



Annual Work Plan 2020

Project Title:	Snow Leopard and Ecosystem Protection Program
OP/Country Programme Outcome:	Outcome 6 - Enhanced resilience and socioeconomic development of communities
Country Programme Output: <i>(Those linked to the project and extracted from the CPD)</i>	CPD output indicator 6.3: Legal and regulatory frameworks and policies are in place, and institutions capacitated for the conservation, sustainable use, inclusive access and benefit-sharing of natural resources, biodiversity, chemicals, waste management and ecosystems
Project Outputs: <i>(Those that will result from the project and are taken from the Project Strategy)</i>	The project objective is to promote a landscape approach for the survival of snow leopard and its prey species by reducing threats and applying sustainable land and forest management in critical habitats in Northern Pakistan.
Implementing Partner:	Snow Leopard Foundation
Responsible Parties:	Snow Leopard Foundation

Project Brief Description

The high range Himalayan ecosystem in Pakistan is of critical importance for the biodiversity and ecosystems of global significance that harbors and forms an important life-support system for a large number of remote agro-pastoral and other communities that depend on it. It provides a number of essential ecosystem services – a source of freshwater, maintains hydrological functions, reduces erosion and sedimentation downstream, provides food security and maintains land races of food crops grown in much of northern Pakistan. Hundreds of millions of people depend on these ecosystems for water for hydropower and agriculture, forage for livestock and food for themselves, mineral resources, medicinal and aromatic plants and their products, cultural traditions and spiritual values, and inspiration that draws increasing number of people from around the globe to experience these places. This region is also the center of the globally endangered snow leopard (*Uncia uncia*) range that extends from the mountain of Central and Southern Asia across twelve range countries. Despite the immense biological, socio-cultural and hydrological values of the Himalayan ecosystems, these natural ecosystems are under severe threat from high dependence of local communities on natural resources, pressures from economic development, selective removal of medicinal and aromatic plants, and the emerging threat of illegal wildlife trade and wildlife crime. To address these threats, the project will adopt a landscape approach to conservation and management by ensuring that key biodiversity areas, buffer zones, corridors and areas outside traditional protected areas that are critically important for conservation of endangered snow leopard and associated species and habitats are managed in tandem with the sustainable use of these resources and improvements in livelihoods of local communities living in this region.

Programme Period: 2018-2023 Atlas Project ID: 00088620 Atlas Output ID: 00095191 Start date: 31 st July 2018 End Date: 30 th June 2023 Management Arrangements: NGO execution Project Board Meeting Date: 06 th Feb' 2020	<table> <tr> <td>2020 AWP budget:</td> <td>\$ 1,336,400.00</td> </tr> <tr> <td colspan="2"><i>(Includes contributions from SLF & provincial govts.)</i></td> </tr> <tr> <td>Total resources required</td> <td>\$ 1,336,400.00</td> </tr> <tr> <td>Total allocated resources:</td> <td>\$ 1,336,400.00</td> </tr> <tr> <td>Regular</td> <td></td> </tr> <tr> <td>• GEF Trust Fund</td> <td>\$ 1,198,838.00</td> </tr> <tr> <td>Co-financing (In cash/kind)</td> <td>\$137,562.00</td> </tr> </table>	2020 AWP budget:	\$ 1,336,400.00	<i>(Includes contributions from SLF & provincial govts.)</i>		Total resources required	\$ 1,336,400.00	Total allocated resources:	\$ 1,336,400.00	Regular		• GEF Trust Fund	\$ 1,198,838.00	Co-financing (In cash/kind)	\$137,562.00
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Agreed by UNDP (RR / DRR):

Snow Leopard Foundation (SLF):



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Output ID: 00095191 Project Title: Snow Leopard and Ecosystem Protection Program

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in USD	
Output 1: Improved management of snow leopard landscapes that integrates sustainable forest and land management and compatible conservation practice Indicator 1.1: <i>Extent to which Institutional frameworks are in place for integration of conservation, sustainable natural resource use, control and management of wildlife crime and illegal wildlife trade and improved livelihoods into landscape planning and management</i> Scales: 1=low (0-25%); 2=medium (25%-50%); 3=high (50%-75%) and 4=very high (75%-100%) Baseline 1.1 (Scale=1): <i>Multiple use sustainable landscape planning and management approaches absent or limited within Northern Pakistan</i> Targets 1.1: Multiple use landscape frameworks agreed with key stakeholders and under review for official approval <i>Scale=2 (Medium-26%-50%)</i>	Activity Result 1.1: Functional multi-sector and multi-stakeholder coordination and governance mechanisms developed, discussed with stakeholders and supported									
	Action 1.1.1 a: Coordinate with stakeholders to establish and notify the Landscape Coordination Committee (LCC) for AJ&K	X	X							0.00
	Action 1.1.1 b: Coordinate & conduct 6 meetings of the 3 LCCs comprising 53 members & two meetings of the PSC comprising 14 members.	X	X		X	SLF	GEF	71600	8,000.00	
					SLF	GEF	74500	2,000.00		
Indicator 1.2: <i>Area of snow leopard habitat under integrated landscapes management</i> Baseline 1.2: <i>10,000 hectares currently managed effectively in protected areas</i> Targets 1.2: 3.8 million hectares area of Karakorum Pamir landscape managed effectively through preparation of its management plan, endorsed by the provincial government	Activity Result 1.2: Landscape level spatial zoning and management agreements that integrates biodiversity, ecosystem services, climate mitigation, sustainable community resource use and socio-economic considerations developed, approved and implemented									
	Action 1.2.1.a: Draft landscape management Plan for Himalaya and Hindukush landscapes by involving the consulting firm/ Organization/ University through following the guidelines of GSLEP.					SLF	GEF	72100	16,000.00	
	Action 1.2.1.b: Finalize & validate landscape management plan of Karakorum-Pamir. Action 1.2.1.c: Print Karakorum-Pamir landscape management plan.	X	X	X	X	SLF	GEF	74200	500.00	

<p>Indicator 1.3: Status of snow leopard and associated endangered species populations in the landscapes Scales: 1=low (0-1%); 2=medium (2%-5%); 3=high (6%-8%) and 4=very high (8%-10%)</p> <p>Baseline 1.3: (scale 1): Snow leopard population estimate at ±200 in Northern Pakistan with associated species baselines as: Karakoram-Pamir LS: Himalayan Ibex-4,900; Markhor -230; Blue Sheep – 750; Ladakh Urial -50 Hindu Kush LS: Markhor – 3,400 Himalaya LS: Musk Deer, Brown bear</p> <p>Targets 1.3: (Scale 1 & 2): Snow leopard population estimates validated and monitoring in 6000 sq. kms and its prey species validated and monitoring in 17 valleys showing stable or improving population trends from the population described in the baseline Snow leopard population estimate at ± 200 individuals in Northern Pakistan with associated species baselines as: Karakoram-Pamir LS: Himalayan Ibex-4,998; Markhor -235; Blue Sheep – 765; Ladakh Urial -51 Hindu Kush LS: Markhor – 3,468</p>	<p>Activity Result 1.3: Participatory monitoring for snow leopard, other endangered species and prey species developed and implemented to inform management responses</p>										
	Action 1.3.1.a: Conduct studies to assess snow leopard occupancy, distribution and abundance in the 3 project Landscapes by involving consulting firm(s)/ Organization(s)/ University (ies).	X	X	X	X	SLF	GEF	72100			
	i. Karakoram-Pamir Landscape (GB)									8,000.00	
	ii. Himalaya Landscape, AJ&K									6,000.00	
	iii. Hindu Kush Landscape, KP									6,000.00	
	Action 1.3.1.c: Genetic sampling in the 3 project landscapes by involving the consulting firm/ Organization/ University.		X		X	SLF	GEF	72100		7,000.00	
	Action 1.3.1.d: Genetic analysis to assess population diversity & gene flow across landscapes	X	X	X	X	SLF	GEF	72100		20,000.00	
	Action 1.3.1e: Develop MIS to enhance efficacy in ecological data management and analysis (KP Wildlife Dept/PSLEP)	X	X	X	X	SLF	GEF	72100		6,000.00	
	Action 1.3.1f: Collar 2 snow leopards in GB in collaboration with the Wildlife Dept (subject to NoC from relevant agencies)/ assess wild prey in the project sites	X	X	X	X	SLF	GEF	72100		20,000.00	
						SLF	GEF	72100	Co-financing	4,968.00	
	Action 1.3.2: Assess resilience and carrying capacity of rangelands, pasture and retrogressive factors such as climate change impacts on the fragile mountain ecosystems & develop rangeland, pasture & livestock management strategy and plans in 3 landscapes through NGO Evkzcnr already selected for the activity	X	X	X	X	SLF	GEF	72100			
	i. Karakorum-Pamir landscape									6,000.00	
ii. Hindu Kush landscape									4,000.00		
iii. Himalaya									3,000.00		
<p>Indicator 1.4: Level of institutional capacity of provincial government agencies for planning, implementation and monitoring integrated landscape plans as measured by UNDP capacity development</p>	<p>Activity Results 1.4: Strategy developed and implemented to facilitate replication/up-scaling of integrated landscape planning and management model to other sites</p>										
	Action 1.4.1: Training workshops on planning, implementation and monitoring integrated landscape plan			X	X	SLF	GEF	75700		10,000.00	

<p>scorecard Scales: 1=low (0-10%); 2=medium (11%-35%); 3=high (36%-60%) and 4=very high (61%-100%) Baseline 1.4 (Scale=1): Limited institutional capacities for planning, implementation and monitoring of multiple use landscape as indicated by the capacity development baseline scores for: (i) National level 18; (ii) GB 18; (iii) AJK 15 & (iv) KP 18</p> <p>Targets 1.4 (Scale =2)</p>	<p>Action 1.4.2: Extend support to MoCC to develop Red Data Book on large mammals of Pakistan / Document best practices</p>	X	X	X	X	SLF	GEF	72100	15,000.00
<p>Output 2: Increased representation of priority snow leopard ecosystems in the Protected Area network</p>	<p>Activity Results 2.1: Protected area network in the snow leopard range expanded through identification, mapping and gazettal of new protected areas</p>								
<p>Indicator 2.1: Effectiveness in Management of protected areas within the landscape as measured by METT (Management Effectiveness Tracking Tool). Baseline 2.1: Current METT baseline scores for PAs are as follows: Chitral Gol NP-30; Broghil NP – 12; Central Karokoram NP – 22; Qurumba NP- 13; Khunjerab NP -25; Musk Deer NP- 18; Ghamot NP – 16 Targets 2.1: Increase by 10 points in METT from the given baseline</p>	<p>Action 2.1.1. Assess existing PAs in the model landscapes for their coverage and effectiveness to support endangered species such as snow leopard & revisit PA boundaries based on ecological information by involving the consulting firm/ Organization/ University</p>	X	X	X	X	SLF	GEF	72100	4,882.00
<p>Indicator 2.2: Number of management and financing plans for protected areas with adequate financial resources developed and approved by the provincial government.</p> <p>Baseline 2.2: 4 PA management plans approved, but lack adequate budgetary provisions</p> <p>Targets 2.2: 5 management and financing plans agreed with local communities and Guidelines for improved management of CMCAs developed and approved by government.</p>	<p>Activity Results 2.2: Management and financial plans for priority Protected Areas developed, discussed with stakeholders and approved by the government</p>								
	<p>Action 2.2.1a: Develop community-based ecotourism and enterprise development plans for 4 project sites by involving the consulting firm/ Organization/ University:</p>								
	- Bagrot, Dist. Gilgit, GB	X	X	X	X	SLF	GEF	72100	2,000.00
	- Rupal, Dist. Astore, GB	X	X	X	X	SLF	GEF	72100	2,000.00
	- Gurez, Dist. Neelum, AJ&K	X	X	X	X	SLF	GEF	72100	3,400.00
	- One valley in Dist. Upper Chitral, KP	X	X	X	X	SLF	GEF	72100	3,400.00
	- Develop Enterprise development plan	X	X	X	X	SLF	GEF	72100	1,500.00
	Action 2.2.1b: Develop conservation tourism strategy, plan & regulatory documents	X	X	X	X	SLF	GEF	72100	5,000.00

	Action 2.2.1c: Develop management plan for Musk deer National Park by involving the consulting firm/ Organization/ University	X	X	X	X	SLF	GEF	72100	20,000.00
	Action 2.2.1d: Engage 15 Community Wildlife Guards for improved management of Broghil National Park (Through KP Wildlife Dept.)	X	X	X	X	SLF	GEF	72100	10,000.00
	Action 2.2.2: Implement ecotourism management plans in two sites in collaboration with the Forest/wildlife and Tourism Dept GB by: - Improving Tracks - Developing Viewpoints - Establishing Glamping/ camping sites - Developing Tourist Information/ Facilitation Center at an appropriate and centralized location	X	X	X	X	SLF	GEF	72600	120,000.00
SLF						SLF	Co-financing	3,000.00	
Indicator 2.3: <i>Number of forest and wildlife staff and community members actively engaged in wildlife crime monitoring and surveillance to reduce incidence of wildlife crime.</i> Baseline 2.3: 150 Forest/Wildlife persons trained in Wildlife monitoring. Targets 2.3: <i>(i) 50 forest and wildlife persons trained and actively enforcing environmentally friendly management practices and wildlife crime prevention measures in snow leopard habitats;</i> <i>(ii) 20 community members actively engaged in wildlife crime monitoring and surveillance in community battalions</i>	Activity Results 2.3: Capacity of forest and wildlife staff and community members in the demonstration sites enhanced to improve conservation outcomes and combat wildlife crime								
	Action 2.3.1. i- Improve understanding of the management of National Parks and wildlife crime prevention measures through exposure visit to a PA in one of the snow leopard range countries (Provincial wildlife depts)	X	X	X	X	SLF	GEF	75700	20,000.00
	ii- A two weeks long training in Genetics & Forensic Science for wildlife crime monitoring and surveillance and capturing/handling of injured/diseased/orphaned wildlife	X	X	X	X	SLF	GEF	75700	20,000.00
	Action 2.3.2. Design 6-month diploma course (15 credit hours) on Wildlife management and get accredited with HEC	X	X	X	X	SLF	GEF	75700	12,000.00
	Action 2.3.3. Engage 50 students (O-level / matric and above) as interns for 2-3 months to build their capacity in ecological research, conservation and wildlife crime prevention measures by involving in project activities	X	X	X	X	SLF	GEF	75700	20,000.00
Output 3: Participatory conservation in the targeted landscape enhanced to reduce human-snow leopard	Activity Results 3.1: Site-specific integrated valley conservation plans designed and implemented in areas of high biodiversity value								

conflicts and improve livelihoods of community.									
<p>Indicator 3.1: Number of Valley conservation plans developed and under implementation</p> <p>Baseline 3.1: 12 valley conservation plans drafted.</p> <p>Targets 3.1: 8 valley conservation plans developed and approved.</p>	Action 3.1.1. Intervene community, district and province level meetings/workshops to develop and implement Valley Conservation and Sustainable Development Plans	X	X	X	X	SLF	GEF SLF	75700 Co-financing	2,500.00 3,484.00
	Action 3.1.2. Develop/update 5 Valley Conservation and Sustainable Development Plans (VCDPs) by mapping of socio-economic, ecological, climate risk profile of the valleys, threats mapping and management prescriptions in 3 landscapes	X	X	X	X	SLF	GEF	72100 71300	7,700.00 18,850.00
	Action 3.1.3. Consultation meetings at provincial level		X	X	X	SLF	SLF	75700	10,000.00
	Action 3.1.5. Vehicle hire, fuel & maintenance at 4 offices and Staff travel costs	X	X	X	X	SLF	GEF SLF	73400 71600 Co-financing	55,500.00 8,600.00 19,355.00
Indicator 3.2: Average increase in income of communities from sustainable livelihood and resource management activities									
<p>Baseline 3.2: Average monthly income of target area population is between 9,000 - 10,000 PKR per household</p> <p>Targets 3.2: 5% increase in average incomes (9,450 – 10,500 PKR) from sustainable livelihoods, natural resource management and business activities</p>	Activity Results 3.2: Pilot projects on sustainable community based natural resources management, sustainable livelihoods and reduced HWC								
	Action 3.2.1: Developing guidelines for establishment & utilization of revolving funds at valley level through private organization Pakistan Development Consultants already selected for the activity	X	X	X	X	SLF	GEF	72100	3,800.00
	Action 3.2.2: HWC measures corrals, livestock insurance, improved protection, herding practice and livestock vaccination.					SLF	GEF	72600 71300	293,550.00 83,363.00
	i. Biannual livestock vaccination & deworming (300,000 livestock in 17 valleys and PAs)	X	X	X					
	ii. Conduct training/ refresher to produce 34 (10 members from KP, 4 from AJ&K and 20 from GB) community livestock extension workers	X	X						
	iii. Develop design and construct 30 Predator Proof Corrals in GB, KP & AJ&K		X	X	X				
	iv. Establish and strengthen livestock insurance in 7 valleys:	X	X	X	X				
	a. Three insurance schemes in GB								
b. Three insurance schemes in KP									
c. One insurance scheme in AJ&K									
v. Introduce improved livestock breeds and improve nutrition to promote rearing of quality animals and reduce pressure on rangelands		X	X						

	vi. Rehabilitation of degraded rangelands (~300hectre) through reseedling and protection from livestock grazing		X	X					
	vii. Improve productivity of rangelands by promotion of water conservation & harvesting		X	X					
	viii. Initiate pilot projects to enhance quality and availability of livestock products by improving value chain		X	X	X				
						SLF	SLF	Co-financing	28,290.00
	Action 3.2.3. Community conservation/ sustainable NRM and diversified livelihoods					SLF	GEF	72600 71300	101,000.00 27,787.00
	i. Establishment of Closures to protect forests and rangelands covering ~1500-hectare area by engaging 17 Community Guards (\$50/12hectares/month)	X	X	X	X				
	ii. Energy plantation (willow, rubinia, ailanthus) in ~120-hectare area in one valley each in AJ&K, KP and GB	X	X						
	iii. Timber plantation in ~100-hectare area in one valley each in GB and KP	X	X						
	iv. Establish community-based forest/fruit tree nurseries in 3 sites, one each in AJ&K, KP and GB	X	X						
	v. Promote energy efficient stoves/ LPG (connections [2 cylinders + stove])/ to reduce dependency on forests for fuel wood in one site in AJ&K		X						
	vi. Community trainings to improve conservation linked livelihoods		X	X					
	vii. Rehabilitate waste/barren land through micro-catchments by installing solar pump for drinking & irrigation in one site in Chitral, KP		X						
	viii. Develop orchards/ Fruit trees plantation (AJ&K, GB & KP)	X	X						
	ix. Reduce dependency on rangelands through fodder cultivation in ~20-hectare area	X	X	X	X				
	x. Establish Snow Leopard Enterprises (SLE) model focused on women at 2 sites	X	X	X	X				
							SLF	Co-financing	53,459.00

	Action 3.2.4: Identify potential for value chain of crops & enterprises through private organization Pakistan Development Consultants already selected for the activity	X	X	X	X	SLF	GEF	72100	6,050.00
	Action 3.2.5: Equipment for value chain for NRM, sustainable livelihoods & reduced HWC			X	X	SLF	GEF	72600 ¹	20,027.00
Indicator 3.3: <i>Decreased incidences of human-wildlife conflict as indicated by:</i> (i) <i>Decrease in livestock lost to snow-leopard and other predators;</i> (ii) <i>Reduce incidence of retaliatory killing of snow leopard and other predators</i>	Activity Results 3.3: Community-based surveillance, monitoring and wildlife crime prevention systems developed and implemented								
Baseline 3.3: (i) <i>Average livestock lost to wildlife estimated at 0.6 head/HH/Year</i> (ii) <i>Number of incidents of retaliatory killings of snow leopard are 8-10 per Year</i>	Action 3.3.1: Design community-based surveillance, monitoring and wildlife crime detection plan	X	X	X		SLF	GEF	72100	2,600.00
Targets 3.3 (i) <i>10% decrease in livestock lost/year to wildlife (0.54 head/HH/Year)</i> (ii) <i>10% decrease in retaliatory killings of snow leopard and other predators (7.2-9 per Year)</i>	Action 3.3.2: Implementation of wildlife crime detection plan	X	X	X	X	SLF	GEF	75700	5,000.00
	Action 3.3.3: Deploy 55 community wildlife guards for 12 months to improve wildlife surveillance, control poaching and support community-based conservation initiatives at valley levels	X	X	X	X	SLF	GEF	72600	26,600.00
Output 4: Implementation, upscaling and replication of project approaches supported by effective knowledge management and gender mainstreaming.	Activity Results 4.1.: Communication, gender mainstreaming and monitoring and evaluation strategies developed and implemented at national, provincial and local levels.								
Indicator 4.1: <i>Increase in the level of awareness of communities in the target landscapes on conservation and sustainable use and threats to snow leopard and biodiversity</i> Scales: 1= <i>low (0-15%);</i> 2= <i>medium (16%-25%);</i> 3= <i>high (26%-50%) and</i> 4= <i>very high (51%-100%)</i>	Action 4.1.1. Implement regional communication plans through:								
	Snow Leopard / Green Club to increase clean green Pakistan index	X	X	X	X	SLF	GEF	72100	2,500
	Develop youth engagement plan in snow leopard conservation	X	X	X	X	SLF	GEF	72100	500
	Nature Study Camps in project landscapes	X	X	X	X	SLF	GEF	72100	3,200
	Operationalize conservation tourism in Hopper valley	X	X	X	X	SLF	GEF	72100	4,300
	Develop educational resource material for stakeholders on ecotourism, wildlife conservation, nature clubs	X	X	X	X	SLF	GEF	72100	3,000
	Teachers' training in conservation education	X	X	X	X	SLF	GEF	72100	2,000
	Relationship building with media	X	X	X	X	SLF	GEF	72100	1,500
	Celebrate International Days	X	X	X	X	SLF	GEF	72100	4,000

<i>beneficiaries) have good awareness of conservation, sustainable natural resource use and wildlife crime prevention benefits</i>	Social media management	X	X	X	X	SLF	GEF	72100	500	
	Documentaries and Explainer videos production	X	X	X	X	SLF	GEF	72100	8,000	
	Promotion of social enterprise initiatives (SLE/ Punaar)	X	X	X	X	SLF	GEF	72100	2,000	
	Develop Carnivore Column 2020	X	X	X	X	SLF	GEF	72100	1,500	
	Disseminate best practices through publications in international journals	X	X	X	X	SLF	GEF	72100	5,000	
	Action 4.1.2. Develop Web Portal managed jointly with MoCC & disseminate educational, awareness and knowledge management resource materials and awareness raising events at national level	X	X	X	X	SLF	GEF	72100	10,000.00	
	Action 4.1.3: Audit of project				X	UNDP Country Office	GEF	74100	7,500.00	
	Action 4.1.4: M& E Coordination		X	X	X	X	SLF	GEF	71300	13,000.00
							SLF	GEF	71600	2,000.00
							UNDP	GEF	71600	5,000.00
Activity Results 4.2: Replication of project approaches through effective knowledge management and gender mainstreaming										
No Target for 2020										
Indicator 4.3: <i>Number of effective inter-provincial/trans-boundary collaboration mechanisms negotiated and implemented</i>	Activity Results 4.3.: Mechanism for partnerships on inter-provincial, national and trans-boundary cooperation for tackling wildlife crime and improving species conservation developed and implemented									
	Action 4.3.1: Purchase of Field Gears/ Balancing, modernization & replacement (BMR)	X	X			SLF	GEF	72200	6,800.00	
	Action 4.3.2. International meetings and workshops		X	X	X	SLF	GEF	71600	15,000.00	
Baseline 4.3: <i>No trans-boundary and inter-provincial collaboration exists</i>										
Targets 4.3: <i>01 effective collaborative inter-provincial agreement initiated and negotiated</i>										
Project Management	Technical									
	Technical Services		X	X	X	SLF	GEF	71300	30,492.00	
	Operational									
	Supplies		X	X	X	SLF	GEF SLF	72500 Co-financing	2,205.00 7,664.00	
	Communication and audiovisual equipment		X	X	X	SLF	GEF	72400	10,585.00	
	Rental and maintenance of other equipment		X	X	X	SLF	GEF SLF	73400 Co-financing	1,653.00 1,858.00	
	Miscellaneous Expenses		X	X	X	SLF	GEF SLF	74500 Co-financing	1,494.00 15,484.00	
	DPC					UNDP Country Office	GEF	74500	500.00	
TOTAL (required from GEF/UNDP)									1,198,838.00	
TOTAL Co-financing									137,562.00	

GRAND TOTAL			1,336,400.00
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II. Monitoring Plan 2019

Project ID: 00095191 - Project Title: Snow Leopard and Ecosystem Protection Program

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
Obtained from the CPD and project Results Frameworks)	Obtained from the CPD and project Results Frameworks)	At the project start date	At the project end date	Specific publication, evaluation, survey, field observation, interviews, etc	Monthly, quarterly, annually, etc	Staff member responsible for collecting and reporting data	Estimated cost of collecting and reporting data	Any risks or assumptions concerning data collection
CPD Outcome 6: Enhanced resilience and socioeconomic development of communities	Indicator 6.3: Number of integrated policies/strategies/plans operationalized which increases their ability to protect the environment and population as well as adapt and mitigate the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (SDG 13.2.1)							
Project Output 1: Improved management of snow leopard landscapes that integrates sustainable forest and land management and compatible conservation practice	Indicator 1: Area of snow leopard habitat under integrated landscapes management	Baseline 1: <i>10,000 hectares currently managed effectively in protected areas</i>	Targets 1: 3.8 million hectares area of Karakorum Pamir landscape managed effectively through preparation of its management plan, endorsed by the provincial government	Field surveys and assessments, Secondary data, FGD, Spatial modeling/GIS,	Annually	Project Manager/ RPMUs	16,500.00	Availability of data: Gender disaggregated data is not available NOCs Stakeholder participation

	<p>Indicator 2 (Mandatory Indicator 1.3.2): Number of additional people benefiting from strengthened livelihoods through solutions for improved management of natural resources and provision of ecosystem services</p>	<p>Scale: 1 Baseline 2: (scale 1) <i>Fragmented and stand-alone community managed activities currently exists in the 3 landscapes</i></p>	<p>Targets 2: (scale 2): 500 households are directly benefiting from improved sustainable grazing management and diversified and alternative livelihoods and incomes</p>	<p>Field surveys for vegetative/ biomass assessment/ samples collection, carrying capacity estimation, Lab. Analysis, RPA</p>	<p>Annually</p>	<p>Project Manager/ RPMUs</p>	<p>13,000.00</p>	<p>Stakeholder participation Weather/ climate Availability of local consultant</p>
	<p>Indicator 3 (Mandatory indicator 2.5.1): Extent to which Institutional frameworks are in place for integration of conservation, sustainable natural resource use, control and management of wildlife crime and illegal wildlife trade and improved livelihoods into landscape planning and management</p>	<p>Baseline 1.1 (Scale=1): <i>Multiple use sustainable landscape planning and management approaches absent or limited within Northern Pakistan</i></p>	<p>Targets 1.1: Multiple use landscape frameworks agreed with key stakeholders and under review for official approval Scale=2 (Very Partially-26%-50%)</p>	<p>Notification, Bi-annual meeting minutes</p>	<p>Bi-annual</p>	<p>Project Manager/ RPMUs</p>	<p>10,000.00</p>	<p>Availability of Chairman/ members</p>
	<p>Indicator 4: Status of snow leopard and associated endangered species populations in the landscapes</p>	<p>Baseline 1.3a (Scale=1): <i>Snow leopard population estimate at ±200 in Northern Pakistan with associated species baselines as: Karakoram-Pamir LS: Himalayan Ibex- 4,900; Markhor -230; Blue Sheep – 750; Ladakh Urial -50 Hindu Kush LS: Markhor – 3,400 Himalaya LS: Musk Deer, Brown bear</i></p>	<p>Targets 1.3a (Scale=2): Snow leopard population estimates validated and monitoring in 6000 sq. kms and its prey species validated and monitoring in 17 valleys showing stable or improving population trends from the population described in the</p>	<p>Double observer survey, vantage point, vantage count method, silent drive method, capture re- capture simulations, scat collection, non-invasive sampling</p>	<p>Bi-annually</p>	<p>Project Manager/ RPMUs</p>	<p>86,000.00</p>	<p>NoC from the concerned Govt. depts. Weather/climate Accessibility Field person safety</p>

			<p>baseline <i>Snow leopard population estimate at ± 204 individuals in Northern Pakistan with associated species baselines as:</i> <u>Karakoram-Pamir LS:</u> <i>Himalayan Ibex- 4,998; Markhor -235; Blue Sheep – 765; Ladakh Urial -51</i> <u>Hindu Kush LS:</u> <i>Markhor – 3,468</i></p>					
	<p>Indicator 1.4: <i>Level of institutional capacity of provincial government agencies for planning, implementation and monitoring integrated landscape plans as measured by UNDP capacity development scorecard</i></p>	<p>Baseline 1.4 (Scale=1): <i>Limited institutional capacities for planning, implementation and monitoring of multiple use landscape as indicated by the capacity development baseline scores for: (i) National level 18; (ii) GB 18; (iii) AJK 15 & (iv) KP 18</i></p>	<p>Targets 1.4 (Scale 2)</p>	<p>Training reports, UNDP Capacity Development scorecard</p>	<p>Annually</p>	<p>Project Manager/ RPMUs</p>	<p>25,000.00</p>	<p>Stakeholder participation</p>

<p>Project Output 2: Increased representation of priority snow leopard ecosystems in the Protected Area network</p>	<p><i>Indicator 6: Effectiveness in Management of protected areas within the landscape as measured by METT (Management Effectiveness Tracking Tool).</i></p>	<p>Baseline 2.1: Current METT baseline scores for PAs are as follows: Chitral Gol NP-30; Broghil NP – 12; Central Karokoram NP – 22; Qurumba NP- 13; Khunjerab NP -25; Musk Deer NP- 18; Ghamot NP – 16</p>	<p>Target 2.1: Increase by 10 points in METT from the given baseline</p>	<p>Training module, course contents, plan, Workshop report</p>	<p>Annually</p>	<p>Project Manager/ RPMUs</p>	<p>4,882.00</p>	<p>Training module and contents, Gender inequality, interest and application, availability of resource persons</p>
	<p><i>Indicator 7: Number of management and financing plans for protected areas with adequate financial resources developed and approved by the provincial government.</i></p>	<p>Baseline 2.2 (Scale=1): 4 PA management plans approved, but lack adequate budgetary provisions</p>	<p>Target 2.2: 5 management and financing plans agreed with local communities and Guidelines for improved management of CMCA's developed and approved by government.</p>	<p>Socio-economic & ecological data, secondary data, GIS, PRA</p>	<p>Annually</p>	<p>Project Manager/ RPMUs</p>	<p>167,300.00</p>	<p>Gender disaggregated data, community participation</p>
	<p><i>Indicator 8: Number of forest and wildlife staff and community members actively engaged in wildlife crime monitoring and surveillance to reduce incidence of wildlife crime.</i></p>	<p>Baseline 2.3a: 150 Forest/Wildlife persons trained in Wildlife monitoring.</p>	<p>Targets 2.3a: (i) 50 forest and wildlife persons trained and actively enforcing environmentally friendly management practices and wildlife crime prevention measures in snow leopard habitats; (ii) 20 community members actively engaged in</p>	<p>Training module, course contents, plan, Training workshop report</p>	<p>Annually</p>	<p>Project Manager/ RPMUs</p>	<p>72,000.00</p>	<p>Training module and contents, Gender inequality, interest and application, availability of resource persons</p>

			<i>wildlife crime monitoring and surveillance in community battalions</i>					
Project Output 3: Participatory conservation in the targeted landscape enhanced to reduce human-snow leopard conflicts and improve livelihoods of community.	Indicator 9: Number of Valley conservation plans developed and under implementation	Baseline 3.1: 12 valley conservation plans drafted	Targets 3.1: 8 valley conservation plans developed and approved.	Socio-economic & ecological data, secondary data, GIS, PRA	Annually	Project Manager/ RPMUs	20,200.00	Gender disaggregated data, community participation Sense of resource stewardship and ownership form the communities Inter and intra community conflicts
	<i>Indicator 10:</i> Average increase in income of communities from sustainable livelihood and resource management activities	Baseline 3.2: <i>Average monthly income of target area population is between 9,000 - 10,000 PKR per household</i>	Targets 3.2: <i>5% increase in average incomes (9,450 – 10,500 PKR) from sustainable livelihoods, natural resource management and business activities</i>	Monitoring reports by staff, Record maintained by VCCs, Community agreements/ ToPs,	Quarterly	Project Manager/ RPMUs	397,850.00	Sense of resource stewardship and ownership form the communities Inter and intra community conflicts Capacity of community
	Indicator 11: <i>Decreased incidences of human-wildlife conflict as indicated by:</i> (i) <i>Reduce incidence of retaliatory killing of snow leopard and other predators</i>	Baseline 3.3: (i) <i>Average livestock lost to wildlife estimated at 0.6 head/HH/Year</i> (ii) <i>Number of incidents of retaliatory killings of snow leopard are 8-10 per Year</i>	Targets 3.3: (i) <i>10% decrease in livestock lost/year to wildlife (0.54 head/HH/Year)</i> (ii) <i>10% decrease in retaliatory killings of snow leopard and other predators (7.2-9 per Year)</i>	ToRs, monitoring data, reports by community and staff,	Monthly	Project Manager / RPMUs	34,200.00	Shortage of required equipment, Availability of appropriate expertise,

Project Output 4: Implementation, upscaling and replication of project approaches supported by effective knowledge management and gender mainstreaming.	Indicator 13: Increase in the level of awareness of communities in the target landscapes on conservation and sustainable use and threats to snow leopard and biodiversity	Baseline 4.1a (Scale=1): Awareness of conservation, sustainable natural resource use and wildlife crime prevention benefits are known to a very limited number of households in the project area	Targets 4.1a (Scale =2): 20% of participating households (20% of households include women beneficiaries) have good awareness of conservation, sustainable natural resource use and wildlife crime prevention benefits	Meetings/Surveys/ Assessments	Quarterly	Project Manager / RPMUs/ Communication Specialist/ M&E Officer	48,000.00	Lack of expertise, stakeholder participation
	Indicator 14: Number of effective inter-provincial/trans-boundary collaboration mechanisms negotiated and implemented	Baseline 4.3: No trans-boundary and inter-provincial collaboration exists	Targets 4.3: 01 effective collaborative inter-provincial agreement initiated and negotiated	Meetings, Workshops, Agreements,	Quarterly	Project Manager/ Director	21,800.00	Cooperation among stakeholders, Legal modalities

III. Recruitment Plan 2019

Project ID: 00095191 - Project Title: Snow Leopard and Ecosystem Protection Program

#	Post Title	National/ International	Level of Post	Performa Cost per year (US\$)	Responsible party (UNDP/EAD/ IP/PMU etc)	Contract Modality (TA/FTA/SC/ NIMU/Govt)	Reporting to/ Supervisor	Duty Station	Contract Start Date	Contract End Date
1	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

IV. Procurement Plan 2019

Project ID: 00095191 Project Title: Snow Leopard and Ecosystem Protection Program

#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/EAD/ IP/PMU etc)	Invitation Type (EFP, RFA, ITB, etc)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
1.	Field Gear for /BMR	Goods	6,800.00	SLF	RFA	Jan 2019	Feb 2019		Feb/Apr 2019			FAO/NPM
2.	Social Organizers (03)	Services	11,600.00	SLF		Jan 2019	Mar 2019		Apr 2019	Apr 2019	Dec 2019	NPM/FAO

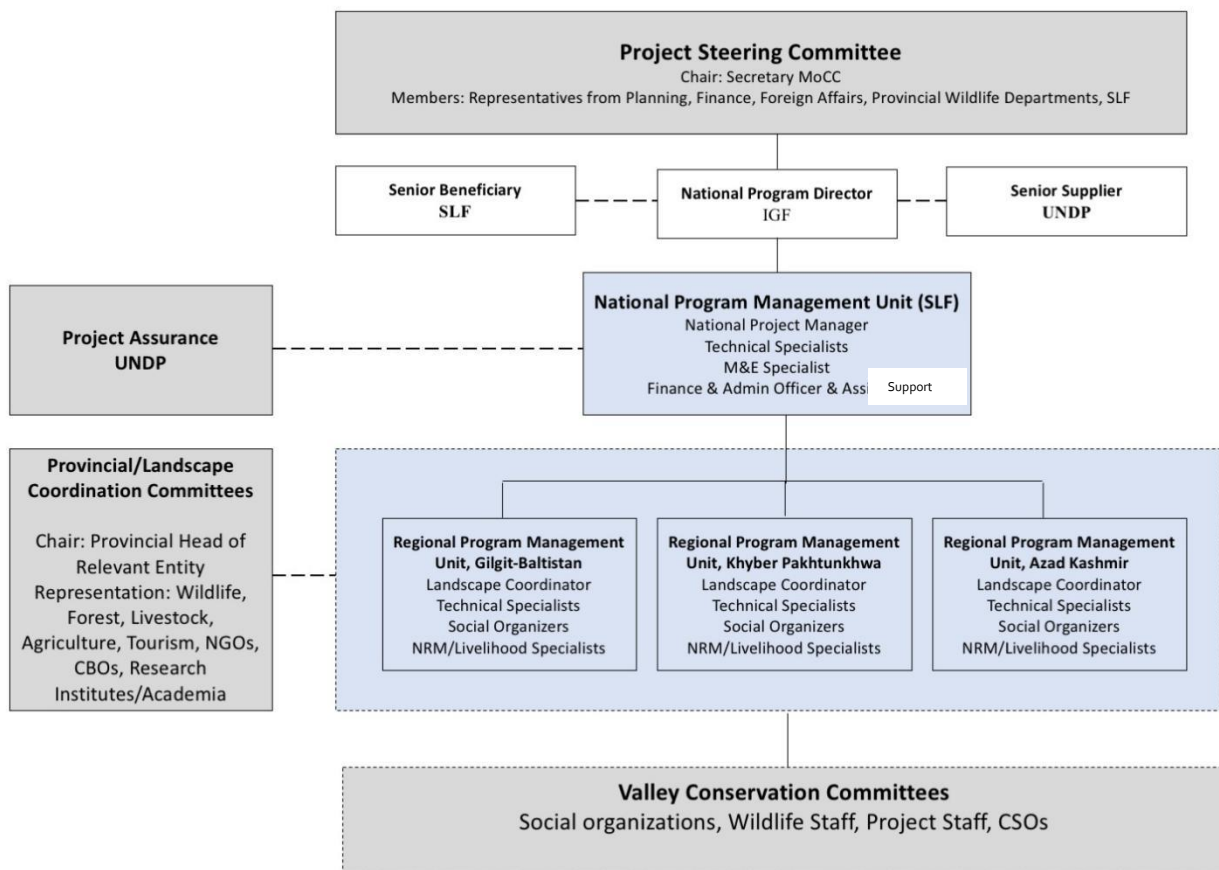
V. Management Arrangements

The project will be implemented over a five-year period. Snow Leopard Foundation (SLF) will be the implementing partner for the project, under UNDP's NGO execution modality, in cooperation with Ministry of Climate Change (MoCC). MoCC is the Government institution responsible for supervising the project. The project is in line with the Standard Basic Assistance Agreement between UNDP and the Government of Pakistan, and the Country Program.

The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. A standard Project Cooperation Agreement (PCA) signed with SLF constituting the legal agreement between UNDP and SLF on the implementation of the project. SLF will work very closely with the provincial government agencies during the implementation of the project, ensuring that technical and extension support are solicited from the respective provincial government agencies.

Project Steering Committee (PSC):

The PSC will be established and chaired by the Secretary, Ministry of Climate Change. The Board will have high level cross-sectoral representation including representatives of the MOCC. As the key government agency in-charge of natural resources and environment, MOCC will ensure that other government ministries are duly consulted and involved as per their mandate (such as the Ministry of Planning and Development, Ministry of Foreign Affairs, Ministry of Finance and Ministry of Science and Technology). The PSC may also include representatives of participating provinces in particular, Departments of Planning and Development and Department of Forest/Wildlife, experts and community representatives. Other participants can be invited into the PB meetings at the decision of the Board, as and when required to enhance its efficacy. PSC is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, committee decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. The PSC shall meet twice each year.



The Executive:

The Executive role will be performed by MoCC, Pakistan, through the IGF which is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. The Executive is responsible for overall quality assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary:

The Senior Beneficiary in this project is SLF and is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria.

Senior Supplier:

The Senior Supplier for this project is UNDP which represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required.

Project Assurance:

The Project Assurance role supports the PSC by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The project assurance role works with UNDP Pakistan.

National Project Manager (NPM):

The NPM is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. SLF will recruit the NPM (along with other project support team members), in line with its recruitment policies and procedures.

Project Management:

The Project Management Unit (PMU) will be established in the Snow Leopard Foundation. It will comprise of a NPM, Finance and Admin Officer, Finance and Admin Assistant and Office Assistant. The PMU, in collaboration with the MoCC and Landscape Coordination committees will have an overall management and administrative responsibility to facilitate stakeholder involvement and in ensuring increased provincial level ownership of the project. The PMU staff will be located in Islamabad to ensure coordination among key stakeholders at the federal level and with provincial Forest and Wildlife Departments supported by the Landscape Coordination Committees.

Project Governance and Management at the Provincial level

Provincial/ Landscape Coordination Committees:

Through the Provincial/ Landscape Coordination Committees, the Provincial/ State Governments will play a central role in advising, overseeing, planning and monitoring project activities as well as in facilitating development activities with relevant sector agencies in the snow leopard landscapes. The Chair of the committee will be Secretary Forest and Wildlife in KP, GB and AJK. Its composition may include relevant line departments and key NGOs working in the area, Landscape Planning Coordinator will be the Secretary of the committee. The Mandate/Operational Modalities will include: (i) Endorsement of the project work-plan, (ii) Coordination with other government & non-government departments, (iii) Endorsement/ approval of landscape management Plan, (iv) Resolve issues not settled at District Conservation committee, and (v) Any other issue with the approval of the Chair. The Committee will meet bi-annually.

Regional Project Management Unit:

At the provincial level, oversight and coordination will be the responsibility of the Landscape Coordinator - a senior officer of the Snow Leopard Foundation. However, a senior level technical expert of the Regional Project Management Unit will be given the additional responsibilities of Regional Project Manager. He/she will oversee the project. The Landscape Coordinator will run the project on a day-to-day basis and coordinate the functioning of the Landscape Planning and Implementation Team. The Landscape Coordinator will liaise with the provincial line agencies to ensure coordination and convergence of programs and resources. He/she will oversee the operation in targeted landscapes by engaging Technical Specialists (Social Organizer, Natural Resource Management (NRM) Specialist and Livelihood/ Participatory Specialist, Conservation Communication Specialist, GIS Specialist, Ecologist, etc) on contract basis.

The Landscape coordinator will coordinate with the focal person nominated by the forest and wildlife department for identification of CMCA's, revision of the management plans, support livestock-wildlife conflict resolution and support the implementation of predator proof corrals, livestock insurance schemes and community-based surveillance and monitoring of wildlife poaching and illicit wildlife trade.

The Regional Management Unit will have regular interactions with the valley conservation committees in the planning, implementation and the monitoring of VCPs (that will lay out conservation, natural resources management, livelihood and wildlife crime prevention activities) to be funded by the project and complementary funding sources. The Regional Unit will co-opt block, district and sector staff and CSOs, as relevant to facilitate convergence of manpower, budgetary resources and technical support in the planning and implementation of VCP activities so as to coordinate and maximize resources.

Valley Conservation Committees:

Site specific interventions and annual plans of operations (APOs) would be executed through the well-established democratic community institutions, and in close coordination with other community-based organizations as appropriate depending upon their compatibility and strengths. All livelihood and natural resource management planning would be coordinated through the Regional Management Unit, involving various stakeholders and mobilizers. Community level activities agreed through bottom up planning process and as outlined in the APO will then be funded and operationalized under this project. For each village committee where the project would be piloted, a separate bank account would be maintained and operated jointly by the Head of the Committee and a representative of SLF. If SLF plans to withdraw its

program with the VCC, then it will withdraw its representative and the bank account will be managed by two members elected by the VCC.

At each valley site, two types of activities are visualized under the project, viz., activities dealing with generation of innovative livelihoods especially for the households who are highly dependent on the biomass resources, and participatory natural resource management/eco-restoration activities. The VCCs would be encouraged to create assets and revolving funds from the savings made through contributory labor for various activities which would be used for ancillary community based development activities such as maintenance of fodder banks, livestock insurance scheme, water harvesting structures etc. All payments would be made through checks and, accounts will be audited annually.

VI. Planning, Monitoring and Reporting

The project will follow the following planning, monitoring and reporting cycle during the year.

Timeline /Target Date	Activity	Primary Responsibility
Feb, 2020	Submit AWP, approved by Project Board to UNDP management for signatures	ACD
June & Dec, 2020	Notify and organize the First Meeting of AJ&K Landscape / Provincial Coordination Committee to review progress 2019/2020 and share AWP 2021	RPM, AJ&K
March 2020, Dec 2020	Organize the Meetings of GB &KP Landscape Coordination/ Provincial Coordination Committees to review progress and get recommendations for AWP 2021	RPMs, GB &KP
Jan, 2021	Submit draft Annual Progress Report 2020, including project contribution to outcomes, outputs, activities and financial delivery and lessons-learnt	NPM
Dec, 2020	Prepare draft Annual Work Plan 2021 and budget	NPM/Director
Dec, 2020	Project Board/PSC Meeting to review project progress 2020 & endorse AWP 2021. Preparation and Approval of AWP 2021	NPM
Dec, 2020	Review of AWP for quality assurance, alignment with CPD and UNDP priorities, results orientation and resource availability	ACD, UNDP
Jun 2020, Dec 2020	Semi-annual Progress Reports, including: <ul style="list-style-type: none"> a) Report on project progress and financial delivery b) Update of Issue Log in Atlas (tracking and resolution of potential problems or requests for change) c) Update of Risk Log (Reviewing of external environment that may affect project implementation) 	NPM

VII. Legal Context

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]².

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

Note that any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

² Use bracketed text only when IP is an NGO/IGO

ANNEXES

Annex 1: Risk log matrix

Annex 2: Terms of Reference for key project personnel

Annexure 1: Risk Log Matrix

Project risks					
Description	Type	Impact, Probability and Risk Level	Mitigation Measures	Owner	Status
Risk 1 - Conflicts between public institutions and local communities regarding access to natural resources, including pasture resources.	Social	P ₃ , I ₃	Restrictions, if any, on access and use of resources would not be imposed on communities, but evolve through a collective decision-making process and complemented by alternative livelihoods and resources measures to compensate for such losses. A grievance redress system will also ensure that any conflicts are addressed and amicably settled (refer Section (V) Part (iii) Social and Environmental Safeguards of UNDP Project Document regarding grievance redress procedures	NPM	Implementation phase
Risk 2: Lack of capacity in government and communities to meet obligations related to project	Institutional/Operational	P ₃ , I ₃	Capacity need assessment of government and local communities will inform project on capacity development needs. Training activities will be tailored to meet specific requirements of different stakeholders to ensure that they have the skills to participate in relevant aspects of the project. Communities participating in the livelihood, sustainable natural resource management and wildlife monitoring activities will be provided on-the-ground training, and training programs will be evaluated for their effectiveness and adjusted as appropriate to ensure their effectiveness.	NPM	Planning and Implementation Phase
Risk 3: Limited capacity within Snow Leopard Foundation as Executing Agency to manage risks associated with the project	Institutional	P ₂ , I ₂	The SLF has been in the project landscapes since its inception in 2008 on conservation, capacity development and HWC management and has been rated as "Low risk" for implementation of the project by EY Ford Rhodes on behalf of UNDP. Further, SLF project activities are being supported by (i) high level National and provincial level coordinating committees that are chaired by senior government officials that will provide oversight and serve as advisory role to SLF; (ii) forest and wildlife staff are part of the project landscape planning and implementation teams to support SLF; and (iii) MOUs will be signed with provincial wildlife departments	MOCC and Provincial Governments (through the National and Provincial Coordinating Committees	Implementation Phase

			and other CSOs to share implementation responsibilities as a measure to manage any risks. These CSOs will undertake specific activities in selected valleys		
Risk 4: The spread of the project landscapes across mountain areas of three provinces and many districts may cause coordination difficulties affecting implementation and hinder landscape approach to biodiversity conservation.	Operational	P ₂ , I ₃	This risk will be managed by establishing specific landscape planning and implementation teams for each valley and involving a range of local stakeholders in establishing/strengthening district and valley conservation committees and developing communication strategy.	NPM	Implementation phase
Risk 5: Intra and inter community conflicts and conflict between public institutions and communities for natural resource use may hamper landscape level management planning process and project implementation	Social	P ₃ , I ₃	Training of the staff and community representative in conflict management and promoting collective decision-making process by engaging all potential stakeholders and making the community realize that their resource use rights will remain intact. Further, compensating through alternative livelihood and resource measures as indicated in under Outcome 3 of the project.	NPM	Implementation phase
Risk 6: Indigenous people and vulnerable groups may be excluded from participation in project planning and investments related to livelihoods and sustainable use practices	Operational	P ₃ , I ₃	Participatory process indicated in the project document will ensure that all households in village/valley (including indigenous and vulnerable people) will be part of the investment planning, be trained and have capacity for implementation of livelihood activities and benefit directly from project activities	NPM	Planning and Implementation Phase
Risk 7: Efforts to engage women folk in the project activities may be resisted by the communities, resulting in gender bias and an insufficient focus being given to the needs and priorities of women.	Operational	P ₃ , I ₃	To initially focus activities in those areas where gender relations support women's involvement in planning and management, and where actively functioning women organizations (WOs) exist. Where possible, the project will ensure to establish separate women conservation committees as well as promote specific livelihood options for women with the intent of strengthening women's participation. The success of such efforts may in turn serve as a catalyst for work in other areas. A gender analysis and mainstreaming action plan (Annex 9) prepared for the project will be implemented.	NPM	Planning and Implementation Phase
Risk 8: Natural	Environmental	P ₂ , I ₂	Measures to reduce impacts of	LC	Planning and

disasters and climate change may affect the implementation and results of project initiatives			natural disasters and climate change will be initiated, including improved water management, soil and water conservation, crop and livelihood diversification, and training in risk management (refer Annex 5 Valley Level Participatory Community Planning Framework and Annex 7 Indicative list of possible valley conservation plan investments and livelihoods)		Implementation Phase
Risk 9- Long gestation periods for alternative livelihoods, value chain activities and restoration of pasture resources can undermine community participation	Operational	P ₂ , I ₂	Valley Conservation Plan activities will entail a menu of options (including activities with short-term gestation periods as buffer until longer-term investments generate sustainable benefits) to help diversify the livelihood and resource base, including linkage with on-going governmental and NGO programs to supplement and complement project activities.	LC	Planning and Implementation Phase
Risk 10- Delay in approval/signing of MoUs and NOCs by government departments/agencies	Institutional/Operational	P ₃ , I ₃	MoCC as executing agency in the project may take lead role in resolving the risk.	PD, MoCC	Implementation phase
Risk 11: Risk of corona virus outbreak in the program sites, especially in GB may affect project implementation	Operational	P ₃ , I ₃	The affect may be diluted by raising awareness and precautionary measures	NPM/RPMs	Implementation phase
Green: Low Risk; Yellow: Moderate Risk					

Annexure 2: Terms of Reference for key project personnel

The following are the indicative TORs for the project management staff to be recruited under the project. TORs for these positions will be further discussed with UNDP so that roles and responsibilities and UNDP GEF reporting procedures are clearly defined and understood.

PROJECT STEERING COMMITTEE (PSC):

The responsibilities of the PSC/Project Steering Committee will be the following:

- Provide strategic direction and guidance for implementation of the project;
- Review project's progress, review and evaluation reports and make and ensure for follow-up actions for timely and quality implementation;
- Approve annual work-plans and budgets and, any essential deviations (above 50% of budget reduction from one of the four components) from the original plans and budgets;
- Provide coordination and conflict resolution forum for implementing agencies and key stakeholders i.e. concerned ministries, provincial line departments, and relevant research institutions;
- Oversee and support the commitment and funding and other support for the project;
- Oversee prudent and efficient use of project budgets and other resources;
- Decide on conceptual and design changes and other recommendations of external mid-term review; and
- Provide guidance on post-project sustainability, institutional and financial arrangements, keeping in view the recommendations of external reviews.
- Provide support to the PMU, as necessary, to over-come constraints, mitigate risks and resolve implementation problems;

NATIONAL PROJECT DIRECTOR (NPD):

The National Project Director of the project will be the representative of Executing agency, Ministry of Climate Change. The project will complement the GSLEP by implementing national targets, and will coordinate with the GSLEP secretariat on regional activities and global goals, through its NPD (national project director) who is also a focal person for GSLEP in Pakistan. The Project will develop clear and strict grievance redress procedures and assign responsibilities. To the extent possible, complaints will be handled at the level of RPM (in terms of valley and provincial levels), as close as possible to the complainant, and by NPM at the national level. Complaints that are beyond the Project scope will be conveyed by NPM to the NPD/MOCC or PSC.

NATIONAL PROJECT MANAGER (NPM):

The project implementation responsibilities will rest with SLF. Overseeing the work undertaken by SLF, at national and provincial level will be the responsibility of the National Program Manager (NPM) who will look after day to day management of National Program Management Unit (PMU), its staff and consultants; including general and financial administration, work planning, progress reporting, monitoring and quality control of Project inputs and delivery of its outputs. The NPM will be responsible for the following technical, administrative and managerial tasks:

Operational project management in accordance with the Project Document and the UNDP guidelines and procedures for implementation of project activities, including:

- Management and supervision of project implementation and evaluation across all components. Assurance of successful completion of the project in accordance with the stated outcomes and performance indicators summarized in the Project Results Framework.
- Regular communication and coordination with the members of the PSC, and all other partners and interested stakeholders, with regard to all project activities. Organization of PSC meetings once, or ideally twice, per year, subject to availability of members.
- Regular communication with senior UNDP management with regard to all project activity. Assurance of coordination with other UNDP projects and broad strategic initiatives.
- Preparation of Annual Work Plans, including monthly targets and deliverables as well as annual spending targets in accordance with the Project Document. Tracking of work outputs throughout the year in light of these Annual Work Plans.
- Tracking and managing project spending in accordance with the project budget, as well as UNDP rules and procedures, to ensure transparency, responsibility, and timely fulfilment of both program targets and budget targets.
- Preparation and submittal of annual Project Implementation Reviews and other required progress reports to the Project Steering Committee, UNDP, and GEF in accordance with applicable requirements, in English languages.

- Supervision of the experts working for the project, including both Project Specialists as well as international and national consultants.
- Coordination with the Regional Program Management Units (RPMUs) to ensure effective delivery of project activities, ensure consistency of approaches across the three landscapes, ensure regular monitoring and reporting of project activities and impacts, ensure timely budget flows and resolving any conflicts
- Supervision of regular data collection and analysis, as well as reporting and public outreach via the mass media, events, and other means, to disseminate the results of the project and to promote water use efficiency, sustainable water and agriculture management, and sustainable pasture management in project areas.
- Oversight of the overall administration of the project office.
- Regular travel within Pakistan to organize and monitor project activities; possible travel outside the country for participation in directly relevant international meetings.
- Support of independent Midterm and Terminal Evaluations of the project.

Expected Qualifications:

- University degree in natural resource management, Wildlife/biodiversity conservation or another field with direct relevance to the project
- 10 years of experience in managing projects on species conservation, natural resource management or biodiversity conservation in Pakistan
- Basic technical understanding of biodiversity issues, particularly snow leopard conservation
- Training and experience in wildlife field research, particularly related to snow leopard and its habitat
- Close familiarity with the roles, activities, and priorities of the Government of Pakistan, and particularly the Ministry of Climate Change and other national partners, with regard to natural resource management, biodiversity conservation, agriculture, sustainable land management and/or wildlife crime management
- Demonstrated ability to work effectively with a broad range of stakeholders
- Demonstrated ability to work effectively under close supervision, as well as under minimal supervision
- Superior skills in organization and management, including past experience with planning, tracking, evaluation, and supervision of consultants and/or employees
- Strong skills in financial tracking and budget management
- Fluency in Urdu and English, in reading, writing, and speaking.

ADMIN AND FINANCE OFFICER:

Admin and Finance Officer will work under the supervision and guidance of the NPM. Desired responsibilities of the Admin and Finance Officer include the following.

- Ensures administration and implementation of operational and financial strategies
- Ensures effective and efficient provision of administrative support services
- Ensures effective administrative and financial control in the project
- Ensure oversight over all administrative and financial management matters in the project, across federal, provincial and fields offices
- Ensures administration and implementation of operational and financial strategies, focusing on achievement of the following results:
 - Compliance with UN/UNDP and NGOs rules, regulations, and policies of financial activities, financial recording/reporting system and follow-up on audit recommendations; implementation of effective internal controls, proper functioning of a client-oriented financial resources management system.
 - Business processes mapping and elaboration of the content of project Standard Operating Procedures in Administration and Finance, in line with corporate rules and regulations.
 - Elaboration of proposals and implementation of cost saving and reduction strategies in consultation with project management.
 - Ensures effective and efficient provision of administrative and financial support services, focusing on achievement of the following results:
 - Coordination and supervision of support staff engaged in the fields of registry, general services, telephone operator/receptionist, etc.
 - Coordination and supervision on behalf of the project, of shipments and customs clearance, travel, events management, administrative surveys, transportation services and insurance, space management, procurement of supplies.
 - Presentation of thoroughly researched information for planning of financial resources for administrative services
 - Support with protocol matters, registration of staff, coordination with local authorities, on space and other administrative matters.

- Ensures effective administrative and financial control in the project, focusing on achievement of the following results:
 - Implementation of the control mechanism for administrative services, maintenance of administrative control records such as commitments and expenditures.
 - Review, research, verification and reconciliation of a variety of data and reports ensuring accuracy and conformance with administrative rules and regulations; creation of vendor set-up information in Atlas;
 - Review of data integrity in the database, control programme; analysis of results and initiation of corrective actions when necessary.
 - Proper inventory control; supervision of proper issuance of inventory items and supplies.
 - Review of travel authorizations, documentation, payments
 - Assistance in the preparation of budget, audit and other reports.
 - Provision of researched information, reports for audit exercises.
- Ensure oversight over all administrative and financial management matters in the project, across federal, provincial and fields offices:
 - Bear responsibilities for all (federal, provincial, district) logistics, procurement, finance and recruitment for the project, in accordance with corporate UNDP rules and regulations as well as donor's requirements;
 - Oversees and guides the work of provincial and district admin/finance staff;
 - Prepare all financial and administrative documents related to the project implementation;
 - Develop quarterly and annual budget plans for recruitment of personnel; maintain financial records and monitoring systems to record and reconcile expenditures, balances, payments and other data for day-to-day transaction and reports;
 - Advise and assist Project staff, experts and consultants on all respects of allowances, salary advances, travel claims and other financial and administrative matters, and calculate and authorize payments due for claims and services;
 - Provide organizational and administrative support in implementation of project activities including organization of roundtables, workshops, trainings, working meetings and other events;
 - Prepare detailed cost estimates and participate in budget analysis and projections as required to handle all financial operations of the project office, make cash payments and reconcile all accounts in required time frame;
 - Maintain, update and transmit inventory records of non-expendable equipment in accordance with UNDP rules;
 - Perform cash custodian's duties being primarily responsible for project's cash disbursements and maintain project's petty cash book and payrolls related to the regional offices;
 - Ensure leave monitoring of project staff, check the accuracy and proper completion of monthly leave reports;
 - Analyze the potential problems concerning administrative-financial issues and take respective measures to provide adequate project's resources on time for implementation of the project activities;
 - Encourage awareness of and promotion of gender equality among project staff and partners;
 - Ensure full compliance of administrative and financial processes and financial records with UNDP rules, regulations, policies and strategies;
 - Define the cost-effective measures for optimal use of resources of the project;
 - Perform other duties related to personnel, administrative and financial issues of project as required
- Ensures facilitation of knowledge building and knowledge sharing focusing on achievement of the following results:
 - Organization of training for project staff on financial management.
 - Synthesis of lessons learnt and best practices in financial management.
 - Sound contributions to knowledge networks and communities of practice

Qualification and skills

- Completed Master's degree in finance and accounting. Specialized certification in accounting and finance required will be preferred.
- 3 years of progressively responsible experience in accounting and finance required; Experience with UN system/international organizations is an asset
- Contributes skills and knowledge with demonstrated ability to advance innovation and continuous improvement, in professional area of expertise
- Ability to evaluate, transform and model data to derive relevant findings- undertake & provide analysis of data to assess Org performance and or global trends
- Knowledge of methodologies, assessment tools, systems and apply practical experience in planning, monitoring, evaluating and reporting and ability to apply to practical situations
- Excellent writing skills and ability to speak English and Urdu fluently. Familiarity with regional languages will be an added advantage.

MONITORING AND EVALUATION OFFICER:

Monitoring and Evaluation Officer will work under the supervision and guidance of the NPM. Based on the strategic framework, he/she will design and institutionalize participatory M&E System for the Project, undertake monitoring and quality assessment of project activities in close coordination with Regional Program Managers (RPMs), and support External Midterm Review and End line Evaluation. Reporting to the NPM the Monitoring & Evaluation Officer will be responsible for the following technical and liaison tasks:

- Design and implement Monitoring and Evaluation framework/strategy/system based on Logical Framework Analysis (LFA) of the Project to assess timely and quality implementation of activities to achieve results (outputs, outcomes and impacts), including work plan, targets and indicators;
- Review, adopt, test and modify existing/available monitoring tools, techniques and methods to suit the specific needs of the Project;
- Facilitate baseline studies for benchmarks and assessing progress and achievements;
- Take lead in establishing data collection procedures and database.
- Providesupport to NPM in planning, reporting and documenting experiences and lessons learned; and guidance toRPMs and other technical specialists in data collection and reporting; as well as in assessment of results and quality of activities;
- Keep track of the project activities;
- Prepare and implement training plans for enhancing M&E capacities of the national and provincial project team and its partners;
- Compile semi-annual and annual progress/reviews and Performance Implementation review reports based on the inputs from NPM, RPMs and stakeholders;
- Facilitate annual and periodic implementation review and assessment exercises;
- Develop quarterly and annual Project work plans and travel plans with input from NPM, RPMs and stakeholders;
- Design participatory and web based M&E reporting system accessible to the Project team and partners;
- Keep abreast of new methods and techniques with regard to M&E of project activities based on GEF M&E guidelines;
- Develop targets and performance indicators to be included in the monitoring system for Project activities, annual reviews and special studies,
- Develop briefs/special reports as and when required;
- Update the NPM in all aspects of the Project including and advise on strategic issues for successful execution of the Project;
- Keep close liaison with NPM and RPMs in all Project activities including supervision of field activities, and take interest in technical aspects of the Project, interaction with communities and representatives of line departments in the Project area, especially regarding long term sustainabilitythe Project;
- Document and disseminate lessons learnt and best practices to the national and provincial line agencies and NGOs.

Qualification and skills

- Master degree in economics, biodiversity conservation, forestry, biodiversity, agriculture or related field ofsocial science, with 5-year professional experience in monitoring, evaluation, impact assessment and MIS in development projects implemented by national/international NGOs/UN bodies/Government;
- Experience in the developing participatory M&E systems and analyzing data, using statistical software, would be advantageous;
- Experience in designing tools and strategies for data collection, analysis and production of reports;
- Proven ICT skills, especially in the development of MIS software, using database software;
- Good organizational management and technical skills with track record of implementation and monitoring of community-based projects.
- Good team player and possesses leadership qualities;
- Excellent inter-personal communication and training skills;
- Good computer skills for data analysis, preparation of presentation and report writing;
- Flexible and willing to travel as required; and
- Excellent writing skills and ability to speak English and Urdu fluently. Familiarity with regional languages will be an added advantage.

LANDSCAPE COORDINATOR/MANAGER:

The Landscape Coordinator/Manager will work under the supervision and guidance of the National Program Manager, and look after day to day management of the Provincial/ Territorial Program Management Unit, its staff and consultants; including general and financial administration, work planning, progress reporting, monitoring and quality control of project inputs and delivery of its outputs. The Landscape Coordinator would also coordinate closely with Provincial/

Territorial Wildlife and Forest Departments and will work on a full time basis in this capacity. He/ She will be responsible for the following technical, administrative and managerial tasks:

- Operational project management in accordance with the Project Document and the UNDP guidelines and procedures for implementation of project activities, including:
- Assist in setting up Provincial/ Territorial program management units and hiring of staff, and undertaking procurement of equipment and services in its respective province/ territory;
- Management and supervision of project implementation and evaluation across all components within the Province/ Territory applying administrative and financial procedures as required under the national implementation and UNDP procedures. Assurance of successful completion of the project in accordance with the stated outcomes and performance indicators summarized in the Project Results Framework.
- Assist National Program Manager in coordination of project with provincial/ territorial line departments as well as relevant district governments;
- Regular communication and coordination with the Provincial/ Territorial Implementing Partner, Provincial Landscape Coordination Committee, the National Project Management, and all other partners and interested stakeholders, with regard to all project activities. Organization of Provincial Landscape Coordination Committee meetings once, or ideally twice, per year, subject to availability of members (but quarterly for Year 1).
- Regular communication with the National Project Management Unit with regard to all project activities. Assurance of coordination with other UNDP projects and broad strategic initiatives.
- Preparation of Annual Work Plans, including monthly targets and deliverables as well as annual spending targets in accordance with the Project Document. Tracking of work outputs throughout the year in light of these Annual Work Plans.
- Tracking and managing of project spending in accordance with the project budget, as well as UNDP rules and procedures, to ensure transparency, responsibility, and timely fulfilment of both program targets and budget targets.
- Preparation and submittal of annual Project Implementation Reviews and other required progress reports to the Landscape Coordination Committees, and National Program Management Unit, in accordance with applicable requirements, in English languages.
- Supervision of the experts working for the project, including both Project Specialists as well as international and national consultants in its respective province/ territory.
- Supervision of regular data collection and analysis, as well as reporting and public outreach via the mass media, events, and other means, to disseminate the results of the project and to promote conservation, sustainable livelihoods and resource management, sustainable pasture management and wildlife crime prevention as part of a national strategy to address conservation of the ecosystems.
- Day-to-day management of planning, implementation and monitoring of valley level plans including micro-plans, landscape management plans, value chain and livelihood plans, crime prevention plans, etc. at the pilot landscapes by involving communities right from planning process,
- General and financial administration, work planning, progress reporting and monitoring of implementation of the project activities.
- Oversight of the overall administration of the project office.
- Regular travel within Northern Pakistan to organize and monitor project activities; possible travel outside the country, if required for participation in directly relevant international meetings.
- Support of independent Midterm and Terminal Evaluations of the project.
- Act as the focal point for the project to ensure successful implementation of project in the province;
- Serve as Member/Secretary to the Provincial Landscape Committee
- Keep close contact with the provincial and district government agencies and NGOs for ensuring smooth implementation of project interventions and convergence of programs and resources

Expected Qualifications:

- University degree in natural resource management, biodiversity conservation, wildlife conservation or another field with direct relevance to the project
- 5 years of experience in managing projects on natural resource management, biodiversity conservation or species conservation in Pakistan
- Close familiarity with the roles, activities, and priorities of the Provincial/ Territorial Forest and Wildlife Departments and other partners, with regard to natural resource management, biodiversity conservation, agriculture, sustainable land management and/or wildlife crime management
- Basic technical understanding of natural resources management and socio-economic development
- Demonstrated ability to work effectively with a broad range of stakeholders
- Demonstrated ability to work effectively under close supervision, as well as under minimal supervision

- Superior skills in organization and management, including past experience with planning, tracking, evaluation, and supervision of consultants and/or employees
- Strong skills in financial tracking and budget management
- Preferably close familiarity with the operations and rules of UNDP
- Fluency in Urdu and English, in reading, writing, and speaking.

SOCIAL ORGANIZERS:

The Social Organizers would be recruited from educated youth within the project landscape to work directly with local village communities to facilitate community mobilization, valley conservation planning, livelihood and conservation activities, grievance redressal and related activities. Major responsibilities of the social organizers would be the following:

- Social mobilization, strengthening of local or valley level institutions and formation of new primary collectives/institutions;
- Undertaking valley/village cluster level social and resource utilization surveys
- Helping strengthen/ formation of Valley Conservation Committees and other relevant village level organizations
- Mapping of existing user rights and facilitation of dialogue to resolve or manage user rights
- Facilitate in the formulation of valley conservation plans and their implementation
- Ensure community commitments and participation in monitoring of biodiversity and socio-economic impacts;
- Facilitate development of Valley Conservation Fund and support in its management and monitoring
- Facilitating resolution of conflicts over resource use; and planning for any infrastructural facilities for the community proposed in the project
- Facilitating coordination with district/block level entities to ensure convergence of development programs and resources at the valley level
- Contribute to Knowledge Management at the primary level (case studies, village surveys innovative experiments etc.)

Expected Qualifications:

- Master degree in anthropology, social work, or other social sciences
- three years experience in working in village/block level conservation and development activities
- Hands on experience in conducting village level meetings, reporting and village resource planning activities
- Aptitude for community work and group management
- Dynamic working skills and ability to work under long and difficult work

NATURAL RESOURCE MANAGEMENT SPECIALIST:

The NRM Specialist will work under the supervision and guidance of Landscape Coordinator. He/she will be responsible for the following tasks:

- Collected base line information for NRM (Agriculture, Forestry, Rangeland development and Livestock, climate change and environment) related activities, prepared feasibility of different NRM interventions and Crop calendars;
- Introduced Agriculture, Water, Forestry, Rangeland, Livestock, climate change and environment related interventions among the poor communities; Guide Valley/Village level committees and individual community members in planning, designing and implementing activities related to NRM (Agriculture, Forestry, Rangeland development, Livestock and water resource development and management, environment, climate change and Renewable energy);
- Provide technical assistance to Landscape Planning Coordinator/ Facilitator in developing different plans by involving communities right from planning process;
- Conducted participatory resource appraisal, community needs assessment and gap analysis in NRM, environment and energy related fields;
- Linked community organizations/interest groups with Government Departments, NGOs and private organizations for provision of needed inputs and services in NRM;
- Monitor and evaluate the implemented activities and made amendments in the activities accordingly.
- Plan, design and conduct capacity building/ training/knowledge management programs for community activists, staff of different NGOs and Government Departments;
- Provide back up support to the community for utilization of trained skills;
- Liaise with Technical Specialists and entities working in the landscapes to ensure convergence of programs and funding within the landscapes.

Expected Qualifications:

- University degree in natural resource management, land use planning, or biodiversity conservation or related fields

- 5 years of experience in natural resource management in large-scale projects on natural resource management, biodiversity conservation or social development in Pakistan
- Close familiarity with the roles, activities, and priorities of the Government of Pakistan, and particularly the Ministry of Climate Change and other national partners, with regard to natural resource management, biodiversity conservation, agriculture, sustainable land management and/or wildlife crime management
- Demonstrated ability to work effectively with a broad range of stakeholders
- Demonstrated ability to work effectively under close supervision, as well as under minimal supervision
- Superior skills in organization and management, including past experience with planning, tracking, evaluation, and supervision of consultants and/or employees
- Strong skills in financial tracking and budget management
- Preferably have close familiarity with the operations and rules of UNDP
- Fluency in Urdu and English, in reading, writing, and speaking.

LIVELIHOOD/PARTICIPATORY SPECIALIST:

The Livelihood/Participatory Specialist will work under the supervision and guidance of Landscape Coordinator. He/she will be responsible for the following tasks:

- Collected base line information for livelihood related activities, prepared feasibility of different Livelihood/Participatory activities for income generation;
- Introduced livelihood related interventions among the poor communities; Guide Valley/Village level committees and individual community members in planning, designing and implementing such activities;
- Provide technical assistance to Landscape Planning Facilitator in developing different plans by involving communities right from planning process;
- Conducted participatory resource appraisal, community needs assessment and gap analysis in livelihood related fields
- Linked community organizations/interest groups with Government Departments, NGOs and private organizations for provision of needed inputs and services in livelihood development for income generation;
- Monitor and evaluate the implemented activities and made amendments in the activities accordingly.
- Plan, design and conduct capacity building/ training/knowledge management programs for community activists, staff of different NGOs and Government Departments;
- Provide back up support to the community for utilization of trained skills;
- Liaise with Technical Specialists and entities working in the landscapes to ensure convergence of programs and funding within the landscapes.

Expected Qualifications:

- University degree in livelihood and participatory development or related fields
- 5 years of experience in livelihood and participatory development in large-scale projects on livelihood initiatives, natural resource management, biodiversity conservation or social development in Pakistan
- Close familiarity with the roles, activities, and priorities of the Government of Pakistan, and particularly the Ministry of Climate Change and other national partners, with regard to livelihood and participatory development
- Demonstrated ability to work effectively with a broad range of stakeholders
- Demonstrated ability to work effectively under close supervision, as well as under minimal supervision
- Superior skills in organization and management, including past experience with planning, tracking, evaluation, and supervision of consultants and/or employees
- Strong skills in financial tracking and budget management
- Preferably have close familiarity with the operations and rules of UNDP
- Fluency in Urdu and English, in reading, writing, and speaking.

CONSERVATION COMMUNICATION SPECIALIST:

The Conservation Communication Specialist will work under the supervision and guidance of NPM. He/she will be responsible for the following tasks:

- Develop Communication Strategy and Implementation including the following.
 - Help achieving overall organizational objectives
 - Engage effectively with stakeholders
 - Ensure stakeholders and general public understand what project is doing
 - Share through external communication the success stories
 - Change the behavior or perception of internal and external stakeholders
 - Evaluation of level of awareness and identifying the gaps of awareness and education in internal and external stakeholders
 - Developing and designing of awareness and educational material

- Designing and publication of project newsletter, brochures, resource materials
- Media Management including;
 - Managing media at events
 - Building media relations
 - Planning and managing media tours to program sites
 - Planning and arranging interviews of project staff
 - Writing and publication of articles/success stories in print media
- Digital and Web Development including;
 - Website data development and maintenance
 - Content developing, designing and release of online monthly project newsletter
 - Developing social media strategy, monitoring and evaluation of social media impact
- Planning and managing project events at regional and national level

Expected Qualifications:

- University degree in communication, marketing and media management.
- 10 years of experience in conservation education, outreach and advocacy focusing myriad of audience ranging from school children to general masses.
- Demonstrated ability to work effectively with a broad range of stakeholders
- Demonstrated ability to work effectively under close supervision, as well as under minimal supervision
- Superior skills in organization and management, including past experience with planning, tracking, evaluation, and supervision of consultants and/or employees
- Fluency in Urdu and English, in reading, writing, and speaking.

GIS SPECIALIST:

The GIS Specialist will work under the supervision and guidance of NPM. He/she will be responsible for the following tasks:

- Performing required analysis, Mapping using ARCMAP and ARCGIS pro.
- Creating geo-databases of ARCGIS data, survey data, survey photos.
- Creating applications using GIS-pro usable to perform different tasks of the organization.
- Creating digital survey form using ARCGIS survey 123 & managing survey data collected.
- Collecting inventory data using GIS collector and managing its database.
- Creating story maps of organizations stories and posting on the web.
- Creating web maps and share with team members and partner organizations.
- Creating basic data sets of study areas with help of satellite imagery.
- Fetching basic information like, precipitation, temperature, ground water information,
- Change detection in water bodies, Disaster damage assessment, Land use information, etc.

Expected Qualifications:

- University degree in Remote Sensing and GIS.
- 8 years of experience in conservation linked GIS and remote sensing projects.
- Demonstrated ability to work effectively under close supervision, as well as under minimal supervision
- Fluency in Urdu and English, in reading, writing, and speaking.