

IUCN ASIA REGION

IUCN PAKISTAN PROGRAMME REVIEW

Review Report

October 2004

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1. BACKGROUND

The Programme Review of the IUCN Pakistan Programme was completed during the month of March 2003 by a joint team integrated by members of the IUCN Asia Regional Office (ARO) and the IUCN Pakistan Country Office (IUCN-P). This Team was led by the IUCN Asia Regional Director.

The IUCN-P Programme Review was part of the regular cycle of reviews carried out across the different units of IUCN in Asia. The last review of IUCN Pakistan was carried out in mid-2002, while similar reviews are planned for Bangladesh and Nepal later in 2004.

While this Review is focused on programmatic issues, it also addressed financial, organizational and human resources issues related with the delivery of the programme.

The core Review Team was integrated by:

6. RECOMMENDATIONS

The recommendations of the Review Team that emerged from this Review are presented in this chapter in two sections:

- General, in terms of broad programmatic directions
- Specific for the different components of IUCN-P

6.2 SPECIFIC RECOMMENDATIONS

6.2.1 Pakistan Country Office

Several recommendations emerged from the Review for the units operating at national level, basically the Country Office and the Thematic Programmes. They are:

a. Thematic Programmes

1. Pull together all the current Thematic Programmes in a single multidisciplinary group (Pakistan Ecosystem and Livelihoods Group - P-ELG).
2. The key activities of P-ELG will be:
 - Generation of knowledge through different activities at national / federal level (see below) and also at field level by developing joint activities of common interest with the different Projects.
 - Implementation of the IUCN work at national / federal level work (basically policy, legislation, technical support to Federal Government, training, awareness and other).
 - Same as above with the Provincial level when requested
 - Active participation in Knowledge Management processes
 - Preparation of papers, articles, books, etc. in order to put and maintain IUCN as a cutting edge organization in its areas of expertise. In other words, P-ELG should be the main "writing machine" in order to influence Gov., Academia, Civil society and others.
 - Linking with the Regional ELGs and the Global Programmes, moving information upwards and capturing information from them
 - Provision of technical support to Projects when requested (on staff time basis)
 - Assistance to Country Office in the technical supervision of the Projects and in the verification of the quality of outputs (jointly with other units)

7. In order to create strong links between the P-ELG and the Projects, all Projects CTAs will be integrated technically into the P-ELG (CTAs administrative reporting lines will remain directly to the Project Heads). This technical link between P-ELG and CTAs applies to issues of exchange of experiences, joint technical work, participation in meetings and key events, facilitation of joint P-ELG/Project work in the field, organization of training events, joint publications, etc.
8. IUCN-P management is encouraged to make a thorough assessment of the current members of the Thematic Programmes in order to define who will remain within the new P-ELG and who will be given opportunities to move laterally to Projects, Provincial Offices or other units in order to broaden their exposure to different aspects of the IUCN work in Pakistan and to develop a wide range of skills within the organization.

b. Communications

Communications was mentioned in the findings chapter as one of the areas in need of essential

c. Programme Coordination (PC)

Programme Coordination is an area in which a few issues emerged, giving place to the following recommendations:

1. Appoint a Country Programme Coordinator with strong experience and knowledge in Natural Resources Management
2. Restore the M&E and Project Development Units into Programme Coordination
3. Review the functions of Programme Coordination to include, at least, the following ones:
 - a. Facilitation of programme orientation and strategies
 - b. Supervision and facilitation of planning at different levels, including development of project proposals
 - c. Technical supervision of Programme and Project implementation
 - d. Programme and Project monitoring
 - e. Facilitate external Project evaluations and undertake internal Programme and Project evaluations
 - f. Internal reporting (with PCC)
 - g. Internal training and facilitation
4. Create two Programme Coordinator positions in each Northern Pakistan (covering Northern Areas, NWFP and Punjab) and Southern Pakistan (covering Balochistan and Sindh).
5. The key tasks of these Coordinators will be the same as PC but focused in the areas they are serving. They also will ensure an active exchange of information between their areas and the Country Office.
6. These Programme Coordinators will have a technical reporting line to the PC and a direct administrative reporting line to the Heads of the Offices they are serving. Their Annual Workplans and Evaluations will be signed by the PC and the pertinent Office Heads. It is expected that these multiple reporting lines will contribute to break the isolation between components of IUCN-P

d. Projects

As Projects are mostly managed by the provincial offices, there are just a couple of recommendations about them:

1. Maintain MACP within the direct supervision of the CR, and organize an internal review by 2004 or early 2005 in order to ensure that the recommendations of the External review are properly incorporated in the redesign and of the Project and its implementation.
2. Carry on an internal review of PEP (both CIDA and RNE) before the end of May 2004 in order to ensure that these valuable resources are used in the most strategic way.

e. Project Managers

The role of Project Managers (including similar positions with different names such as Project Heads, Project Coordinators, Project Directors, etc) should have a common and explicit core set of functions and responsibilities included in their Terms of Reference and evaluated as part of their regular performance evaluation. Projects are a key vehicle for the implementation of the IUCN Pakistan Programme and their managers should align their work tightly with the needs of the

6.2.2 Islamabad Office

The Islamabad Office needs a specific significant review in order to reassess its functions, structure and operations. Such review escaped the possibilities of the larger Programme Review whose results are reported here.

Therefore, the key recommendations for Islamabad Office are:

1. The new Head of Islamabad Office should take position as soon as possible in order to begin the review process.
2. The internal Islamabad Office review should take place before the end of June 2004. It is recommended that this review is done by a joint IUCN-P / Asia Regional Office team. The results of the review will be submitted to the Pakistan Country Representative and the Asia Regional Director.

6.2.3 Peshawar Office

The recommendations for the Peshawar Office are:

1. To maintain the Office under the current management and to strengthen its operations through the appointment of the Programme Coordinator and Communications Officer (to be shared with other Northern Pakistan Offices) mentioned in previous sections.
2. A new CTA for NWFP and Northern Areas will take position in July 2004. His name is Karl Schuler and he is being seconded by SDC to IUCN-P. Karl will be based in Peshawar and will

6.2.5 Quetta Office

The recommendations for the Quetta Office are:

1. To maintain the Office under the current management and to strengthen its operations through the appointment of the Programme Coordinator and Communications Officer (to be shared with Sindh Office in southern Pakistan) mentioned in previous sections.
2. To hire two CTAs; one will be an expert on water issues and the other on management of natural resources in rangelands. As mentioned earlier, they will integrate their technical work with P-ELG.
3. To intensify the work at District and community level in the chosen districts. In this regard, this Office is advised to keep close contact and exchanges with similar processes undertaken in NWFP and Northern Areas by the new SDC funded Project, and in Sindh
4. To join efforts with Sindh Office to develop activities in coastal landscapes and marine areas in Balochistan.

6.2.6 Sindh Office

The recommendations for the Sindh Office are:

1. To maintain the Office under the current management and to strengthen its operations through the appointment of the Programme Coordinator and Communications Officer (to be shared with Quetta Office in southern Pakistan) mentioned in previous sections.
2. To maintain the small team funded from NFA4 and PEP to complete the Sindh Conservation Strategy.
3. To intensify the efforts to negotiate specific Projects to implement the Sindh Strategy and other activities aiming to have this Office and Team funded from 2005 by specific Projects negotiated for Sindh and southern Pakistan.
4. To join efforts with Quetta Office to develop activities in coastal landscapes and marine areas in Sindh.
5. To maintain close contact and exchanges with Balochistan, NWFP and Northern Areas regarding the conceptualization and implementation of district and community level work.

6.2.7 Joint actions with Regional ELG

During the Review a number of potential joint activities between IUCN-P and the Regional ELGs

7. INITIATIVES THAT EMERGED DURING THE REVIEW

At the meetings and interviews held during the review a number of ideas and initiatives emerged. While it cannot be assured that they will end in new activities for IUCN-P, they look promising enough to keep a brief record of them as follows:

6. Extend MACP work into non-MACP Districts in Northern Areas. P&DD showed interest in a joint initiative in this area with Government covering the financial costs and IUCN providing the technical direction through MACP. As MACP does not have funds for additional work, the IUCN costs can be covered by the Government contribution or through a match fund between Government and PEP.
7. A similar approach should be used to explore the development of a bridge phase for ERNP in a joint Government of Pakistan / IUCN (through PEP) initiative, taking advantage of the enthusiasm of partners and stakeholders about the results achieved.

1. CORPORATE UNITS

4. PAKISTAN ECOSYSTEMS AND LIVELIHOODS GROUP (P-ELG)

Its primary functions are defined in the main text of the Report (Chapter 6.2.1.a). The P-ELG structure is shown below.

This structure should be read as follows:

The P-ELG has a Head who, in addition to managing the P-ELG, also performs technical work

9. MONITORING AND EVALUATION MECHANISMS

The implementation of the recommendations will be monitored by a joint IUCN-P / ARO group on a monthly basis, under the overall coordination of the Regional Programme Coordinator, starting from the completion of this Review Report.

Monitoring Reports will be submitted monthly to the Asia Regional Director and Pakistan Country Representative, who will circulate them as appropriate. The monitoring mechanism will be dismantled by the Asia Regional Director when appropriate

An initial evaluation of the effects of the Recommendations of the Review will be made in December 2004 in order to assess whether or not the expected results of the different recommended changes are taking place.

10. WORKPLAN

A basic workplan to implement the recommendations of the review was developed by IUCN-P in mid-March after the debriefing session of the review.

This Workplan is attached as Annex 6. That workplan will be adjusted and refined as necessary by IUCN-P and it will be used as the basis for the monitoring work.