guidance and assistance regularly. UNDP's has played a very active role in the PSC and PMC meetings and has helped in interaction between the Ministry of Environment, WWF-P and PWP management.

Coordination and Operational Issues

192. Coordination of PWP with the key government agencies, in particular provincial wildlife departments, fisheries departments and water agencies has remained weak. PSC, PMC, NPD, UNDP and RNE have been expressing their concern for weak coordination and emphasizing on improving it for participation and ownership.
193. PWP management has tried in its own way to improve communication and coordination but has felt that the lack of economic and other incentives for the staff of government agencies is an impediment. There is no co-funding by the government for this program and PWP does not have enough funding for this purpose. Additional co-funding from donors and the federal and provincial governments can help solve this problem.
194. PWP is wide geographical spread. Some of the areas are inaccessible in certain seasons and some others are affected by insurgency. This affects the travel and work.

Results

195. The project is on track but is ambitious and its implementation is slow. It requires reprioritization, focusing and phasing out of sub outputs and outputs which will not contribute to achievement of objectives significantly. The remaining funds are insufficient for the planned outputs. Participation and ownership of government agencies is weak. Additional co-funding is required.

Attainment of Planned Objectives & Outcome

196. Achievement of all planned objectives and outcomes is a challenge. The project needs to focus on evolving models of sustainable management of wetlands in the four wetland complexes.

Sustainability of Impacts

197. So far, communication and wetland survey techniques are very impressive. These are likely to be used by others. The expected impacts are awaited by the end of the project for scaling up and replication.

Ecological Sustainability:

198. This is dependent on so many factors. However, the awareness raised, capacities built, participatory and scientifically sound management of wetlands coupled with economic incentives to communities through alternate livelihoods are likely to succeed in achieving ecological sustainability of wetlands.

Social Sustainability:

199. The project focuses on social mobilization and involvement of local communities and other stakeholders. These will provide social sustainability.

Financial Sustainability:

200. This is critical but quite challenging in terms of communities raising their own funds. Donor and government funding is, therefore, crucial until such time the communities start receiving benefits and are motivated to raise their own resources for financial sustainability.

Institutional Sustainability:

201. Improving the commitment, skills and knowledge of the people who run Pakistan's key institutions is the most effective Project intervention for institutional sustainability. Enhancing the policy framework and institutional co-ordination for wetlands management will also ensure strengthened institutional responsibilities for executing conservation measures. However, the project will have to focus on strengthening of NCCW and the provincial wildlife departments for sustaining the Pakistan Wetland Programme over the long term.
202. In the long-term, the envisaged metamorphosis of the PSC, PMU and TREC into the National Wetlands Committee of NCCW and effective functioning of WCCCs will cement institutional sustainability of the Programme.

Contribution to National Capacity Development

203. The training capacity building interventions of the Programme will contribute greatly to the National Capacity Development for wetlands conservation.

4. RECOMMENDATIONS

Rec- 1. PWP Overall

- (1) MTR recommends extension of one year in the Project duration for completion of certain components with retention of relevant staff only to allow safe exit.
- (2) Exit strategy is required two years in advance of the completion of the project
- (3) NCCW and the provincial departments should start developing their PC-1s for arranging funds for sustainability of Project results and for scaling up- or replication of successful approaches and the demonstrated model of sustainable management of wetland complexes. PWP should help the NCCW and the provincial departments in working out the requirements in this regard and in developing the PC-1s.

It will be ideal if the proposed government-funded development initiatives become operational by the last year of PWP. This will help in smooth transition and un-interrupted continuity of the program.

Rec- 2. PWP Design

- (1) The large size of CIWC needs to be right sized and its management needs to be adjusted.
- (2) Reduce the number of wetlands to be surveyed significantly, cover those speedily and repeat surveys for comparison in the last two years of those wetlands only that were surveyed up to the end of Project Yr. 3.
- (3) Scale down the activities of reintroduction of hog deer and gaviel in the wetlands of CIWC and of marsh crocodile in the wetlands of MCWC to selection of sites, sources of animals, detailed feasibility studies, guidelines and plans of reintroduction, detailed monitoring mechanism and training of the local staff. The physical reintroduction may take place afterwards instead of rushing in haste with incomplete preparations as reintroductions of species require scientific expertise and vigor.

Rec- 3. PWP National Programme

- (1) WWF-P is well versed and experienced in generating funds and will be in a better position to do it provided the Project management works out the exact needs for the additional co-funding and post project sustainability to help WWF-P to take it forward.

UNDP, RNE and Government of Pakistan should also contribute themselves and support the efforts of WWF-P.

- (2) PWP management has now reduced the survey target to 100 wetlands, which too appears ambitious, considering the past performance and the need to repeat the earlier surveys before the end of the Project to assess the impact of the interventions of the Project on the demonstration complexes.
- (3) Full participation and institutional strengthening of the NCCW and of the provincial/NAs wildlife departments is essentially required for sustainability.
- (4) WWF-P as the outsourced agency for the GIS component and PWP should expedite setting up the GIS nodes in each of the provincial wildlife departments with necessary equipment, operator (if department cannot manage) and training.

Rec- 4. PWP Regional Programme

- (1) Success of the four demonstration wetland complexes depends on visible improvements in the ecological conditions of the wetlands and socio-economic conditions of the local communities dependent on wetland resources in the four complexes. Keeping these major objectives in view it would have been useful if the processes of management planning of wetland complexes and establishment of conservancies were started earlier, say from year 3 in parallel to the surveys and studies of wetland complexes. The provincial governments should review and update their wildlife laws to provide for designation of "Conservancy" as a PA category and notify the conservancies on getting information of boundaries from PWP.
- (2) Karambar Lake is included in the NAWC but Karambar valley remains excluded from the wetland complex. This has given rise to conflict between the NWFP and NAs and the Ministry of Environment had to intervene to provide clarification in this regard. It would help in effective management of NAWC if Karambar valley is added to NAWC and a parallel social organization, livelihood and management planning and implementation process as for Broghal valley is started for Karambar valley that may include establishment of a WCCC, notification of RPD and a joint but separated management plan for the wetlands and the valleys falling in NWFP and NAs. This is more important than the other conservation being undertaken by PWP in NAs.
- (3) The working season in NAWC is short as the access to the wetlands and the local communities is confined to a maximum of eight months in any year. It is, therefore, important that the site team concentrates on the wetland complex, interacts with the local communities optimally and is not pulled out for input elsewhere. Chitral town is appropriate for the site office of the NAWC if the desired level of community interaction and economy in costs are to be ensured.
- (4) This would also mean focusing only on very important wetland(s) in NAs and NWFP outside the NAWC from management/follow up in view. The only such area which may continue to receive attention is Deosai NP, in particular Seoskasar Lake.

- (5) The extraordinary vastness of CIWC requires rightsizing through transferring the management of the stretch of the River Indus upstream of Darya Khan – Dera Ismail Khan bridge to the SRWC; establishing an additional site office at Sukkur; and shifting the present site office from Rahim-yar-khan to Kot Addu, which is close to Taunsa Head works. The survey of dolphins, rescue of the stranded dolphins, awareness and other activities under the PWP national program and co-funded activities by WWF-P, in addition to regional activities will be better coordinated and implemented in the river stretch of concentration of Indus dolphin.
- (6) Even after right sizing of CIWC as proposed above, it will be a great challenge to implement all activities of the Project included in the Project Brief. The re-introduction of gaviel and hog deer are intense scientific endeavors requiring expertise and studies, which may remain a constraint. It is, therefore, recommended that the implementation of re-introduction program for the two species may be scaled down to feasibility study, development of guidelines and training of wildlife staff.
- (7) The Project needs to lay emphasis on consolidation of sites, their management planning and implementation.

Programme Related

- (1) Livelihood component requires expertise which is lacking or is inadequate in the regional and national teams. This is a key component to enhance motivation of local communities in conservation of wetland resources and thus deserves a better treatment and greater attention. It is recommended that enhancing or creation of sustainable livelihoods of communities is supported by the national team throughout sourced state-of-the-art expertise.
- (2) Gender needs the desired focus and attention, which is lacking. A Gender Strategy should be developed and implemented in this regard.
- (3) The mission observed during its interaction with the PWP and government staff as well as other stakeholders that the Project Brief has not been seen or read thoroughly. MTR recommends that the same along with MTR report is shared with all relevant professional and technical staff of PWP and government agencies as well as stakeholders. Sufficient number of copies is provided to government agencies even for staff concerned indirectly with PWP. MoE, IGF Office and NCCW should also play greater role in coordinating with provincial and other government organizations.

Rec- 5. Ownership and Sustainability of PWP

- (1) PWP briefings of the Project periodically by the appropriate PWP staff to the partner agencies, at their headquarters involving all relevant staff, are recommended to bring them on board and ensuring their full participation in the Project activities.
- (2) PWP needs to strengthen the NCCW, to take over the supervision of the Project in Yr 6 & Yr 7 (subject to approval of PSC) as provided in the Project Brief and for post project institutional sustainability. The institutional strengthening of the provincial wildlife

departments is also important for sustainability of the regional wetland complexes. This would require PWP working with these agencies to work out the requirements of these agencies in terms of expertise, human resources, vehicles, equipment, activities and financial resources for not only post project sustainability of the conservation initiatives at the demonstration complexes but also to scale up and replicate the success stories in other key wetlands and complexes. This is also required to help the organization in developing the PC-I schemes for funding through the development budget, although the primarily responsibility for this exercise is of these agencies to secure the resources on timely basis for ensuring sustainability.

Rec- 6. PWP Governance

- (1) PSC may meet twice in a year and for longer time.
- (2) The Heads of provincial wildlife departments may be included in the membership of PMC. The frequency of its meetings may also be increased.
- (3) Formal Regional Committees are envisioned in the Project Brief to guide and supervise Project implementation in the wetland complexes. One such committee has been notified in NAWC and interim committees have been formed in MCWC and SRWC. But none of these are working effectively for the envisioned objective of guidance and supervision so far. CIWC which is spread over 10 districts in three provinces needs at least three WCCCs, one in each province. The remaining WCCCs are notified sooner than later and made fully functional.
- (4) A technical forum is created for enhancing interaction amongst all biodiversity conservation programs and projects in the country which provides opportunity to the NPMs and CTAs to meet and exchange information, experiences, lessons learned as well offer and receive technical support. PWP may take a lead in catalyzing establishment and functioning of such a forum

Rec- 7. PWP Management

- (1) MTR recommends that Regional Programme Directors (one each for MCWC, SRWC and three for CIWC –one each of Punjab, NWFP and Sindh – and one of NAs for Karambar wetland and Karambar valley) are notified at the earliest possible time.
- (2) The present arrangement of a joint position of NPM/CTA has not worked well. There are two options (1) create a new position of NPM and hire a national; (2) Conservator of Wildlife NCCW to take over as NPM (with reporting lines to both WWP-P and IGF and under arrangements to be decided mutually by the MoE and WWF-P). He is supported by CTA technically including the aspect of M&E. The former arrangement will be cost expensive, disruptive and will create confusion in the project staff, even if the CTA and NPM are clear about their jobs and are working harmoniously. The latter arrangement will not only be cost effective and least disruptive but also in the spirit of transformation of the project supervision from Yr. 6 (subject to approval of PSC) for sustainability. The

NPM/CTA already channels the project papers to NPD/IGF through the Conservator Wildlife (NCCW), who reports to the IGF/NDP in the hierarchy and for the purpose of this project. Secondly, greater role of NCCW in the supervision of the project in Yr 6 & Yr7 is planned in the Project Brief for ownership and sustainability by the government agencies.

MTR, therefore, recommends that the positions of NPM and CTA are bifurcated and the present incumbent may continue as CTA. He may also continue the work of M & E, although with greater involvement. The NPM position may be taken over by the Conservator of Wildlife, NCCW in accordance with the spirit of the Project Brief regarding taking over the supervision of PWP. This will help in enhanced interaction and the coordination with the project partners, improved management of the project, enhanced government ownership, participation and post project sustainability of the program.

- (3) Joint meetings, quarterly at wetland complex level annually of all relevant project staff and partner departments, especially wildlife department's staff, are recommended to assess the progress of the previous and elaborate the plan of the next quarter/year. This will ensure their participation, and create shared understanding and ownership among the entire team including the government agencies.
- (4) The Regional Coordinator is over stretched. The National Manager may share his work load of supervising and guiding the four regional teams spread throughout the length of the country i.e. from the most northern part of NWFP (NAWC) to the most south western part of Balochistan (MCWC). The NPM/CTA's supervision and guidance to field teams is constrained by his work load and requirement of security clearance, being foreigner. The National Manager will have some respite due to low work level of the awareness and training components, which he is supervising.
- (5) The demand of the components of policy and GIS, outsourced to IUCN and WWF-P respectively, on the time of the national manager is not much. Thus, he could manage the supervision and guidance of at least one of the four site teams, preferably SRWC, which is closest to Islamabad and is far behind the others in progress. It would be ideal if he can look after two i.e. NAWC and SRWC, in which case the regional manager could be co-located with the site team of CIWC at Sukkur or Karachi to help manage this unwieldy wetland complex besides the supervision of CIWC and MCWC.
- (6) The large size of CIWC needs to be right sized and its management needs to be adjusted by:
 - (a) transferring the area of CIWC upstream of Bhakkar spaced as D.I.Khan bridge to SRWC;
 - (b) relocating the existing site office from Rahim Yar Khan to Kot Addu/Taunsa; and
 - (c) Establishing a new site office at Sakhar for the Guddu/ spaced as Sukkur stretch of the Indus River.

- (7) Support to Deosai NP may be provided through an experienced wetland expert may be placed in the office of the Director Deosai National Park at Skardu to support him in planning and management of wetlands of Deosai National Park, conducting surveys, and collecting data and information.
- (8) The best use of PWP staff at Gilgit is envisioned in supporting the Conservator of Forests, Northern Areas to bring the department on board, helping in incorporating Krambar and supporting KIU in introducing and teaching the new wetland courses.
- (9) Natural-resources-based livelihoods, linked with the conservation and sustainable use of species, needs to be pursued in community-based planning and management of wetlands. Concluding the livelihood activities within the Project period for the experience of success or failure is important, rather than getting inconclusive results. Thus, these should be concluded.
- (10) Livelihood experts are hired for rapid assessment of the potential of alternate sustainable livelihoods of communities in the four wetland complexes, developing the strategy and action plan for their introduction or improvement and for providing technical support to communities in implementation.
- (11) A financial advisory sub-committee of the PSC to establish mechanisms for long-term financial sustainability of the PWP has not been set up

CIWC

The northern most point of the River Indus where the presence of a school(s) of dolphins is affirmed is down stream of Darya Khan – Dera Ismail Khan bridge on the river. Conceptually, the main conservation interest in the stretch of the river upstream of this bridge, especially in the Chashma Reservoir is comprised of migratory waterfowl, fishery and otters and is almost akin to the wetlands in the SRWC, which are not far away from the Chashma Reservoir that extends up to Mianwali. Nimal Lake of the SRWC is approx. 45 km only from Mianwali.

- (1) The tract of the River Indus between Guddu Barrage and Sukkur Barrage has the highest concentration of Indus dolphin. The escape and rescue of dolphins is mostly from Sukkur but the CIWC team is not involved in it
- (2) The Regional Coordinator is supervising and guiding the four regional teams spread throughout the length of the country i.e. from the most northern part of NWFP (NAWC) to the most south western part of Balochistan (MCWC). The NPM/CTA's supervision and guidance to field teams is constrained by his work load and requirement of security clearance, being foreigner. The national manager will have some respite due to low work level of the awareness and training components, which he is supervising.
- (3) The demand of the components of policy and GIS, outsourced to IUCN and WWF-P respectively, on his time is not much. Thus, he could manage the supervision and guidance of at least one of the four site teams, preferably SRWC, which is closest to Islamabad and far behind the others in progress. It would be ideal if he can look after

two i.e. NAWC and SRWC, in which case the regional manager could be co-located with the site team of CIWC at Sukkur to help manage this unwieldy wetland complex besides the supervision of CIWC and MCWC.

Rec- 8. Financial planning

- (1) Budget is revised for the remaining period of PWP in the light of the revised program based on the MTR recommendations. It was agreed in the 12th Meeting of PMC held on 19 August 2008 to revise the complete project budget to reflect the overall deficit for endorsement by the Programme Steering Committee and raising additional funds for the remaining duration of the project. It seems that PWP and WWF-P will undertake this exercise based on the recommendations in the MTR Report.
- (2) Specific budget needs are worked out and discussed with donors' additional co-financing by WWF-P and PWP jointly.
- (3) Multiple options will need to be exercised for coping with the situation of financial deficit and raising funds..
- (4) In case of additional funding the total budget should remain at US \$ 11.792 million while the amounts attributed to the PPAF and others on the cover page of the Project Document should be reduced.

Rec- 9. Monitoring & evaluation:

- (1) A revised M& E Framework is developed for PWP including the indicators of impact for future M&E program
- (2) Milestones are identified for each sub-output for M&E purposes.
- (3) An M&E expert is hired by PWP

Corrective Actions

204. MTR recommends thorough revision of the Project including program, management and budget in the light of the MTR Report. In this respect, MTR appreciates the concluding remarks of the Chairman in the 4th PSC meeting held on 2 December 2008 that the original project document should be thoroughly reviewed to check for any deficiencies to meet the challenges emerging with the passage of time and the project is revised at the time of mid-term review.

5. LESSONS LEARNED

205. PWP, like many other GEF funded projects, is victim of ambitious planning. The GEF funded projects are different from normal projects due to eligibility criteria focused on global benefits for GEF funding; other donors to make significant financial contribution

towards that; and the baseline as well as local and national benefits to be funded from other sources. The raising of resources for co-funding is the most difficult part as it depends on the focus and priorities of donors what they can select from the menu of components and outputs given in a project. Most of the donors do not indicate their preferences, fearing that the same may be taken as commitment from them.

206. In such a scenario, the tendency is to come up with a comprehensive project brief that includes all or most hot topics and foci being discussed by the donor community at that time. Even otherwise, a project would like to cover maximum ground due to budgetary constraints in the developing countries and low priority given to biodiversity conservation.
207. The project brief also swells in an effort to accommodate the agenda of stakeholders, which is unfolded in the consultations and discussions of the Project Formulation Steering Committee.
208. Wishful thinking prevails all along in terms of cooperation from and the role and capacities of implementing agencies and stake holders; finances; and implementation time frame as these are not discussed thread bare and negotiated with formal commitments.
209. The experiences and lessons learned are, perhaps, not being documented by the Project staff, as one of the outputs of M&E. Some of the lessons learned by the Mission during MTR are as under:
 - (1) Financial contribution to the project from the relevant governments is crucial for ensuring full participation and ownership of wetland management agencies and post project sustainability of PWP as a program
 - (2) Participation of stakeholder organizations and local communities is crucial for the success and sustainability of the wetland program which is not possible without financial support from the project, if government cannot provide funds early in the remaining period of the PWP.
 - (3) Major focus of the Project should have been on wetland complexes where as it is on creating enabling environment, which is a long term goal
 - (4) The professional fundraiser did not succeed in generating funds.

ANNEXES

Annex -1: Terms of Reference for Mid Term Review Mission

(Protection and Management of Pakistan Wetlands Programme - Award ID: 00038569)

BACKGROUND

1.1 Country Programme Action Plan

In Country Programme Action Plan (CPAP), UNDP amongst other foci also targeted support for the management of the environment and natural resources. UNDP tackles environment at two levels, one at the local level and second to respond to the global environmental challenges. UNDP-Pakistan's environment Programme supports upstream policy advice at the federal and provincial levels and also keeping in view the devolved nature of development issues, on-ground activities are carried out through local institutions and communities. Pakistan Wetlands Programme funded by the Global Environment Facility (GEF), UNDP, Royal Netherlands Embassy and WWF-International, is operational since 2005, for which an in-depth mid term evaluation is to be undertaken.

1.2 Global Environment Facility (GEF)

GEF is a mechanism for international cooperation for the purpose of providing new, and additional grant and concessional funding to meet the incremental costs of measures to achieve agreed global environmental benefits. GEF operational programs must fit within the focal areas of: biological diversity, climate change, international waters and ozone layer depletion.

In carrying out its mission, the GEF adheres to key operational principles based on the four conventions (the Convention on Biological Diversity, Framework Convention on Climate Change, Convention on Desertification, Stockholm Convention on Persistent Organic Pollutants (POPs), the GEF Instrument, and Council decisions. It also establishes operational guidance for international waters and ozone activities, the second being consistent with the Montreal Protocol on substances that deplete the Ozone Layer, and its amendments.

The UNDP GEF Programme in Pakistan is mainstreamed with UNDP's Country Programme Action Plan (2004-10). The main UNDP GEF Programme in Pakistan was introduced in the early 90's by way of workshops and seminars outlining the GEF funding mechanism and identifying focal areas. In early 1995, field implementation of the first GEF Programme in Pakistan began in the area of biodiversity conservation with the initiation of the rural community-based biodiversity conservation Programme in the northern mountainous areas. GEF Programme development activities in Pakistan have gathered considerable momentum since it's launching with a current portfolio of \$ 25.0 million and a pipeline of \$ 40.00 million.

1.3 Introduction to Monitoring and Evaluation Policy in UNDP/GEF

The mid-term Programme evaluation is a UNDP requirement for all GEF full size and medium size programs and is intended to provide an objective and independent assessment of Programme implementation and impact, including lessons learned to guide future conservation efforts.

The Monitoring and Evaluation (M&E) policy at the Programme level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iv) to document, provide feedback on, and disseminate lessons learned.

The mid-term evaluation is intended to identify potential Programme design and implementation problems, assess progress towards the achievement of planned objectives and outputs, including the generation of global environmental benefits, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP programs including GEF co-financed programs), and to make recommendations regarding specific actions that might be taken to improve Programme implementation and the sustainability of impacts, including recommendations about replication and exit strategies.

The MTR is also expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from regular Programme monitoring. The mid-term evaluation thus provides a valuable opportunity to assess early signs of ultimate Programme success or failure and prompt necessary adjustments in Programme design and management. UNDP also views the midterm evaluation as an important opportunity to provide donors, government and Programme partners with an independent assessment of the status, relevance and performance of the Programme with reference to the Programme.

1.4 Programme Context & Background: Protection and Management of Pakistan Wetlands Programme

By 2002, Pakistan had proclaimed 227 Protected Areas (PAs) in four classes for the conservation of biodiversity. The total area committed to conservation amounts to 2,753,375 ha or 11% of the land surface which is substantially greater than the norm in most developing countries.

Despite the generally arid nature of Pakistan's climate, the region supports an estimated 780,000 ha of wetlands and in excess of 225 significant wetland resources are on record. Currently, nineteen of these have been internationally recognized by the Ramsar Convention Bureau as being of global importance.

The diverse assortment of freshwater and marine wetlands that occur within the territorial boundaries of Pakistan support unique assemblages of biodiversity including globally important habitats, species and genomes. The same resource, however, also sustains an estimated 130 million permanent human residents and 3 - 4 million displaced persons from adjacent countries. The wetlands of the region are, therefore, generally degrading under a broad

spectrum of anthropogenic threats most of which are a direct product of poverty, but many of which are exacerbated by human mismanagement and lack of awareness.

The Pakistan Wetlands Programme aims to promote the conservation of freshwater and marine wetlands and the associated globally important biodiversity in Pakistan.

The Programme strategy is based on two broad objectives. The first addresses important issues such as policy, awareness and capacity to conserve at the national level in order to create an enabling environment for innovative and enhanced conservation of wetlands. The second focuses on the development and application of wetlands management plans at four selected demonstration sites, carefully chosen to broadly represent conditions in each of four wetlands eco-regions in the country and to have substantial potential for replicability.

Creation of an enabling environment for mainstreaming wetlands conservation in Pakistan:

Output 1 strengthens the existing wetlands conservation institutions in Pakistan. It provides for the establishment of a Programme coordination and consultation mechanism in the form of a *Programme Steering Committee, Programme Management Committee* and *Programme Management Unit* supported by a comprehensive *Technical and Equipment Resource Centre* in order to create the institutional framework necessary for sustainable wetlands conservation. It is envisaged that these entities will evolve into a permanent government or parastatal wetlands management body by Programme year five.

Output 2 aims to enhance the quality of decision-making in regional resource-use planning by improving access to and manipulation of the baseline data that forms the basis of most modern scientific and socio-economic natural resource management tools. This will be achieved by amplifying the known information about the natural coastal and inland wetlands through enhanced, on-going field survey work and refining the existing wetlands Geographic Information System database. Working copies of this management resource will be disseminated to all Government and other key agencies engaged in wetlands conservation in Pakistan as a tool for refined decision-making and management of wetlands.

Output 3 will upgrade the existing Wetlands Action Plan to the level of a National Wetlands Conservation Strategy that is appropriately aligned with world norms and expectations but politically pragmatic in terms of Pakistan's ongoing initiative to devolve administrative power to the district and *tehsil* level. Special attention will be given to both securing the long-term user rights of access of rural people to wetlands resources and the establishment of sustainable commercially viable resource use regimes. The document will both integrate wetlands management issues into policy-making across various sectors and ensure the mainstreaming of wetlands management in the development planning process.

Output 4 will address the dire need for training to enhance human capacity and skill levels in wetlands management by government and private sector personnel in Pakistan, ranging from survey work to the implementation of community-based conservation measures. In addition to the technical aspects of wetlands conservation, the training will build capacity within the current decentralized administrative set-up and among local communities. The creation of a cadre of

trained junior and senior professional wetlands managers in Pakistan is expected to have a direct positive impact on the sustainability of long-term wetlands management in the country.

Output 5 will substantially improve awareness of the need for wetlands conservation at all levels in Pakistani society by shifting public opinion in favour of proactive conservation of resources, such as wetlands. This will be done by implementing a broad-based, nation-wide wetlands awareness and advocacy campaign. Together with the political measures for decentralized environmental management, introduced in 2002, this will enable local government and communities to collaborate to sustainably manage natural resources at the site level. It is anticipated that this will also lead to enhanced financial investment in wetlands conservation measures.

Output 6 specifically addresses the question of long-term sustainability of wetlands conservation measures. It provides for individual financial assessments to be made for each distinct conservation initiative that emanates from the Programme. Where-ever possible, plans will be implemented for such conservation measures to be self-liquidating in order to reduce the financial burden on the state. In the case of conservation interventions that prove incapable of self-liquidation, a concerted effort will be made to secure long-term national or international donor support.

Implementation of participatory wetlands management at four demonstration sites: In response to the need to generate practical, replicable examples of viable wetlands conservation practice in Pakistan, four demonstration sites, each generally typical of a broader wetlands eco-region, have been selected for development. These four sites were chosen after an exhaustive consultative process and are each representative of a broad eco-region of Pakistan:

Makran Coastal Wetlands Complex (MCWC);

Central Indus Wetlands Complex (CIWC);

Salt Range Wetlands Complex (SRWC); and

North-west Alpine Wetlands Complex (NAWC)

It is anticipated that these site-level initiatives will implement a suite of appropriate community-based measures to conserve biodiversity and to promote the sustainable use of wetlands resources. These measures will include the establishment of conservancies, the formation of local institutions that equitably represent relevant stakeholders for sustainable management of wetlands and the introduction of alternate income generation ventures, including productive sector reform. The Programme will have a high replicable value in a national environment in which both public awareness of wetlands conservation issues and technical capacity to manage freshwater and wetlands will have been substantially enhanced.

Though the Programme was signed in April 2005, the actual operations started in August 2005 after the induction of Chief Technical Advisor/National Programme Manager.

The **Development Objective** of this Programme is to conserve globally important biodiversity in Pakistan without exacerbating poverty.

The **Programme Objective** is to create and maintain an enabling environment for effective and sustainable conservation of natural wetlands at federal, provincial/territorial, and local levels.

The Programme has ten planned outcomes:

- i. Sustainable institutions are established to provide national level coordination for the conservation of wetlands biodiversity in Pakistan and to promote the dissemination of lessons learned, especially from Project Demonstration Complexes;
- ii. Planning and land-use decision-making of wetlands conservation agencies at all levels is enhanced through the provision of comprehensive, current wetlands information, decision support systems and tools utilizing spatial and other data from the Wetlands GIS Database;
- iii. A National Wetlands Conservation Strategy (NWCS) is developed, officially adopted and implemented at federal, provincial/territorial and community level;
- iv. Technical competence of government agencies and CBO conservation staff is enhanced through comprehensive training and capacity building programs;
- v. A nation-wide wetlands awareness campaign is designed and implemented;
- vi. Elements of long-term sustainability of wetlands conservation initiatives are developed and adopted;
- vii. Wetlands biodiversity is sustainably conserved in the Makran Coastal Wetlands Complex (MCWC) by designing and implementing a comprehensive Management Plan;
- viii. Wetlands biodiversity is sustainably conserved in the Central Indus Wetlands Complex (CIWC) by designing and implementing a comprehensive Management Plan;
- ix. Wetlands biodiversity is sustainably conserved in the Salt Range Wetlands Complex (SRWC) by designing and implementing a comprehensive Management Plan; and
- x. Wetlands biodiversity is sustainably conserved in the North-west Alpine Wetlands Complex (NAWC) by designing and implementing a comprehensive Management Plan.

Other GEF programs relevant to this one include the following. GEF Small Grants Programme with its focus on coastal districts of Sindh. The World Bank/GEF Programme on Protected Areas Management (PAMP) in Mountain Eco-systems and sub-tropical thorn ecosystem, Species/Habitats Project in Balochistan, Balochistan Junipers Project, and recently completed Mountain Areas Conservancy Project.

2.0 PURPOSE

The purpose of undertaking an in-depth independent evaluation of the Programme is to provide all stakeholders with impartially derived first hand information on the status of the Programme and its effectiveness towards achieving the objectives as listed in the Programme Document. The findings of the Mission will be useful for understanding the management and technical issues of the Programme and the progress achieved to date. Furthermore, all stakeholders will

help in re-orientation and re-prioritizing of Programme activities as needed, and facilitate in addressing specific issues by the Programme management.

Given the above background, the evaluation mission through consultation with all key stakeholders will undertake the following:

- Critically examine the Programme objectives and arrangements for its execution and implementation:
- Assess and report an account of the progress achieved to date towards the production of Programme outputs, emergent achievements of the programs stated objectives and its contribution for achieving the national objectives set by the Ministry of Environment and corporate objectives of UNDP, GEF, RNE and WWF;
- Identify and analyze major technical, management and operational issues and impediments encountered in Programme implementation, if any;
- Assess the monitoring and evaluation system in place;
- Formulate a set of specific recommendations for actions necessary to ensure resolution of the issues and impediments identified so that the Programme has a greater prospect of achieving its objectives (these actions should however remain within the framework of GEF guidelines); and
- Present the recommendations to the members of Programme Steering Committee and Programme Management Committee.

3.0 SCOPE OF WORK

3.1 Methodology

The evaluation will be based on an analysis of various documents and consultations with key stakeholders. The key documents to be reviewed are: Country Programme Action Plan, GEF operational strategy, Programme document, Memorandum(s) of Understanding, Programme Cooperation Agreement, notes to files, UNDP guidelines for monitoring and evaluation, studies conducted for the Programme, progress reports related to the Programme, Annual Work Plan 2008, budget and financial reports and agreements for sub-contract(s). The mission will also undertake field visits to the four demonstration regions and interview key beneficiaries, including the local communities and government officials of line departments. .

3.2 Tasks to be performed

Having reviewed all the key documents and holding consultations with key personnel, the mission will critically assess the following:

Programme concept and design

Assess whether the objectives and outputs of the Programme were stated explicitly, precisely and in terms that are observable and verifiable.

Consider whether the objectives are achievable, and whether the relationship between the objectives, outputs, activities, and inputs is clear, logical and commensurate, given the time and resources available.

Re-examine the programs relevance, i.e. are the programs outcomes consistent with the GEF Biodiversity Focal Area Strategy and country priorities?

Assess ownership of the Programme at the national and local levels

Implementation

Assess the efficiency of Programme management, its organizational setup, rules and procedures for its functioning, decision-making process, compliance with the decisions adopted for implementation, including financial management and the delivery of inputs in terms of quality, quantity and timeliness.

Identify, analyze and record major factors that have facilitated or impeded the progress in achieving the intended outputs and their outcomes (planned and unplanned).

Assess whether the Programme would be able to achieve its objectives with the current implementation strategy, management arrangements and pace of work.

Analyze the level of stakeholder involvement and if appropriate suggest ways and means to effectively involve all the stakeholders, including women, in the implementation of the Programme.

Analyze the effectiveness of monitoring and evaluation and the application of adaptive management principles (including effective use of log frame, indicators, UNDP risk management system, the annual Programme Implementation Reviews, and other monitoring tools and mechanisms as appropriate)

Analyze the adequacy of financial planning by the Programme including the timely delivery and use of co-financing and recommend how this could be improved if needed.

Examine the cost-effectiveness of the Programme

Progress towards achievement of results

Record progress of the Programme and the production of outputs against:

Established schedules,

Indicators; and

Expenditures incurred.

Specifically, review the achievements of the Programme in terms of its contribution: towards the GoP, UNDP, GEF, RNE and WWF goals of environmental sustainability, viz. development and promotion of sound environmental practices; policy level interventions; and implementation of innovative financing mechanisms and economic instruments that contribute to environmental protection and education & awareness.

Assess contribution of the Programme in capacity building of local institutions in line with the Programme Document.

Determine the anticipated outcome of Programme contribution at the community level and in the context of national efforts for biodiversity conservation and promoting community based management approach.

Assess the potential of the Programme to replicate its approach¹. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic areas) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources).

Consider preliminary indications of the degree to which the programs results are likely to be sustainable² beyond the programs life time, and provide recommendations for strengthening sustainability.

Lessons Learned

Record the significant lessons that can be drawn from the experience of the Programme and its results, in particular, anything that worked well and that can be potentially applied to other programs.

Recommendations

Based on the above findings, formulate a set of specific recommendations for any re-orientation of the Programme, identify the necessary actions required to be undertaken, who should undertake those and what the deadline should be, in order to remove or minimize the problems identified relating to the implementation of the Programme. Present these recommendations to the Programme Steering Committee for consideration.

4.0 EXPECTED OUTPUTS FROM THE EVALUATION

The main products expected from the evaluation are:

- **presentation(s) to key stakeholders;**
- **draft report;**

¹ **Replication approach**, in the context of GEF programmes, is defined as lessons and experiences coming out of the programme that are replicated or scaled up in the design and implementation of other programmes. Examples of replication approaches can include: knowledge transfer; expansion of demonstration programmes; capacity building and training of individuals, and institutions to expand the programmes achievements in the country or other regions; use of programme-trained individuals, institutions or companies to replicate the programmes outcomes in other regions.

² **Sustainability** measures the extent to which benefits continue, within or outside the programme domain, from a particular programme or programme after GEF assistance/external assistance has come to an end.

- **a final comprehensive mid-term evaluation report including completed Tracking Tools for GEF Strategic priority**

Mainstreaming Biodiversity Conservation in Production Sectors and GEF Operational Programme 2 on Coastal, Freshwater and Marine Ecosystems.

At least three, and possibly two, verbal presentations will be made to all major stakeholders on conduct of the MTR and its preliminary findings. Attendance at the presentations will include representatives of local communities, government, Programme team, the PSC members, relevant NGOs, other local and national stakeholders as well as representatives from UNDP, RNE and WWF-Pakistan.

2. Reporting: The main final output of the evaluation will be an independent and comprehensive Mid-Term Evaluation report with annexes as needed. However, the main report should not exceed 50 pages. The minimum requirements for the content of the final MTR report are given below:

Executive Summary

Brief description of Programme

Context and purpose of the evaluation

Main conclusions, recommendations and lessons learned

Introduction

Purpose of evaluation

Key issues addressed

Methodology of the evaluation

Structure of the evaluation

The Programme and its development context

Programme start and its duration

Problems that the Programme seek to address

Immediate and development objectives of the Programme

Planned outputs and sub-outputs

Main stakeholders

Results expected

Findings and Conclusions

Programme formulation

Implementation approach

Country ownership/Driveness

Stakeholder participation
Replication approach
Cost-effectiveness
UNDP comparative advantage
Linkages between Programme and other interventions within the sector
Indicators
Management arrangements
Implementation
Financial planning
Monitoring and evaluation
Execution and implementation modalities
Management by UNDP country office
Coordination and operational issues
Results
Attainment of planned objectives & outcomes
Sustainability of impacts (including policy impact and evidence of mainstreaming wetlands conservation approaches into sustainable development strategies and programs)
Contribution to national capacity development
Recommendations
Corrective actions for the design, implementation, monitoring and evaluation of the Programme
Actions to follow up or reinforce initial benefits from the Programme
Proposals for future directions underlining main objectives
Lessons learned
-Best and worst practices in addressing issues relating to relevance, performance and success
Annexes
TOR
Itinerary
List of persons interviewed
Summary of field visits
List of documents reviewed
Questionnaires used and summary of results
Tracking Tools for SO1 & SO2

Co-financing and Leveraged Resources

The basis i.e. evidence for the evaluators main conclusions must be clear and the methodology clearly documented. Recommendations will be based on clearly substantiated findings and stated in operational terms. They will address all issues identified by the evaluation Mission including changes in modalities, processes and ways of working and, in particular the purposes or the evaluation, i.e.:

the future work plan;

the need and potential for expanding Programme activities and a set of criteria for selecting the areas for future expansion; and

additional support to the Programme, if any.

A comprehensive mission report including assessment of Programme concept and design, progress achieved to-date vs. planned targets (identification of causes of slow progress, if any, and suggestion of remedial measures), lessons learned, recommendations for its smooth execution/implementation in future.. It needs to be ensured that the principle of stakeholders participation in the evaluation is maintained at all times, while ensuring gender-sensitivity.

5. 0 METHODOLOGY, TIMETABLE & ITINERARY

The evaluation methodology will be determined by the evaluation team, guided by the requirements of GEF and UNDP as articulated in various guidelines, policies and manuals on the conduct of evaluations for GEF programs as well as key Programme documents such as the approved GEF Programme brief, the final UNDP Programme document, the inception workshop report, the Programme log frame and annual budgets and work plans, the annual Programme Implementation Review, Programme Steering Committee and TPR minutes as available, earlier PDF-B reports, and other technical reports and documents as relevant. These will be shared with the evaluators by PWP. The evaluation methodology should be clearly documented in the final evaluation report including comprehensive details of the following:

- Documents reviewed
- Interviews conducted
- Consultations held with all key stakeholders
- Programme sites visited
- Techniques and approaches used for data gathering, verification and analysis

The mission will assemble in UNDP, Islamabad office where it will be briefed about the tasks to be performed. The duration of the mission is 34 - working days. Draft itinerary of the mission is attached.

6.0 LEGAL CONTEXT

The mission will maintain close liaison with the UNDP Deputy Country Director (Programmes) through the Environment & Energy Unit, the concerned agencies of the Government, members of the Programme team, as well as field staff and communities.

Although the Mission should feel free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitments on behalf of UNDP, RNE, Government of Pakistan, Global Environment Facility or WWF.

7.0 DOCUMENTS TO BE CONSULTED

UNDP Country Programme Action Plan

Country Programme Outline (2004-10)

Programme Document including GEF approved Programme Brief

Annual Progress Reports

Programme Implementation Review Reports

Tracking Tool completed retroactively in 2006

Budget & Expenditure Reports

Annual Work Plan for 2008

Quarterly Progress Reports for 2008

Programme Agreements and MoU(s)

Technical Reports

GEF M&E Policy 2006

GEF Policy for Terminal Evaluations

UNDP Evaluation Office Guidelines on Use and Conduct of Evaluation.

Annex -2: Itinerary of Abdul Latif Rao

Date	Programme
February 15	<ul style="list-style-type: none">• Meeting with RNE Evaluator Mr. Wim Geis and UNDP Islamabad Incharge Officer, Environment and Energy;• Visit PMNH and briefing on collaboration PWP with PMNH• Attended Wetland Fiesta 2009 in Islamabad Club
February 16	<ul style="list-style-type: none">• Visit Salt Range Wetland Complex• Kalar Kahar Lake, Khabbeki Lake and Jahlar Lake• Meeting with stakeholders at SRWC Office, Nowshera• Meeting with local community at Jahlar Village• Visit to biogas plant in Jahlar Village• Salt Range to Lahore by Road• Night Stay at Lahore
February 17	<ul style="list-style-type: none">• Visit GIS Lab. of WWF-P• Visit TREC of PWP in WWF-P Lahore Office• Meeting with D.G. WWF-P• Lahore to Kot Adu by road to visit Central Indus Wetland Complex (CIWC)• Meeting with and briefing by the CIWC staff• Meeting with PWP stakeholders and communities• Kot Adu to Multan by road• Night stay at Multan
February 18	<ul style="list-style-type: none">• Multan to Sukkar by private plane (fly over Chenab and Indus Rivers)• Sukkar to Lung Lake near Larkana Town by road• Observed the national training activity of PWP,• Meeting with the resource persons, trainees and PWP management personnel• Visit Lung Lake• Larkana to Sukkar by road• Visit Indus Dolphin Centre, Sukkar of Sindh Wildlife Department• Sukkar to Karachi by PIA flight

- Night at Karachi
 - Dinner meeting with the WWF-P Regional Director & staff re. collaboration with PWP
- February 19
- Karachi to Gwadar by air to visit Mekran Coastal Wetland Complex (MCWC)
 - Meeting with the PWP stakeholders based at Gwadar
 - Gwadar to Daran beach near Jiwani
 - Visit the Primary School supported by PWP
 - Visit Daran turtle nesting beach being managed by PWP
 - Meeting with the local community of Daran beach and PWP employed guards
 - Visit wind turbine at Daran village, which was supported by PWP
 - Return to Gwadar by road
- February 20
- Gwadar to Pasni by road
 - Visit Astola Island (by boat) with the PWP team and UNDP staff
 - Visit Astola beach
 - Discussion with the UNDP staff and PWP team
 - Discussion with the fisherman present on the Island
 - Return to Pasni by boat
 - Return to Gwadar by road
 - Visit boat building works at the West Bay and Gwadar fish harbor.
 - Dinner hosted by PWP team
- February 21
- Gwadar to Karachi by road
 - Visit mangrove nursery and shrimp farm supported by PWP) at Kawari coastal area
 - Meeting with the worker and local persons associated with the above two activities at Kawari coastal area
 - Kawari to Karachi by road
- February 22
- Karachi to Lahore by air
 - Meeting with D.G. WWF-P
 - Lahore to Islamabad by air
- February 23
- Islamabad to Abbotabad to visit Northern Alpine Wetland Complex

- (NAWC) Office.
- Meeting with and briefing by NAWC team
 - Meeting with the partners and stakeholders of PWP
 - Abbotabad to Islamabad by road
- February 24
- Meeting with PPAF
 - Visit GIS Laboratory in NCCW, set up by WWF-P with support from PWP
 - Meeting with RNE Evaluator to share findings for debriefing on 26 February
 - Informal discussions with the PWP team to obtain relevant information from them.
- February 25
- Read reports
- February 26
- Participated in debriefing by RNE Evaluator to PWP, WWF-P, IUCN, UNDP, IGF staff and NPD.
- March 2
- Read reports
- March 3
- Read reports
 - Meeting with Richard Garstang, Masood and Ahmad Khan regarding presentation of Project implementation progress in Gantt Chart
- March 4
- Organised the materials received from the Project staff in soft and hard form to identify the gaps.
- March 5
- Read reports
- March 7
- Meeting with IGF/NPD (Dr. Iqbal Syal), Dr. Shahzad Jehangir (D.IGF), Mr. Munaf Qaimkhani (D.IGF), Mr. Umeed Khalid (Conservator wildlife NCCW)
- May 7- 8
- Meeting with Mr. Muhammad Saleem Shirani (Sec. Forest and Wildlife) and Mr. Manzoor Ahmed (Chief Conservator of Forests) Balochistan.
- May 17
- Meeting with Mr. Saeed-uz-Zaman (Director General, NWFP Wildlife Department)
- May 21
- Meeting with Mr. Bhagat Hussain (Conservator of Wildlife) Sindh Wildlife Department
- May 19
- Meeting with Mr Sher Alam Mehsud (Director General Punjab Wildlife and Parks Department)
- May 20
- Meeting with Mr. Ghulam Tahir (Conservator of Forests) Northern Areas
- May 30
- Telephonic discussion with Mr Javed Ayub (Director General Wildlife) AJK

June, 09	Developed and submitted the draft report.
September 7	Meeting with Mr. Abdul Qadir Rafiq and Ms. Munazza Naqvi
October 6	Comments of WWF on draft report and discussion on comments with IGF/NPD, NCCW, UNDP, WWFP, PWP Staff.
Nov 6-9	Finalization of report after clearance received from UNDP on November 6, 2009.

Annex -3: List of persons interviewed

I. WWF-P

1. Mr. Ali Habib Director General, WWF Pakistan Lahore
2. Mr. Faisal GIS Laboratory, WWF-P Lahore

II. PWP-STAFF

A. Project Management Unit (PMU)

1. Richard Garstang* National Programme Manager/Chief Technical Advisor
2. Zahid Sultan Jadoon Operations Manager
3. Masood Arshad Programme Manager, National Programmes / Senior Technical Advisor
4. Col.Wasim Coordinator TREC
5. Marriyum Aurangzeb Coordinator, Wetlands Awareness Campaign
6. Tahir Ehsan TREC Supervisor
7. Tahir Mehmood Coordinator, Capacity-building and Training
8. Syed Raza Shah Geographic Information Systems Analyst, National Council for the Conservation of Wildlife
9. Ahmed Khan Regional Manager

B. Northern Alpine Wetland Complex

1. Mr. Ahmad Said, Site Manager, NAWC
2. Mr. Hamid Ahmad, Social Organizer, NAWC
3. Mr. Ayaz Ali, Admin. Assistant, NAWC

C. Salt Range Wetland Complex

1. Rana Shahbaz Khan Site Manager SRWC, Nowshera
2. Mr. Amir Rasheed Social Organizer SRWC
3. Mr. Ashfaq Ahmed Accounts Officer SRWC
4. Mr. Muhammad Imran Admin. Assistant

D. Central Indus Wetland Complex

1. Mr. Sajid Quddos Site Manager (since 18 May 2007)
2. Mr. Fahim Nawaz, Social Organizer (male) (since Aug 2008)
3. Ms. Rubina, Social Organizer (female)

E. Makran Coast Wetland Complex

1. Abdur Rahim Site Manager MCWC, PWP
2. Mr. Sohail Ahmed PWP

III. Stakeholders

A. Pakistan Museum of Natural History (PMNH)

1. Dr. Shahid Director General
2. Muhammad Rafiq Director
3. Dr. Muhammad Khan Laghari
4. Mr. Ahsan Feroze (Freshwater invertebrates)
5. Mr. Muhammad Yousaf (Large mammals)
6. Mr. Mishkat ullah (Aquatic invertebrates)
7. Mr. Amanat (Herpetologist)
8. Mr. Shabbir Ahmed (Coastal and marine)

B. Northern Alpine Wetland Complex

1. Mr. Saeed-uz-Zaman, Conservator Wildlife Mangora, NWFP Wildlife Department
2. Mr. Mohammad Wazir, Nazim, Union Council, Yarkhun
3. Shahzada Ibrahim, Chair person, NCCB, Chitral

C. Salt Range Wetland Complex

1. Mr. Muhammad Jamil, DFO Chakwal
2. Mr. Khalid Hassan Sahi District Wildlife Officer Chakwal
3. Mr. Sajjad Hussain Shah In charge Kallar Kahar TDCP Resort
4. Mr. Shafqat Hussain R/o Kallar Kahar Secretary Kallar Kahar Wildlife Committee
5. Mr. Salim Raza R/o Kallar Kahar Member of Kallar Kahar Wildlife Committee
6. Mr. Ranjha
7. Mr. Anwar Ali Bhatti Field Assistant

8. Mr. Gulbaz Afaqi Chief Executive Soon Valley Development Organization (SVDO)
9. Malik Allah Bux Horticulturist Agriculture Department Nowshera
10. Mr. Shaukat Amir Chairman SPEED Dhadhar
11. Mr. Muhammad Farooq R/o Kofri (Sadiqabad) Rep. of VCCA
12. Mr. Khalid Mahmood District Wildlife Officer Khushaab
13. Malik Muhammad Iqbal Counselor Union Council Kofri (Saddeeqabad)
14. Malik Dost Muhammad R/o Jalhar/ Preseident VCC Jalhar
15. Malik Muhammad Ijaz R/o Jalhar
16. Malik Khuda Bux R/o Jalhar
17. Malik Muhammad Nawaz R/o Jalhar
18. Malik Noor Muhammad R/o Jalhar
19. Sobedar Sher Muhammad Malik R/o Jalhar
20. Malik Mansab Khan R/o Jalhar
21. Malik Anwar Gul R/o Jalhar
22. Malik Amir Sultan R/o Jalhar

D. Central Indus Wetland Complex

1. Mr. Imtiaz Tahir R/o Kot Addu (Print and electronic media)
2. Mr. Ali Akbar Journalist – Daily Express Newspaper and Express Electronic Media Channel
3. Mr. Hanif Semaab , Principal Sir Sayyed School Dera Din Pannah and Reporter Daily Nawa-e-Waqt
4. Mr. Rafiq Ahmed Executive Director Foundation for Wildlife, Wetland, Environment and Human Development (FWWEHD)
5. Mr. Tariq Abrar Khan R/o DG Khan District, Secretary FWWEHD
6. Mr. Imran Shahzad, Secretary Union Council No. 6, Dera Din Pannah and Reporter Daily Khabrain
7. Malik Ghulam Abbas, Reporter Daily Khabrain

Community Members

Muzaffar Garh District

1. Mr. Ghulam Hussain
2. Mr. Muhammad Yousaf

3. Mr. Abdul Ghafoor
4. Mr. Saeed Ahmed
5. Mr. Suleman
6. Mr. Abdur Rehman
7. Mr. Fiaz Ahmed
8. Mr. Ghulam Abbas
9. Mr. Azeem Baksh
10. Mr. Muhammad Usman
11. Mr. Muhammad Imran
12. Mr. Ashiq Hussain
13. Mr. Ghulam Hussain
14. Mr. Muhammad Ashraf

Layah District

1. Mr. Lal Khan
2. Mr. Abdul Shakoor
3. Mr. Muhammad Ashraf
4. Mr. Allah Baksh
5. Mr. Manzoor Ahmed

E. Makran Coast Wetland Complex

A. Stakeholders

1. Mr. Javed Sameen NRSP Gawadar District
2. Mr. Muhammad Aslam EDO Community Development Gwadar District
3. Mr. Munir Ahmed Nodazai Deputy DOE Gwadar District
4. Mr. Maqbool Ahmed Baloch Assistant Director Environment/Gwadar Development Authority
5. Mr. Qadir Bux
6. Mr. Khudadad Wajaw Rep. Balochistan Mahigir (Fishermen) Network
7. Mr. Asghar Shah Balochistan Partnership for Sustainable Development (IUCN-Pakistan)
8. Mr. Attaullah Rep. Village Conservation Committee (VCC), Pishkan
9. Moulana Muhammad Riaz Baloch, Rep. Ulema Coordination Council, Gwadar

10. Mr. Mumtaz Ali Baluch Assistant Director (F), GDA, Mirani Dam Affectees
11. Mr. Noor Mohsin Dnireagle
12. Mr. Niaz Abraham Rep. RCDC Gwadar
13. Mr. Farid Baloch Livestock Stock Officer Gwadar
14. Shduda, LSO Gwadar
15. Ahmed Nadeem Deputy Director Technical Training, Balochistan Coastal Development Authority (BCDA), Gwadar

Daran Turtle Nesting Beach Watchers

1. Mr. Abdur Rasheed R/o Daran
2. Mr. Abdul Ghafoor R/o Daran
3. Mr. Hamal R/o Adkar

Kawari Coast

1. Mr. Noor Ahmed R/o Kawari Village (Farmer and fisherman) – Presently employed by PWP for mangrove nursery and shrimp demonstration farm at Kawari Coast
2. Mr. Maqbool R/o Kawari Village (Farmer and fisherman)
3. Mr. Ganj Bux R/o Kawari Village (Farmer and fisherman)
4. Mr. Madal R/o Kawari Village (Farmer and fisherman)

Training Resource Persons

1. Mr. Z.B Mirza, Islamabad (Identification of Birds)

International Organizations

1. IUCN
 - a. Wetland Issues Paper
 - b. Any other outputs
 - c. Programme of visit of Peter Jhon Mynnel
 2. UNDP – Mr. Abdul Qadir Rafiq, Ms. Munazza Naqvi
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