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:
- ► Aban Marker Kabraji, Regional Director (Team Leader)
- ► Abdul Latif Rao, Pakistan Country Representative
- ► Alejandro Imbach, Regional Programme Coordinator
- ► Udaya Kaluaratchi, Regional Human Resources Director
- ► Gul Najam Jamy, Pakistan Programme Coordinator
- ► Andrew Ingles, Head Regional Ecosystems and Livelihoods Group (ELG 1)
- ► Lucy Emerton, Head Regional Ecosystems and Livelihoods Group (ELG 2)

This Team received information, advice and inputs from a broad range of regional and country staff, listed in Annex 1.

2. TERMS OF REFERENCE

The key objectives of the Review were:
- (a) To assess IUCNP program's relevance and effectiveness in the global, regional and national contexts;
- (b) To assess the appropriateness and adequacy of structure and systems that are supporting implementation of the IUCNP Program including projects;
- (c) To assess financial sustainability of the IUCNP Program; and
- (d) To provide feedback and recommendations to IUCNP for improvement of its Programme and related structures and processes.

The complete Terms of Reference of the Review are attached as Annex 2.

3. METHODOLOGY

The methodology used to implement this Review consisted of:
- ► Visits to all IUCN-P Country and Provincial Offices (excepting Gilgit that was canceled at the last moment due to weather conditions)
- ► Presentations from all Programmes (Thematic and Provincial) as well as from main Projects
- ► Analysis of documents and papers
- ► Interviews with key Governmental officers at Federal and Provincial level
- ► Interviews with partners and members
- ► Interviews with some donors
- ► Participation in the regular meeting of the IUCN Donors Coordination Group
- ► Meetings of the Review Team
- ► Discussion sessions with staff
- ► General debriefing to IUCN-P staff and discussion

4.   REVIEW AGENDA

The Pakistan Programme Review took place between March 1 and 13, 2004. It included visits to IUCN-P offices in Karachi, Islamabad, Peshawar and Quetta.

The detailed Agenda of the Review is included as Annex 3.

5.   MAIN FINDINGS

The main findings of the Review Missions were:

- ❖ The situation and performance of IUCN Pakistan has improved significantly since the last review (mid-2002).
- ❖ These improvements are most visible in the perception that external organizations (donors, Government at different levels, partners) have about IUCN Pakistan. That improved perception translates in an increase of their willingness to engage in activities with IUCN Pakistan.
- ❖ Donors were very positive about IUCN-P capacity to make the changes they requested and they are ready to support the process of change. Government seems very positive about engaging IUCNP on larger and deeper scale
- ❖ It is very important not to misread the previous points. All these organizations have a good experience with IUCN-P and put a high value in IUCN-P work, connections with Government and implementing capacity. On the other hand, all expect a significant change in IUCN-P in terms of increasing significantly the field work in collaboration with other organizations. In other words, almost everybody interviewed pointed out their interest in seeing actual changes in practice, in addition to the policy, awareness, strategic planning work.
- ❖ The Pakistan Intersessional Programme 2005-2008, developed during 2003, constitutes an appropriate platform for the process of change of IUCN Pakistan.
- ❖ The Review also noted good progress in balancing budgets and in securing the funding of the organization for 2004 and 2005. In this regards, it is significant to highlight that more than 90% of the resources needed for IUCN-P for these two years are already secured.
- ❖ Good results and good progress were found in the Offices and Projects in general. The Review Team was particularly impressed by the progress in Balochistan and the good results achieved by ERNP. It was also noted that recent external reviews have left good results in SPCS / PSNP Projects and MACP. Although it should be highlighted that these external reviews also left significant recommendations to both projects about the need to increase work at the local level with visible impacts on local livelihoods and ecosystems. These recommendations imply the need to undertake a deep internal reflection in these Projects in order to move towards the expected changes.

In overall terms, the Review showed a clear trend towards a strengthened IUCN-P. The process is far from complete, as some issues previously highlighted still remain to be completely solved. These issues are:
- ❖ A still excessive focus of the programme on planning, awareness and Government support activities. There is a need for a stronger set of field activities in order to achieve a better balance between ground and policy activities.
- ❖ There is an excessive degree of isolation among the different components of IUCN-P (Thematic Programmes, Provinces and Projects). This isolation is having several negative effects, both internal (poor communications, reduced joint work, poor coordination, waste of resources, etc) and external (limited visibility of IUCN-P, insufficient knowledge among partners and stakeholders about the experience of IUCN-P in other places of the same country, etc.)
- ❖ The organizational structure needs additional streamlining in terms of clarification of roles, pooling of small units, creation of some additional positions and adjustment of some reporting lines in order to increase effectiveness and improve work integration.

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

6.1   GENERAL RECOMMENDATIONS

1.   Streamline the structure and reporting lines of IUCN-P. Given the complexity and size of IUCN-P this is not an easy task. Moreover, there are not other examples within IUCN that can be used as guidance. Therefore, this is a task that should be kept in iterative mode, analyzing and reflecting on the current problems, discussing and testing improvements and finally analyzing the effects of the changes to verify if those improvements have produced the expected results. It is a long and tedious process, but there is no other way.

2.   Improve integration of the Programme components by setting specific positions and procedures. There is no need to argue about the benefits of a better integrated programme, but integration is not just a matter of good will, but also the result of specific processes, structures and incentives. This process should also be conducted along the same lines proposed above.

3.   Aim for a stronger focus on identifying and working in settings where the field work – policy loop can be clearly established. That has two implications; one is to open field work in areas where IUCN-P is active in policy / legislation / strategic planning activities. The second is to strengthen the policy work in the areas related to current field work.

4.   Incorporate lateral movements in the career path of the IUCNP staff. Given the complexity of the Programme it is necessary to develop capacities in the staff to deal with different positions and tasks in different sites. That means that it is necessary to make much more emphasis in lateral / horizontal movements in the career of the staff members, developing opportunities for staff to move from the Country Office to Projects to Provincial Offices to P-ELG to the region and more. Current upwards-only paths are not motivating enough and are not helping the IUCN-P staff to develop the skills that they need to undertake larger responsibilities in the Programme.

5.   Improve communications at all levels. It is not possible to overstress the importance of communications (both internal and external) in IUCN-P. Very relevant and innovative experiences developed by the different projects and programmes are almost unknown to key stakeholders inside and outside IUCN-P. Most of the IUCN-P staff has never visited some of the field sites where the richer experiences are being developed; much less donors, members or partners. Most of the lessons learned have not been collected, organized and made available internally and externally. IUCN-P needs a significant overhauling of its communications efforts, processes and staffing; moreover, it needs a strong focus on the programmatic aspects of communications including all the exchange and dissemination aspects of knowledge management.

6.   Sharpen the Programme focus in order to gain depth and relevance. Presently the Programme seems to be going all over the place. Part of this perception results from the actual increase of the Programme scope, and part from lack of direction. The technical work at the Country level, the Thematic Programmes need a considerable refocusing, aiming to move from a collection of isolated efforts in different direction towards integrated and multi-disciplinary work in a few key areas. Sharpening the focus to a few key areas will help IUCN-P to consolidate (or reposition) itself as an intellectually cutting-edge organization in a few key areas such as Landscape & ecosystem management; poverty and livelihoods; global change and protected areas and species.

7.   Intensify working relations with the Region. This last recommendation is not the less important. One of the key comparative advantages of IUCN is its capacity to work across levels (from local to global). IUCN-P needs to engage in two-way exchanges with other countries, the Asia region and the global level. An important shift took place since the last review, but additional efforts are still needed.

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)
   - Implementation of internal training to IUCN Pakistan staff, particularly those in Provincial Offices and Projects

3. P-ELG will focus its activities in a small number of areas and will address them in a multidisciplinary way. The suggested key areas of work are:
   - Landscape and ecosystems management
   - Poverty and livelihoods
   - Global change
   - Protected areas and species

4. These areas will not act as new programmes or units. They are defined in order to provide direction to the P-ELG. Actual work will be organized in different projects related with these areas. These Projects will be implemented by one P-ELG member or, preferably, by small teams. Each P-ELG member will participate in more than one small team and project. Those Projects can be funded by external sources (donors, grants, etc) or internal ones when P-ELG joins efforts with existing projects to undertake specific pieces of work.
5. Given the need to strengthen the new P-ELG, four new positions will be created, one for each of the mentioned areas. It is expected that these new persons will mobilize and orient the P-ELG work. They will also play a key role in grooming the junior P-ELG staff.
6. The Group will operate as a single cost center, with one budget and workplan. The P-ELG Head function will be performed by one of the new four experts, as an additional task.

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 improvements. The Review recommendations in this regard are:

1. Set a new Programme & Corporate Communications (PCC) unit at the Country Office to coordinate and implement internal and external communications with a strong programmatic emphasis.
2. The basic set of functions suggested for PCC (to be completed and developed in detail once PCC is established) are:
   - Knowledge Management (jointly with Programme Coordination) coordination. KM includes a wide range of activities that goes from identifying and extracting lessons learned to proper communications of those lessons. The analysis and description of KM activities exceeds the scope of this Report and it is one of the priority tasks to be undertaken by PCC
   - Communications with partners and stakeholders outside the IUCN Secretariat within Pakistan. External communications outside Pakistan will be done in coordination with Regional Communications.
   - Coordination of internal communications within the IUCN Secretariat in Pakistan and between Pakistan and the regional and global levels.
   - Internal Programme and Project reporting jointly with Programme Coordination
   - Management and coordination of the production of media products (publications, videos, CDs, press releases, etc.) as well as different ways to provide access to those products (distribution and sales, Websites, Web-based services, etc.)

3. Incorporate in PCC communications and knowledge management units currently operating within the Thematic Programmes.
4. Create two Communications positions in each Northern Pakistan (covering Northern Areas, NWFP and Punjab) and Southern Pakistan (covering Balochistan and Sindh).
5. The key tasks of these Officers will be the same as PCC 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 Communications Officers will have a technical reporting line to PCC and a direct administrative reporting line to the Heads of the Offices they are serving. Their Annual Workplans and Evaluations will be signed by PCC and the pertinent Office Heads. It is expected that these multiple reporting lines will contribute to break the isolation between components of IUCN-P

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 organization. It is recommended to IUCN-P to set a working group to develop this core set in a draft form to be discussed widely among IUCN-P Senior Management.

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 support both Peshawar and Gilgit Offices primarily in the design and implementation of the new SDC Programme for northern Pakistan, but also on other Programmatic Areas. As mentioned earlier, he will integrate his technical work with P-ELG.
3. Until June the work in this Office will be focused in closing the SPCS (final phase) and PSNP (current phase) Projects.
4. After June the work will be focused in the new northern Pakistan programme that will have a strong emphasis on district and community level work, based on new partnerships at local and district level.

6.2.4 Gilgit Office

The recommendations for the Gilgit 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 support both Peshawar and Gilgit Offices primarily in the design and implementation of the new SDC Programme for northern Pakistan, but also on other Programmatic Areas. As mentioned earlier, he will integrate his technical work with P-ELG.
3. The work of the Gilgit Office will be focused in:
    - implementing the Northern Areas Strategy for Sustainable Development through a new series of Projects to be developed and negotiated.
    - preparing the new northern Pakistan programme whose key challenges are district and community level work as mentioned before
    - implementing the current phase of the Regional Mountains Project (centered in Pakistan in the Central Karakorum National Park) and planning the next phase of the same project.
    - supporting the extension of MACP to other districts in Northern Areas not covered by the Project through an appropriate partnership with the Northern Areas Administration

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 were identified. As it is expected that at least some of them will be implemented, they are listed as follows:

1. Development and implementation of a Medicinal Plants component for MACP (MACP / ELG1)
2. Development of different initiatives on coastal areas management in Balochistan (BCS / ELG2)
3. Development of initiatives for coastal protected areas in Balochistan (BCS / ELG 3)
4. Several potential initiatives for joint work between ELG1 and IUCN-P are presented in the Report from Andrew Ingles (ELG 1 Head) attached as Annex 4.
5. Same as above but from Lucy Emerton (ELG 2 Head) attached as Annex 5.

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 by ERNP, and the need to keep momentum during the long period of negotiations of a new phase.
8. Government of Balochistan requested support to develop the Water Authority for Balochistan. A top-level consultant should be hired by the Quetta Office. ELG1 was requested to help in identifying potential consultants.
9. A similar request from Government of Balochistan was received aiming to get support to set guidelines for appropriate shrimp farming in the coast. ELG2 was requested to help in identifying potential consultants.
10. Requests of support for the new Women's University in Quetta were also received. It can be provided locally by the Quetta Office and in terms of external contacts (e.g. AIT) through the ARO in Bangkok (Dr.Z.Hussain)
11. On a slightly different track, the IUCN-P Donors Coordination Group (IDCG) made two requests to IUCN-P. They wish to know the IUCN-Pakistan responses to the IUCN External Review and to this Programmatic Review.

8. IMPLICATIONS ON THE ORGANIZATIONAL STRUCTURE

Some of the recommendations presented in the previous sections have implications on the organizational structure of IUCN-P that should be merged with the general recommendation about streamlining its general structure.

The key aspects of the recommendations on structure are:

> ► Clear identification of the structures that assist the CR in running IUCN-P (corporate units, programme coordination, P-ELG and Islamabad Office)
> ► Definition of the corporate units reporting to the CR
> ► Projects as units reporting to the provincial offices or P-ELG
> ► Programme support projects (frameworks) reporting to the CR directly or through its assisting units

Given the complexity of IUCN-Pakistan the following sections present different aspects of the organizational structure in a more detailed way.

OVERALL ORGANIZATIONAL STRUCTURE

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                          │ COUNTRY              │
                          │ REPRESENTATIVE       │
                          └──────────┬───────────┘
              ┌──────────────────────┼──────────────────────┐
   ┌──────────────────┐              │           ┌──────────────────────────┐
   │ CORPORATE UNITS  │              │           │ PROGRAMME COORDINATION   │
   └──────────────────┘              │           └──────────────────────────┘
   ┌──────────────────┐              │           ┌──────────────────────────┐
   │ ISLAMABAD OFFICE │              │           │ LANDSCAPES & LIVELIHOODS │
   └────────┬─────────┘              │           │ GROUP                    │
   ┌──────────────────┐              │           └────────────┬─────────────┘
   │ PROJECTS         │              │           ┌──────────────────────────┐
   └──────────────────┘              │           │ PROJECTS                 │
                                     │           └──────────────────────────┘
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PESHAWAR OFFICE	GILGIT OFFICE	QUETTA OFFICE	SINDH OFFICE
PROJECTS	PROJECTS	PROJECTS	PROJECTS
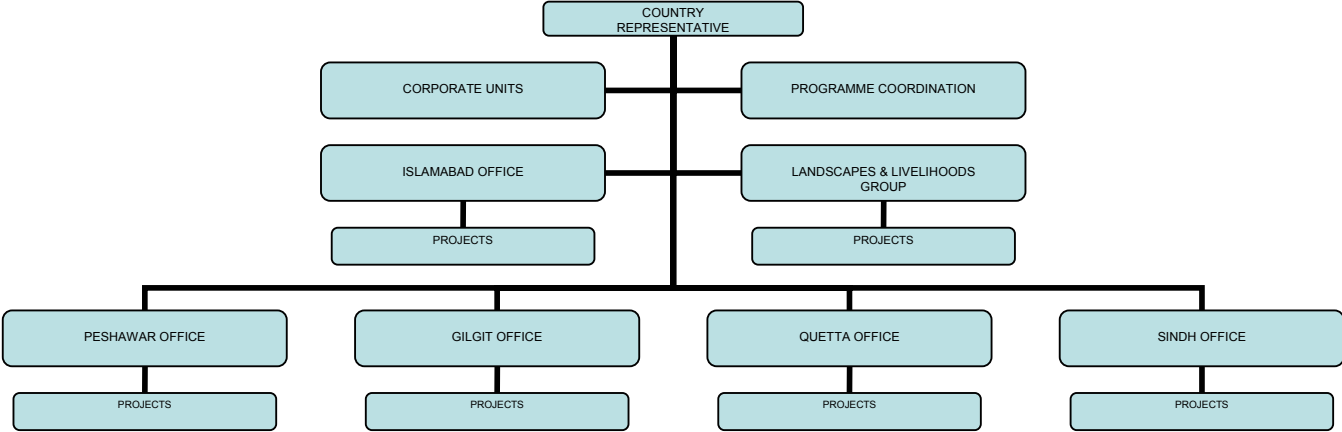
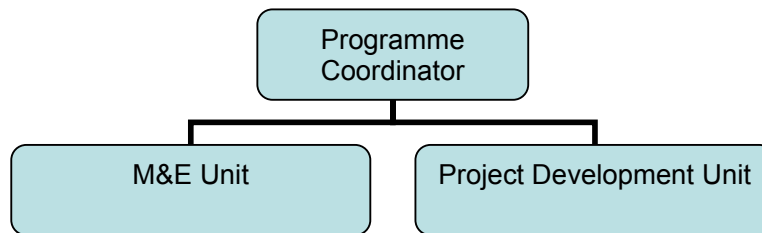Note: see details of the different components in the following pages

1.   CORPORATE UNITS

► Corporate Units are units that support the CR and the entire IUCN-P in delivering the IUCN Programme for Pakistan.
► All units report directly to the CR
► The Corporate Units are:
    o Programme & Corporate Communications. (See primary functions in 6.2.1.b)
    o Human Resources*
    o Finance*
    o Administration*
    o Constituency*

(*) Functions not reviewed in this Review

2.   PROGRAMME COORDINATION

Its primary functions are defined in the main text of the Report (Chapter 6.2.1.c). The Programme Coordination structure is shown below.
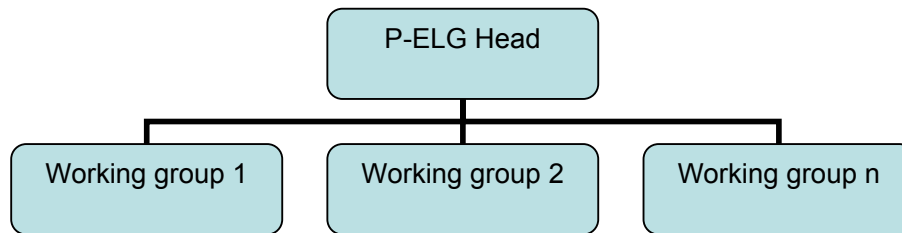
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                    ┌─────────────────┐
                    │   Programme     │
                    │   Coordinator   │
                    └─────────────────┘
                 ┌──────────┴──────────┐
        ┌────────────────┐   ┌──────────────────────────┐
        │   M&E Unit     │   │ Project Development Unit │
        └────────────────┘   └──────────────────────────┘
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3.   ISLAMABAD OFFICE

► Islamabad Office reports directly to the CR
► It keeps links with all the offices given its primary role of liaison with the Federal Government and donors. This role explains its location in the organizational chart
► The reviewed roles of this Office will emerge from the Internal Review that will take place in 2004 (see 6.2.2)
► This Office may manage some Projects and frameworks depending on the recommendations of the specific internal Review.

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.

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                    ┌─────────────────┐
                    │   P-ELG Head    │
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          ┌──────────────────┼──────────────────┐
┌─────────────────┐ ┌─────────────────┐ ┌─────────────────┐
│ Working group 1 │ │ Working group 2 │ │ Working group n │
└─────────────────┘ └─────────────────┘ └─────────────────┘
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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 in her/his area of expertise
► P-ELG has staff with expertise in different areas and with different levels of technical seniority
► The P-ELG staff will be organized in working groups to implement the different projects and activities included in its approved workplan. There is no fixed number of working groups, and the chart above symbolizes that by using the name Working Group "n" for the last one on the right.
► These Working groups will be temporary, meaning that they will exist until the specific activity or task is completed. After that the group will be dissolved and its members allocated to other new or existing working groups.
► The P-ELG staff members can be part of more than one working group, depending on her/his expertise, availability and other factors to be considered by the P-ELG Head
► The P-ELG will manage its own portfolio of Projects, consultancies and staff time charges necessary to ensure the financial sustainability of the Group. Framework funding can be part of the funding basket of the P-ELG as long as the Group activities funded through frameworks fulfill the strategic purposes of framework funding.

5.   PROVINCIAL OFFICES

► Their structure does not change significantly. The Office Heads maintain their key functions of representation, liaison with Government, networking and administration.
► They (or their Projects, depending on the case) will have CTAs that will provide technical orientation to the Projects and Offices. These CTAs will report directly to the Project or Provincial Office Head and they will also have a technical reporting line to the P-ELG Head who will also sign on their Annual Workplan and Evaluation. The CTA will be the main technical link between the Office and/or Projects and the P-ELG
► The Provincial Offices will share a Project Coordinator and a Communications Officer as indicated in the previous sections. As in the case of the CTAs these persons will have a direc reporting line to the Office Head and also a technical reporting line to the PC and the PCC Head, respectively.
► This reinforced structure may represent a primordial level of organization of full fledged Provincial Programmes in the future, but it is still to early to affirm that this is going to be the direction in the future. The evaluation of the results of the recommendations of this Review at the end of 2004 will probably throw some light on these aspects.
► All Project Offices will fund their structure and operations through Projects

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.

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