



## Annual Work Plan 2019

<b>Project Title:</b>	Snow Leopard and Ecosystem Protection Program
<b>OP/Country Programme Outcome:</b>	Outcome 6 - Enhanced resilience and socioeconomic development of communities
<b>Country Programme Output:</b> <i>(Those linked to the project and extracted from the CPD)</i>	<b>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</b>
<b>Project Outputs:</b> <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.
<b>Implementing Partner:</b>	Snow Leopard Foundation
<b>Responsible Parties:</b>	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.

<p>Programme Period: 2018-2023</p> <p>Atlas Project ID: 00088620 Atlas Output ID: 00095191</p> <p>Start date: 31<sup>st</sup> August, 2018 End Date: 30<sup>th</sup> August, 2023</p> <p>Management Arrangements: NGO execution Project Board Meeting Date: 27-12-2018</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding-bottom: 5px;">2019 AWP budget: <i>(Includes contributions from SLF and provincial govts.)</i></td> <td style="text-align: right; padding-bottom: 5px;">\$ 2,038,847.00</td> </tr> <tr> <td style="padding-bottom: 5px;">Total resources required</td> <td style="text-align: right; padding-bottom: 5px;">\$ 2,038,847.00</td> </tr> <tr> <td style="padding-bottom: 5px;">Total allocated resources:</td> <td style="text-align: right; padding-bottom: 5px;">\$ 2,038,847.00</td> </tr> <tr> <td style="padding-left: 20px;">• Regular</td> <td style="text-align: right; border-bottom: 1px solid black; padding-bottom: 5px;"></td> </tr> <tr> <td style="padding-left: 20px;">• <b>GEF Trust Fund</b></td> <td style="text-align: right; padding-bottom: 5px;"><b>\$ 1,122,847.00</b></td> </tr> <tr> <td style="padding-bottom: 5px;">Unfunded budget:</td> <td style="text-align: right; border-bottom: 1px solid black; padding-bottom: 5px;"></td> </tr> <tr> <td style="padding-bottom: 5px;">In-kind Contributions</td> <td style="text-align: right; padding-bottom: 5px;">\$680,000.00</td> </tr> <tr> <td style="padding-bottom: 5px;">SLF (In cash)</td> <td style="text-align: right; padding-bottom: 5px;">\$236,000.00</td> </tr> </table>	2019 AWP budget: <i>(Includes contributions from SLF and provincial govts.)</i>	\$ 2,038,847.00	Total resources required	\$ 2,038,847.00	Total allocated resources:	\$ 2,038,847.00	• Regular		• <b>GEF Trust Fund</b>	<b>\$ 1,122,847.00</b>	Unfunded budget:		In-kind Contributions	\$680,000.00	SLF (In cash)	\$236,000.00
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Agreed by UNDP (CD / DCD-P): \_\_\_\_\_

Snow Leopard Foundation (SLF): \_\_\_\_\_

Annual Work Plan 2019

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
<p><b>Output 1:</b> Improved management of snow leopard landscapes that integrates sustainable forest and land management and compatible conservation practice</p> <p>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> <i>Scale 1.1= 1 [ low; up to 25%]</i></p> <p><b>Baseline 1.1 (Scale=1):</b> <i>Multiple use sustainable landscape planning and management approaches absent or limited within Northern Pakistan</i></p> <p><b>Targets 1.1:</b> Multiple use landscape frameworks agreed with key stakeholders and functioning <i>Scale=2 (medium-26%-50%)</i></p>	<p><b>Activity Result 1.1:</b> Functional multi-sector and multi-stakeholder coordination and governance mechanisms developed, discussed with stakeholders and supported</p>								
	Action 1.1.1.a: Establish and notify the LCC for Chitral and AJ&K	X				SLF	GEF	-	0.00
	Action 1.1.1.b: Conduct meetings of the LCCs		X		X	SLF	GEF	71600 (BN 4) 74500 (BN6)	8,000.00 2,000.00
							SLF	SLFCOD	1681.44

<p><b>Indicator 1.2a:</b> Area of snow leopard habitat under integrated landscapes management</p>	<p><b>Activity Result 1.2:</b> 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</p>								
<p><b>Baseline 1.2a:</b> ~ 10,000 hectares currently managed effectively in protected areas</p>	<p>Action 1.2.1.a: Assessment and mapping of ecological and socioeconomic values of the 3 landscape;</p>	X	X	X	X	SLF	GEF	72100 BN 1(i)	20,000.00
<p><b>Targets 1.2a:</b> Landscape management Plan developed for Karakorum Pamir landscape.</p>	<p>Action 1.2.1.b: Zoning landscapes into priority conservation &amp; multiple use areas of the 3 landscape;</p>							75700 BN 2	5,625.00
<p><b>Indicator 1.2b:</b> Level of institutional capacity of provincial government agencies for planning, implementation and monitoring integrated landscape plans as measured by UNDP capacity development scorecard</p>	<p>Action 1.2.1.c: Assessment of threats to snow leopard &amp; associated ecosystem of the 3 landscape;</p>						SLF	SLFCOD	6,016.40
<p><b>Scales [1=low (0-25%); 2=medium (26-50%); 3=high (&gt;50%)]</b></p>	<p>Action 1.2.1.d: Defining management prescriptions for Karakoram-Pamir landscape;</p>								
<p><b>Baseline 1.2b: (scale 1) Limited institutional capacities for planning, implementation and monitoring of multiple use landscape as indicated by the capacity development baseline scores for:</b> (i) National level-18 (ii) GB -18 (iii) AJK- 15 (iv) KP - 18</p>	<p>Action 1.2.1.e: Defining partnership arrangements with relevant stakeholders for implementation and monitoring of the plan of Karakoram-Pamir landscape;</p>								
<p><b>Targets 1.2b: (scale 1):5% Increase in institutional capacity from baseline</b></p>	<p>Action 1.2.1.f: Development &amp; validation of landscape management plan in Consultative workshop of Karakoram-Pamir landscape.</p>								
<p><b>Indicator 1.3a:</b> Status of snow leopard and associated endangered species populations in the landscapes</p>	<p><b>Activity Result 1.3:</b> Participatory monitoring for snow leopard, other endangered species and prey species developed and implemented to inform management responses</p>								
<p><b>Scales [1=low (0-25%); 2=medium (26-50%); 3=high (&gt;50%)]</b></p>	<p>Action 1.3.1: Validate existing snow leopard and prey populations for genetic diversity, limitations etc:</p>								
<p><b>Baseline 1.3a: (scale 1): Snow leopard population estimate at + 200 individuals in Northern Pakistan with associated species baselines as:</b> <u>Karakoram-Pamir LS:</u> Himalayan Ibex-4,900; Markhor -230; Blue Sheep – 750; Ladakh Urial -50 <u>Hindu Kush LS:</u> Markhor – 3,400</p>	<p>Action 1.3.1.a: Three Camera Trapping studies, one each in Karakoram-Pamir, Himalaya &amp; Hindu Kush landscapes</p>	X	X	X	X	SLF	GEF	72100 BN 1	27,000
	<p>Action 1.3.1.b: Assessment of wild pray in the 3 project landscapes</p>				X	SLF	GEF	72100 BN 1	9,000
	<p>Action 1.3.1.c: Genetic sampling in the 3 project landscapes</p>	X	X	X	X	SLF	GEF	72100 BN 1	31,500
	<p>Action 1.3.1.d: Genetic analysis to assess gene flow &amp; population diversity across landscapes</p>	X	X	X	X	SLF	GEF	72100 BN 1	19,200

<p><i>Himalaya LS: Musk Deer, Brown bear</i></p> <p><b>Targets 1.3a: (Scale 2):</b> Snow leopard (4 valleys) and associated species (16 valleys) baselines validated and monitoring showing stable or improving population trends</p> <p><b>Indicator 1.3b:</b> <i>Number of additional people benefiting from strengthened livelihoods through solutions for improved management of natural resources and provision of ecosystem services</i></p> <p><b>Baseline 1.3b:</b> <i>Fragmented and stand-alone community managed activities currently exists in the 3 landscapes</i></p> <p><b>Targets 1.3b:</b> At least 500 households are directly benefiting from improved sustainable grazing management and diversified and alternative livelihoods and incomes</p>	Action 1.3.1.e: Technology innovation to enhance efficacy in ecological data management and analysis			X	X	UNDP/SLF	GEF	72100 BN1	3,000.00	
	Action 1.3.2: Procure research equipment	X	X			SLF	GEF	72200 BN5	34,100.00	
	Action 1.3.3: Monitor changes in Snow leopard & prey population over time		X	X	X	SLF	GEF	72100 BN 1(iii)	9,375.00	
	Action 1.3.4: Assess resilience and carrying capacity of rangelands, pasture and retrogressive factors such as climate change impacts on the integrity, sustainability and resilience of fragile mountain ecosystems & develop rangeland, pasture & livestock magt. strategy and plan		X	X		SLF	GEF	72100 BN 1(ix)	9,000.00	
	<b>Activity Result 1.4:</b> Strategy developed and implemented to facilitate replication/up-scaling of integrated landscape planning and management model to other sites									
	Action 1.4.1: Training in wildlife research and data analysis			X	X	SLF	GEF SLF	75700 BN 2 SLFCOD	10,000.00 2,0101.8	
<b>Output 2:</b> Increased representation of priority snow leopard ecosystems in the Protected Area network	<b>Activity Result 2.1:</b> Protected area network in the snow leopard range expanded through identification, mapping and gazettal of new protected areas									
<b>Indicator 2.1:</b> <i>Increase in extent of snow leopard habitat under PA network</i>										
<b>Baseline 2.1:</b> <i>3,100,000 ha of snow leopard areas under existing PA network (national parks, sanctuaries, game reserves and community managed</i>										
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	X	X	X	X	SLF	GEF	72100 BN 8(i) SLFCOD	10,000.00 2101.8		

<p>conservation areas, but with exception of around 10,000 ha under National Parks and/or CMCAs, other areas lack appropriate management</p> <p><b>Targets 2.1:</b> At least 100,000 ha of additional priority snow leopard habitat, including 2,000 ha of high conservation value forests legally defined and included in PA network</p> <p><b>Indicator 2.2:</b> Number of management and financing plans for protected areas with adequate financial resources developed and approved by the provincial government.</p> <p><b>Baseline 2.2:</b> 4 PA management plans approved, but lack adequate budgetary provisions</p> <p><b>Targets 2.2:</b> Guidelines for improved management of CMCAs developed and approved by government and at least 5 additional management and financing plans agreed with local communities</p> <p><b>Indicator 2.3a:</b> Number of forest and wildlife staff and community members actively engaged in wildlife crime monitoring and surveillance to reduce incidence of wildlife crime.</p> <p><b>Baseline 2.3a (Scale =1):</b> Limited and uncoordinated training programs currently implemented and incidents of wildlife crime in landscapes</p> <p><b>Targets 2.3a (Scale = 2):</b> (i) At least 30 forest and wildlife trained and actively enforcing environmentally friendly management</p>	Action 2.1.2: Purchase of Field Gears for wildlife staff	X					SLF	GEF	72200 BN 12	16,150.00	
									SLFCOD	3,394.4	
	<b>Activity Results 2.2:</b> Management and financial plans for priority Protected Areas developed, discussed with stakeholders and approved by the government										
	Action 2.2.1: Create CMCAs, develop new and update existing management plans for 9 CMCAs & test various governance management and enforcement regimes	X	X	X	X			SLF	GEF	72100 BN 8	35,100.00
										SLFCOD	7377.31
	Action 2.2.2: Implementation of CMCAs including on-the-ground investments		X	X	X			SLF	GEF	72600 BN 11	50,000.00
										SLFCOD	10509.00
	<b>Activity Results 2.3:</b> Capacity of forest and wildlife staff in the demonstration sites enhanced to improve conservation outcomes and combat wildlife crime										
	Action 2.3.1. Complete capacity needs assessment of the wildlife and forest department staff, other stakeholders and communities & development of training modules and manuals.	X	X	X				SLF	GEF	72100 (BN7) <sup>1</sup> 71600 (BN 10)	10,000.00 10,000.00
										SLFCOD	4,203.6
Action 2.3.2. Training in: (i) wildlife & Protected area/ Park management and (ii) application of drone technology in wildlife management			X	X			SLF	GEF	75700 BN 7	20,000.00	
									SLFCOD	4,203.6	

<sup>1</sup> Atlas budget code changed from 71200 to 72100 because the project intends hiring services of international institute instead of international individual consultants

<p><i>practices and wildlife crime prevention measures in snow leopard habitats;</i> <i>(ii) At least 10 community members actively engaged in wildlife crime monitoring and surveillance in community battalions</i></p> <p><b>Indicator 2.3b:</b> <i>Effectiveness in Management of protected areas within the landscape as measured by METT (Management Effectiveness Tracking Tool).</i></p> <p><b>Baseline 2.3b:</b> <i>Current METT baseline scores for PAs are as follows:</i> <i>Chitral Gol NP-30;</i> <i>Broghil NP – 12;</i> <i>Central Karokoram NP – 22;</i> <i>Qurumba NP- 13;</i> <i>Khunjerab NP -25;</i> <i>Musk Deer NP- 18;</i> <i>Ghamot NP – 16</i></p> <p><b>Targets 2.3b:</b> <i>Average increase by at least 2 points in METT from the baseline</i></p>	<p>Action 2.3.4. Training in genetics and basic forensic science</p>			X	X		SLF	GEF	75700 BN 7	10,000.00
									SLFCOD	2,101.8
	<p>Action 2.3.5: Develop wildlife monitoring tools for crime investigation</p>	X	X	X			SLF	GEF	72100 BN 8 71600 BN 10	4,950.00 5,000.00
									SLFCOD	2,091.29
	<p>Action 2.3.6: Technical Equipment for wildlife monitoring</p>	X	X	X			SLF	GEF	72200 BN 12	10,000.00
									SLFCOD	2101.8
<p><b>Activity Results 2.4:</b> Wildlife agencies have information on hotspots and pathways of Illegal Wildlife Trade (IWT) to organize targeted anti-poaching surveillance operations against wildlife crime</p>										
	<p>Action 2.4.1: Training Workshops for combating wildlife crime</p>			X	X		SLF	GEF	75700 BN 9	10,000.00
									SLFCOD	2101.8
<p><b>Activity Results 3.1:</b> Site-specific integrated valley conservation plans designed and implemented in areas of high biodiversity value</p>										
<p><b>Output 3:</b> Participatory conservation in the targeted landscape enhanced to reduce human-snow leopard conflicts and improve livelihoods of community.</p> <p><b>Indicator 3.1:</b> <i>Number of Valley conservation plans developed and under implementation</i></p>	<p>Action 3.1.1. Develop format &amp; guidelines of Valley Conservation plans</p>	X	X				SLF	GEF	72100	4,950.00
									SLFCOD	1040.4
	<p>Action 3.1.2. Intervene community meetings to develop Valley Conservation plans</p>	X	X	X	X		SLF	GEF	75700 BN 15	11,500
									SLFCOD	2417.07

<p><b>Baseline 3.1:</b> Lack of integrated landscape planning approaches and the current planning process is mostly at sectoral level</p> <p><b>Targets 3.1:</b> At least 8 valley conservation plans developed and approved.</p> <p><b>Indicator 3.2 (Scale=1):</b> Average increase in income of communities from sustainable livelihood and resource management activities</p> <p><b>Baseline 3.2 (Scale=1)</b> Baseline average monthly income of target area population is &lt;10,000 PKR per household</p> <p><b>Targets 3.2 (Scale=1):</b> At least 2% increase in average incomes from sustainable livelihoods, natural resource management and business activities</p>	Action 3.1.3. Mapping of socioeconomic, ecological and climate risk profile of the valleys & 8 plans preparation	X	X	X	X	SLF	GEF	72100 BN 13(i-v)	19,500.00	
	Action 3.1.4. Consultation meetings at provincial level		X		X	SLF	GEF	75700 BN 24	20,000.00	
	Action 3.1.5. Regional Project Management Units operations	X	X	X	X	SLF	GEF	71300 BN14	149,800.00	
	Action 3.1.6. Vehicle hire, fuel and maintenance and other staff travel	X	X	X	X	SLF	GEF	73400 (BN18) 71600 (BN19)	90,000 8,190	
	<b>Activity Results 3.2:</b> Pilot projects on sustainable community based natural resources management, sustainable livelihoods and reduced HWC									
	<p><b>Indicator 3.3:</b> Decreased incidences of human-wildlife conflict as indicated by:</p> <p>(i) Decrease in livestock lost to snow-leopard and other predators;</p> <p>(ii) Reduce incidence of retaliatory killing of snow leopard and other predators</p> <p><b>Baseline 3.3 (Scale=1):</b></p> <p>(i) Average livestock lost to wildlife estimated at 0.6 head/HH/Year</p> <p>(ii) Number of incidents of retaliatory killings of snow leopard are 8-10 per Year</p> <p><b>Targets 3.3 (Scale=1)</b></p> <p>(i) At least 2% decrease in livestock lost/year to wildlife</p> <p>(ii) At least 5% decrease in retaliatory killings of snow</p>	Action 3.2.1: Developing guidelines for establishment & utilization of revolving funds at valley level	X				SLF	GEF	72100 BN 13	5,100
Action 3.2.2: HWC measures (corrals, livestock insurance, improved protection and herding practices, livestock vaccination)			X	X	X	SLF	GEF	72600 BN 16a	144,237	
Action 3.2.3. Com. conservation/sustainable NRM (eg soil/water conservation; water harvesting; crop disease magt; renewable energy; plant nurseries; sustainable harvest of NTFPs; etc.); diversified livelihoods (eg handicrafts, ecotourism homestays, horticulture/floriculture, agricultural productivity/marketing, SLE, microfinance, post-harvest & value addition, etc.)			X	X	X	SLF	GEF	72600 BN 16b	36,800	
								SLFCOD	7734.6	

<i>leopard and other predators</i>	Action 3.2.4: Identify potential for value chain of crops & enterprises		X	X	X	SLF	GEF	72100 BN 13	5,350	
	SLFCOD 1124.5									
	<b>Activity Results 3.3:</b> Community-based surveillance, monitoring and wildlife crime prevention systems developed and implemented									
	Action 3.3.1: Design of community based surveillance, monitoring and wildlife crime detection plan	X	X			SLF	GEF	72100 BN 13	6,600	
	SLFCOD 1387.19									
Action 3.3.2: Community meetings	X	X	X	X	SLF	GEF	75700 BN 15	10,000		
SLFCOD 2101.8										
Action 3.3.3: Support for community members to protect the eco-system as temporary measure until sustainability plan developed and launched		X	X	X	SLF	GEF	72600 BN 17	21,600		
SLFCOD 4539.89										
<b>Output 4:</b> Implementation, upscaling and replication of project approaches supported by effective knowledge management and gender mainstreaming.	<b>Activity Results 4.1.:</b> Communication, gender mainstreaming and monitoring and evaluation strategies developed and implemented at national, provincial and local levels.									
<b>Indicator 4.1a (Scale=1):</b> Increase in the level of awareness of communities in the target landscapes on conservation and sustainable use and threats to snow leopard and biodiversity	Action 4.1.1. Implementation of regional/ landscape communication plans	X	X	X	X	SLF	GEF	72100 (BN23)	55,850.00	
<b>Baseline 4.1a (Scale=1):</b> 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								SLFCOD	11738.56	
<b>Targets 4.1a (Scale =1):</b> At least 10% of participating households (at least 20% of households include women beneficiaries) have good awareness of conservation, sustainable natural resource use and wildlife crime prevention benefits										
<b>Indicator 4.1b (Scale=1):</b> Number of knowledge										



<p><i>products reflecting best practices and lessons learned documented and disseminated and up-scaled</i></p> <p><b>Scale=1</b></p> <p><b>Baseline 4.1b (Scale=1):</b> No concerted effort exists in promoting best practice</p> <p><b>Targets 4.1b (Scale =2):</b> <i>Best practice and lessons identified and at least 2 under documentation</i></p> <p><b>Indicator 4.3:</b> <i>Number of effective inter-provincial/trans-boundary collaboration mechanisms negotiated and implemented</i></p> <p><b>Scale=1</b></p> <p><b>Baseline 4.3 (Scale=1):</b> No concerted efforts at trans-boundary and inter-provincial collaboration exists</p> <p><b>Targets 4.3 (Scale=2):</b> <i>At least 1 effective collaborative inter-provincial agreement initiated and negotiated</i></p>	Action 4.1.2. Development & dissemination of educational, awareness and knowledge management resource materials and awareness raising events at national level	X	X	X	X	SLF	GEF	72100 (BN23)	7,500
								SLFCOD	1576.35
	Action 4.4.1: Audit of project	X			X	UNDP Country Office	GEF	74100 BN 27	3,000
								SLFCOD	630.54
	Action 4.4.2: M& E Coordination	X	X	X	X	SLF	GEF	71300 (BN22)	12,000.00
								71600 BN 26	2,000
								SLFCOD	2942.5
	Action 4.4.3. Balancing, Modernizing and Replacement (BMR) of equipment and technology	X	X			SLF	GEF	72200 (BN25)	59,100.00
							SLFCOD	12421.64	
Action 4.4.4: Operation and management of Satellite phones	X	X	X	X	SLF	GEF	73400 BN 32	1,575.00	
							SLFCOD	331.035	
<b>Activity Results 4.3.:</b> 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. Establishing coordination mechanism between the forest, police, defense, revenue and customs department for intelligence gathering		X	X	X	SLF	GEF	75700 BN24	6,000	
							SLFCOD	1261.08	

	Action 4.3.2. Meetings of interprovincial bodies		X	X		SLF	GEF	75700 BN24	2,500	
								SLFCOD	525.45	
	Action 4.3.3. International meetings and workshops		X	X		SLF	GEF	71600 BN26	6,000	
								SLFCOD	1261.08	
<b>Project Management</b>	<b>Technical</b>									
	Technical Services	X	X	X	X	SLF	GEF	71300 (BN,29)	36,960.00	
								SLFCOD	7768.25	
	<b>Operational</b>									
	Supplies	X	X	X	X	SLF	GEF	72500 (BN31)	2,100.00	
								SLFCOD	441.37	
	Communication and audiovisual equipment	X	X	X	X	SLF	GEF	72400 (BN30)	10,080.00	
								SLFCOD	2118.64	
	Rental and maintenance of other equipment	X	X	X	X	SLF	GEF	73400 (BN32)	1,575.00	
								SLFCOD	537.00	
	Miscellaneous Expenses/ DPC	X	X	X	X	SLF UNDP Country Office	GEF	74500 BN 33	980.00	
<b>TOTAL (required from GEF/UNDP)</b>										<b>1,122,847.00</b>
									<b>Management cost from SLF</b>	<b>236,000.00</b>
									<b>In kind contribution from KP Forest and Wildlife department</b>	<b>180,000.00</b>
									<b>In kind contribution from GB Forest and Wildlife department</b>	<b>205,000.00</b>
									<b>In kind contribution from AJ&amp;K Forest and Wildlife department</b>	<b>295,000.00</b>
									<b>GRAND TOTAL</b>	<b>2,038,847.00</b>

## 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
<b>CPD Outcome 6:</b> Enhanced resilience and socioeconomic development of communities	<b>Indicator 6.3:</b> 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)							
<b>Project Output 1:</b> Improved management of snow leopard landscapes that integrates sustainable forest and land management and compatible conservation practice	<b>Indicator 1:</b> Area of snow leopard habitat under integrated landscapes management	<b>Baseline 1: (scale 1)</b> <i>Approximately 10,000 hectares currently managed effectively in protected areas</i>	<b>Targets 1: (scale 2):</b> Landscape management Plan developed for Karakorum Pamir landscape.	Field surveys and assessments, Secondary data, FGD, Spatial modeling/GIS,	Annually	Project Manager/ RPMUs	28,625.00	Availability of data: Gender disaggregated data is not available NOCs Stakeholder participation
	<b>Indicator 2 (Mandatory Indicator 1.3.2):</b> Number of additional people benefiting from strengthened livelihoods through solutions for improved management of natural	<b>Scale: 1</b> <b>Baseline 2: (scale 1)</b> <i>Fragmented and stand-alone community managed activities currently exists in the 3</i>	<b>Targets 2: (scale 2):</b> At least 500 households are directly benefiting from improved	Field surveys for vegetative/ biomass assessment/ samples collection, carrying capacity	Annually	Project Manager/ RPMUs	19,000.00	Stakeholder participation Weather/ climate Availability of local consultant

	resources and provision of ecosystem services	<i>landscapes</i>	sustainable grazing management and diversified and alternative livelihoods and incomes	estimation, Lab. Analysis, RPA				
	<b>Indicator 3 (Mandatory indicator 2.5.1):</b> 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	<b>Scale 1.1= 1 [ not adequately; up to 25%]</b> <b>Baseline 1.1 (Scale=1):</b> <i>Multiple use sustainable landscape planning and management approaches absent or limited within Northern Pakistan</i>	<b>Targets 1.1:</b> Multiple use landscape frameworks agreed with key stakeholders and functioning <b>Scale=2 (Very Partially-26%-50%)</b>	Notification, Bi-annual meeting minutes	Bi-annual	Project Manager/ RPMUs	10,000.00	Availability of Chairman/ members
	<b>Indicator 4:</b> (Scale=1) Level of institutional capacity of provincial government agencies for planning, implementation and monitoring integrated landscape plans as measured by UNDP capacity development scorecard	<b>Baseline 1.1:</b> Scale=1) 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	<b>Targets 1.2b:</b> (scale 2):5% Increase in institutional capacity from baseline	Training plan, Workshop report	Annually	Project Manager/ RPMUs	5,625.00	Training module and contents, Gender inequality, interest and application
	<b>Indicator 5:</b> Scale=1: Status of snow leopard and associated	<b>Baseline 1.3 (Scale=1):</b> Snow leopard population	<b>Targets 1.3 (Scale=2):</b> Snow leopard	Camera trapping, double observer survey, vantage	Bi-annually	Project Manager/ RPMUs	133,175.00	NoC from the concerned Govt. depts.

	endangered species populations in the landscapes	estimate at + 200 individuals in Northern Pakistan with associated species baselines as: <u>Karakoram-Pamir LS:</u> Himalayan Ibex- 4,900; Markhor -230; Blue Sheep – 750; Ladakh Urial -50 <u>Hindu Kush LS:</u> Markhor – 3,400 <u>Himalaya LS:</u> Musk Deer, Brown bear	(4 valleys) and associated species (16 valleys) baselines validated and monitoring showing stable or improving population trends	point, vantage count method, silent drive method, capture re- capture simulations, scat collection, non-invasive sampling				Camera theft/ data loss Weather/climate Accessibility Field person safety
<b>Project Output 2:</b> Increased representation of priority snow leopard ecosystems in the Protected Area network	<b>Indicator 6:</b> (Scale=2) Increase in extent of snow leopard habitat under PA network	<b>Baseline 2.1 (Scale=2):</b> 3,100,000 ha of snow leopard areas under existing PA network (national parks, sanctuaries, game reserves and community managed conservation areas, but with exception of around 10,000 ha under National Parks and/or CMCA, other areas lack appropriate management	<b>Targets 2.1 (Scale=2):</b> At least 100,000 ha of additional priority snow leopard habitat, including 2,000 ha of high conservation value forests legally defined and included in PA network	Habitat suitability map, Occurrence data, species distribution modeling, Environmental layers data, Review of secondary data/ Management Plans/Field assessment, GIS, consultative meetings and workshops	Annual	Project Manager/ RPMUs	26,150.00	Participation, facilitation and cooperation from PA management and communities, inadequate secondary data
	<i>Indicator 7: Effectiveness in Management of protected areas within the landscape as measured by METT (Management Effectiveness Tracking Tool).</i>	<b>Baseline 7 (Scale=1):</b> Current METT baseline scores for PAs are as follows: Chitral Gol NP-30;	<i>Average increase by at least 2 points in METT from the baseline</i>	Training module, course contents, plan, Workshop report	Annually	Project Manager/ RPMUs	40,000.00	Training module and contents, Gender inequality, interest and application,

		Broghil NP – 12; Central Karokoram NP – 22; Qurumba NP- 13; Khunjerab NP -25; Musk Deer NP- 18; Ghamot NP – 16						availability of resource persons
	Indicator 8: Number of management and financing plans for protected areas with adequate financial resources developed and approved by the provincial government.	<b>Baseline 8 (Scale=1):</b> 4 PA management plans approved, but lack adequate budgetary provisions	Guidelines for improved management of CMCAs developed and approved by government and at least 5 additional management and financing plans agreed with local communities	Socio-economic & ecological data, secondary data, GIS, PRA	Annually	Project Manager/ RPMUs	85,100.00	Gender disaggregated data, community participation
	Indicator 9: Number of forest and wildlife staff and community members actively engaged in wildlife crime monitoring and surveillance to reduce incidence of wildlife crime.	<b>Baseline 9 (Scale=1):</b> Limited and uncoordinated training programs currently implemented and incidents of wildlife crime in landscapes	<b>Targets 2.3a (Scale = 2):</b> (i) At least 30 forest and wildlife trained and actively enforcing environmentally friendly management practices and wildlife crime prevention measures in snow leopard habitats; (ii) At least 10 community members actively engaged in	Training module, course contents, plan, Training workshop report	Annually	Project Manager/ RPMUs	39,950.00	Training module and contents, Gender inequality, interest and application, availability of resource persons

			<i>wildlife crime monitoring and surveillance in community battalions</i>					
<b>Project Output 3:</b> Participatory conservation in the targeted landscape enhanced to reduce human-snow leopard conflicts and improve livelihoods of community.	<b>Indicator 10:</b> (Scale=1) Number of Valley conservation plans developed and under implementation	<b>Baseline 10 (Scale=1):</b> Lack of integrated landscape planning approaches and the current planning process is mostly at sectoral level	<b>Targets 3.1 (Scale=2):</b> <i>At least 8 valley conservation plans developed and approved</i>	Socio-economic & ecological data, secondary data, GIS, PRA	Annually	Project Manager/ RPMUs	303,940.00	Gender disaggregated data, community participation Sense of resource stewardship and ownership form the communities Inter and intra community conflicts
	<i>Indicator 11:</i> Average increase in income of communities from sustainable livelihood and resource management activities	<b>Baseline 11 (Scale=1):</b> <i>Baseline average monthly income of target area population is &lt;10,000 PKR per household</i>	<b>Targets 3.2 (Scale=2):</b> <i>At least 2% increase in average incomes 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	191,487.00	Sense of resource stewardship and ownership form the communities Inter and intra community conflicts Capacity of community
	<b>Indicator 12: Scale=1</b> <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>	<b>Baseline 12 (scale=1):</b> <i>Number of incidents of retaliatory killings of snow leopard and other predators to be assessed in Year 1</i>	<b>Targets 3-3 (Scale=1)</b> (i) <i>At least 2% decrease in livestock lost/year to wildlife</i> (ii) <i>At least 5% decrease in retaliatory killings of snow leopard and other predators</i>	ToRs, monitoring data, reports by community and staff,	Monthly	Project Manager / RPMUs	38,200.00	Shortage of required equipment, Availability of appropriate expertise,
<b>Project Output 4:</b> Implementation,	<i>Indicator 13: Number of</i>	<b>Baseline 13</b>	<b>Targets 4.1b</b>	Field visits,	annually	Project	85,175.00	Evidence based

upscaling and replication of project approaches supported by effective knowledge management and gender mainstreaming.	<i>knowledge products reflecting best practices and lessons learned documented and disseminated and up-scaled.</i>	<b>(Scale=1):</b> No concerted effort exists in promoting best practices	<b>(Scale =2):</b> Best practice and lessons identified and at least 2 under documentation	Primary & secondary data collection, pictures of interventions,		Manager / RPMUs/ Communication Specialist/ M&E Officer		information,
	<b>Indicator 14: Scale=1</b> Increase in the level of awareness of communities in the target landscapes on conservation and sustainable use and threats to snow leopard and biodiversity	<b>Baseline 14 (Scale=1):</b> 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	<b>Targets 4.1a (Scale =2):</b> At least 10% of participating households (at least 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	55,850.00	Lack of expertise, stakeholder participation
	<b>Indicator 15: Scale=1</b> Number of effective inter-provincial/trans-boundary collaboration mechanisms negotiated and implemented	<b>Baseline 15 (Scale=1):</b> No concerted efforts at trans-boundary and inter-provincial collaboration exists	<b>Targets 4.3 (Scale=2):</b> At least 1 effective collaborative inter-provincial agreement initiated and negotiated	Meetings, Workshops, Agreements,	Quarterly	Project Manager/ Director	14,500.00	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
	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.	Procure research equipment	Goods	34,010.00	SLF	ITB	Jan 2019	Feb 2019		Feb 2019			FAO/NPM
2.	40 sets of Field Gear for Wildlife staff	Goods	16,150.00	SLF	ITB	Jan 2019	Feb 2019		Feb 2019			FAO/NPM
3.	Balancing, Modernizing and Replacement (BMR) of equipment and technology	Goods	59,100.00	SLF	RFA	Feb 2019	Feb 2019		Feb 2019			FAO/NPM
4.	Hire 5 Social Organizers	Service	30,000.00	SLF		Jan 2019	Jan 2019		Feb 2019	March 2019	Dec 2019	NPM/PD
5.	Hire 2 Livelihood/ Participatory Specialists	Service	18,000.00	SLF		Jan 2019	Jan 2019		Feb 2019	March 2019	Dec 2019	NPM/PD

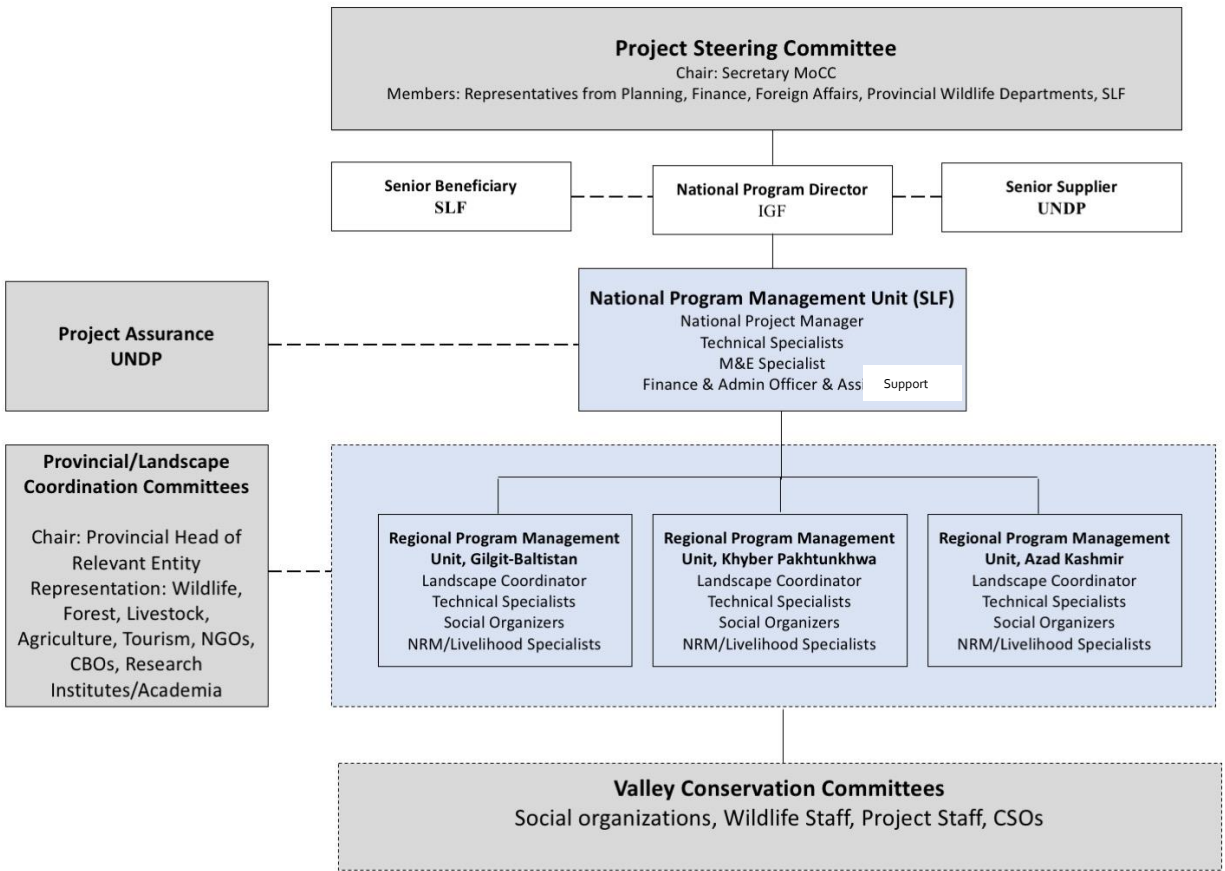
## **V. Management Arrangements**

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 at least 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 will work 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 CMCAs, 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 at least 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
Jan, 2019	Submit AWP, approved by Project Board to UNDP management for signatures	ACD
Jan-Feb, 2019	Notify and organize the First Meeting of KP Landscape / Provincial Coordination Committee to review progress 2018 and share AWP 2019	RPM, KP
Jan-Feb, 2019	Recruitment of remaining project staff	NPM/Director
Jun 2019, Dec 2019	Organize the Meetings of GB & AJ&K Landscape Coordination/ Provincial Coordination Committees to review progress and got recommendations for AWP 2020	RPMs, GB & AJ&K
Dec 2019	Organize the second Meeting of KP Landscape Coordination/ Regional Project Coordination Committee to: review progress and got recommendations for AWP 2020	RPM
Dec, 2019	Submit draft Annual Progress Report 2019, including project contribution to outcomes, outputs, activities and financial delivery and lessons-learnt	NPM
Dec, 2019	Prepare draft Annual Work Plan 2020 and budget	NPM/Director
Dec, 2019	Project Board/PSC Meeting to review project progress 2019 & endorse AWP 2020. Preparation and Approval of AWP 2020	NPM
Dec, 2019	Review of AWP for quality assurance, alignment with CPD and UNDP priorities, results orientation and resource availability	ACD, UNDP
Mar 2019, Jun 2019, Sept. 2019, Dec 2019	Quarterly Progress Reports, including: <ul style="list-style-type: none"> <li>a) Report on project progress and financial delivery</li> <li>b) Update of Issue Log in Atlas (tracking and resolution of potential problems or requests for change)</li> <li>c) Update of Risk Log (Reviewing of external environment that may affect project implementation)</li> </ul>	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]<sup>2</sup>.

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](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.

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



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## 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	P3, I3	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	P3, I3	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	P2, I2	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	MOCC and Provincial Governments (through the National and Provincial Coordinating Committees	Implementation Phase

			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 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	P2, I3	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	Social	P2, I2	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	P3, I3	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	Operational	P3, I3	To initially focus activities in those areas where gender relations	NPM	Planning and Implementation

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.			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.		Phase
Risk 8: Natural disasters and climate change may affect the implementation and results of project initiatives	Environmental	P2, I2	Measures to reduce impacts of 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)	LC	Planning and Implementation Phase
Risk 9- Long gestation periods for alternative livelihoods, value chain activities and restoration of pasture resources can undermine community participation	Operational	P2, I2	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	P3, I3	MoCC as executing agency in the project may take lead role in resolving the risk.	PD, MoCC	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):**

As a representative of the Government, the NPD has the main responsibility to ensure that the project is executed in accordance with Government priorities, as well as with the Project Document and the UNDP guidelines. Expectations for the NPD include:

- Assurance of compatibility between the themes of the UNDP/GEF project and the authority of the leading Ministry;
- Integration of the project into the plans and operations of the leading Ministry and Provincial entities;
- Taking the lead in solving problems and challenges for the project when they arise;
- Establishment of a mechanism by which Ministry staff could be assigned and supported by the project;
- Taking the lead in helping the UNDP team in designing and implementing the project;
- Facilitate the operation of the National Program Management Unit (PMU) to be established under the project
- Provide guidance and facilitation support on project development and implementation, in particular in ensuring coordination and consistency of approaches across project provinces
- Ensuring sharing lessons and best practices amongst other provinces in the country
- Provide support to the PMU, as necessary, to over-come constraints, mitigate risks and resolve implementation problems;
- Represent the Project at meetings with key partners/stakeholders including line ministries, provincial governments, national institutions, NGOs and donors;
- Approve on behalf of the Government quarterly work plans and reports, including quarterly progress reports, expenditure plans and financial report(s) of the Project;

- Provide assistance in the coordination of the Project activities that involve other agencies of Government both federal and provincial;

Serve as Member/Secretary to the PSC. A senior staff member of MOCC (Inspector General, Forests) will serve as National Project Director to personally oversee the work of the Ministry as National Implementing Partner. The National Project Director will work closely with UNDP and PMU staff in all aspects of planning and management of the project.

**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 coordinate and be guided by the National Project Director (NPD) of the Ministry of Climate Change, and 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 at least 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
- At least 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.



- At least 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.
- Provide support to NPM in planning, reporting and documenting experiences and lessons learned; and guidance to RPMs 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 quarterly 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 sustainability the 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 of social science, with at least 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 at least 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
- At least 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
- At least 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
- At least 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
- At least 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.
- At least 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.
- At least 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.