



# Partnership Fund Criteria and Operational Manual

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***Indus for All Programme***

**World Wide Fund for Nature - Pakistan (WWF - P)**

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## **Partnership Fund Criteria and Operational Manual**

### **I Background and Justification**

WWF – Pakistan has a long history and much experience in the area of natural resource conservation in Sindh and Balochistan, particularly along the coasts. The organization has been active in mangroves conservation and sustainable livelihoods promotion along the coast in representative mangrove pockets for over ten years. Additionally, it is also involved in the Pakistan Wetlands Programme which addresses the management and protection of wetlands of critical significance throughout the country. The institutional learning from this programme adds significant weight to WWF's capacity in institution building, management planning, and pilot activities. Conservation of the Indus Dolphin has been a priority of the organization for a number of years. Finally, the organization has been involved in a number of research initiatives in integrated water resource management in the area as well as GIS based surveys to assess habitat health.

In 1997, WWF-International, one of the world's largest conservation organizations embarked upon a global biodiversity conservation initiative. This was guided by its overall strategy of six target driven and thematic programmes (freshwater, forests, species, toxics, marine, and climate change) focusing on more than two hundred eco-regions (commonly called G-200). These were prioritized (with the help of The National Geographic Society and United Nations Environment Programme) to reflect their ecological significance and representation of our planet's biodiversity richness. The Indus Eco-region is the most important of the five Global 200 eco-regions in Pakistan, and is one of the forty most biologically significant eco-regions in the world.

In 1999, in addition to other Indus Delta initiatives, WWF prepared a research study on the Root Causes of Biodiversity Loss in the Mangrove Ecosystems. Besides the direct links found between national level conservation, agricultural and industrial policies, the report recognized the need for further expanded study of the eco-region. This was the first WWF initiative that directly led to the larger consultative planning process for conservation of the eco-region.

In 2002, the first consultative Workshop was organized to assess the current situation of the Indus Delta Eco-region (IDER). Attended by a large number of stakeholders, the workshop resulted in the following:

- Boundary of the Eco-region identified and defined;
- Existing information on the ecological status of the Indus Delta Eco-region reviewed; knowledge gaps identified; threats, problems and issues identified/highlighted;
- Priority actions identified;
- Process for developing a common strategy and action plan for the IDER initiated
- A platform created for continuing discussion, coordination and collaboration, and
- Follow up steps identified, in which main threats identified and more than 100 actions recommended to address them.

## ***Indus For All Programme***

In 2004, a five day visioning and planning exercise for the Indus Delta Eco-region was organized. Two days were spent in the visioning exercise and three days were spent in preparing a detailed Indus Eco-region Action Plan (IECP) supported by five institutionalized action plans from concerned stakeholders. During this exercise, the boundaries of the Indus eco-region were extended up to Guddu barrage in the north and the name changed from the Indus Delta Eco-region to the Indus Eco-region.

The main outcomes of the visioning and planning exercises were a conservation vision for the next 50 years for the eco-region; consensus on priority habitats and conservation targets for next 10 to 20 years; and identification of areas where institutional cooperation is essential. Additionally, the Sindh P&D Department assumed responsibility for the overall coordination of the Plan for maximum resource utilization; the Plan was seen as an opportunity for the provincial government to strengthen the implementation of the Biodiversity Action Plan in Sindh; a Steering Committee for Indus for All Programme was established and priority actions for the next five years were also identified.

Of crucial importance to the IECP are its four core conservation objectives. These in turn guide the Indus for All Programme.

- Maintenance of a viable population of **species**;
- Representation of all distinct natural **habitats** within protected networks with a size large enough to be resilient to large scale disturbances and long term challenges;
- Maintenance of **ecological and evolutionary processes** that sustains biodiversity and its productivity and ecological processes
- Provide for **sustainable natural resource use** that contributes to conservation and healthy **livelihood**.

This was perhaps, to date, once of the most consensual and detailed plan to emerge for the Indus eco-region. External reviews of the long-term plan (with the Nature Conservancy and WWF-Asia Pacific) strengthened the programme even further and recommendations for the programme were integrated into the Indus for All Programme, a five year implementation plan for the IECP. Unlike earlier initiatives which were project based, the Indus for All Programme addresses eco-region level issues, and is based on a long term biodiversity vision, and focuses on an integrated approach which highlights developing solutions, which may include the recommendation of policy changes, in partnership with stakeholders.

## **II. Indus for All Programme**

### **A. Context and Description**

The main purpose of the Indus for All Programme is to initiate implementation of the Indus Eco-region Conservation Programme, a 50 year Vision plan developed in collaboration with the Government of Sindh and its relevant departments. The Indus for All Programme will be implemented in four prioritized ecosystems--Keti Bunder Mangrove Forest and Kinjhar (Kalri) Freshwater Lake in Thatta District, Chotiari Reservoir in Sanghar District, and Pai Riverine Forest in Nawabshah District.

#### **1. Core Objectives**

The four core objectives of the Indus for All Programme are the following and as can be seen, these reflect the critical importance of species, habitats, sustainable resource use and sustainable livelihoods of the IECP.

- **Community-based NRM** in four (Keti Bunder, Kinjhar, Pai forest and Chotiari) priority areas contributing to improved livelihoods.
- **Improved natural resources and livelihoods** through mainstreaming of poverty-environment linkages at policy, planning and decision-making levels
- **Improved institutional capacity** and awareness for **sustainable management** at various levels
- Improved alignment and **collaboration for stakeholder interventions**

The Indus for All Programme implements priority interventions to improve institutional capacity and awareness for sustainable environment management at the micro, meso and macro levels. The Programme duration is for six years commencing July 2006. This includes a nine-month inception phase leading to five years of programme implementation and three months of post-project implementation planning.

The objectives of the Indus for All Programme are fully integrated with the 50 year vision encapsulated by the Indus Eco Region Conservation Plan (IECP) in that it aims to produce outcomes and outputs addressing 12 of the 44 Indus Eco-region Plan milestones. It is expected that the achievement of these interim milestones will ensure necessary levels of integration and ownership amongst the stakeholders essential for realizing a long-term perspective Indus 2055 Vision.

#### **2. Poverty/Environment Linkages**

An important additional focus given to the Indus for All Programme is that of sustainable livelihoods within the analytic framework of poverty-environment linkages.

The rationale for developing the Indus for All Programme around the poverty-environment nexus stems out of the following reasons. First, the number of people living below the poverty line has almost doubled from 17% in 1988 to almost 34% in 2002. Second, eight years of severe drought except for a little relief in 2003 has created enormous stress on our declining natural resources, inevitably due to rapid rise in poverty and population. The

evidence of such stress is obvious from the fact that Pakistan was recorded to have the seventh fastest deforestation rate in the world in 1999 which has now gone up to second highest in 2003.

The Government of Pakistan has launched its Poverty Reduction Strategy Paper (PRSP). Some environmental issues were addressed, but poverty-environment linkages or opportunities for poverty reduction through environmental management have been neglected. WWF aims to help enhance the understanding and implementation of sustainable resource use based poverty reduction.

Additionally, The Indus for all Programme objectives also link with the Federal Governments Mid-term Development Framework (MTDF) and Sector-specific master plans. Although the current MTDF and PRSP address environmental concerns within their mandate, but both the documents deal with environment as a separate entity rather than realising its crosscutting nature. The programme would aim at influencing Sindh P & D department and Planning Commission at the Federal level to infuse poverty-environment linkages into the sectoral plans like Agriculture, Mining, Infrastructure development, Manufacturing, etc.

## **B. The Need for a Partnership Fund**

The Indus for All Programme focuses on four representative sites in its first phase of implementation. There are however other important areas which require attention. Furthermore, the Indus Vision 2055 is a huge undertaking both in terms of human resources and financial resources required. The immensity of the work task is indisputable. The Partnership Fund of the Indus for All Programme seeks to improve alignment and collaboration for stakeholder interventions. It is clear that the greater the number of concerned stakeholders involved, the better the chance of achieving conservation successes in the long term. The Partnership Fund will enable WWF to provide support to these stakeholders, including the provincial government departments, other NGOs and CBOs, and academic institutions.

### **1. Government Support**

The Federation of Pakistan commands considerable leverage and influence on the provincial level decision making. The PRSP, Mid Term Development Framework (MTDF) and Sector-specific Master Plans are opportunities to get involved in. Lessons learnt at the micro and meso levels can be used to influence the decision making processes at the federal level. Pilot activities that demonstrate environmental management as a means for securing livelihoods by decreasing poverty can help leverage policy level stakeholders. This can pave the way for mainstreaming poverty - environment issues in policy and planning, improved environmental governance, and enhanced awareness and capacity, and knowledge regarding environment-poverty linkages.

In the process leading up to the planning of the Indus Eco-Region Conservation Plan, multiple stakeholders played their parts. Partnerships therefore started very early in the process. Four provincial departments developed their own action plans for the 50 year vision; these were the Forest and Wildlife Department; the EPA; and the Irrigation and Drainage Department, and Planning & Development Department. These are currently awaiting approval and may

provide another opportunity for WWF to provide support to the Government in achieving its conservation objectives.

Accessing funding has always been a constraint for government line departments. The processes are lengthy and at times unsuccessful because of the competing demands on government budgetary allocations. Given this situation and the indispensability of the presence of government initiatives on the ground, WWF felt the necessity of securing additional funding for pilot ventures and research that would enhance and add value to the work of the project proper.

## **2. Support to Other Stakeholders**

It was also noted during the process of vision development and planning that partners other than the government, including local CBOs and/or NGOs active in the project area; and research institutions, would also contribute to the success of conservation in the area over the longer term, and specifically to the overall Indus vision. Clearly, the more stakeholders that are involved in the implementation phase, the greater the likelihood that long term commitment to the area and programme can also be ensured. The Partnership Fund, a part of the Indus for All Programme mechanism, seeks to continue and enhance this process partnership on the ground.

**Local NGOs/Community based organizations** are the most direct source of knowledge about local communities and natural resource management patterns in the area. They represent an important existing platform that can be used for further institutional capacity building, implementing community-driven NRM plans, strengthening the ecological sensitivity of influential constituents of the community such as women, as well as carrying out pilot projects linking poverty reduction to sustainable resource use.

**International NGOs** are able to contribute their specific technical expertise, whether this is in water, health, education or energy, at a scale and a level of activity which will add significant value to the long term Indus vision. Partnerships with these NGOs will allow the use of different, established sources of technical expertise at the local project level as well as at the meso and macro level for input into policy level initiatives for NRM and poverty alleviation.

**Research Institutions** are perhaps the most important players in building and enhancing knowledge and learning for the Indus Eco-region. Whether the research is in the area of species, habitats, processes or sustainable resource use, it can feed back into ground level initiatives in project areas as well as add to the data base documentation on the Indus Eco-region. Partnerships with such institutes will build on the knowledge base for the Eco-region.

### **III Indus for All Partnership Fund**

#### **A. Primary Objectives**

This Partnership Fund has been established to enable better alignment and collaboration for stakeholder interventions in the Indus for All Programme. It allows for the implementation of strategic initiatives by partners for the duration of the Indus for All Programme, particularly those that accelerate and strengthen institutional cooperation by identifying and filling gaps for implementation of the IECP. The partnership grant aims to achieve four objectives:

1. Enable line departments and civil society organizations to leverage existing resources to raise additional public funding to play a stronger role in Indus for All Programme implementation.
2. Provide incremental financing or seed money for on-going projects, especially rural support and area development programmes, to incorporate lessons from poverty-environment linkages studies in their strategies or to initiate new activities.
3. Expand support-base for the Indus for All Programme amongst academia, district governments, businesses and industries.
4. Ensure synergies at micro, meso and macro levels for maximum impact of Indus for All Programme on decision-making, policy-formulation, planning and interventions to secure sustainable livelihoods for the poorest-of-the-poor.

#### **B. Implementing Framework**

##### **1. Summary**

The Partnership Fund will be managed by a Fund Coordinator. A Fund Steering Committee will be set up to review and approve project proposals. A Secretariat will be established at the WWF-Karachi office for the support of the Fund Coordinator and Fund Steering Committee. Grants will be awarded bi-annually until the end of the project period. External reviews of Fund Management activities will be conducted on an annual basis. Internal review and monitoring of the progress of projects will be carried at least once a year by the Fund Steering Committee. Lessons learnt from projects funded by the Partnership Fund will be disseminated on an annual basis.

##### **Grant Disbursement**

Grants will be disbursed twice a year where disbursement will average Rs.10-11 million. The grant recipient will be expected to contribute at least 30% towards the planned initiative.

Grants will be provided to institutions which propose ideas and offer opportunities that contribute towards the core objectives of the Indus Eco-region Conservation Plan. These may include NGOs, academic institutions, and government line departments.

Grant recipients will contribute to the achievement of IECP targets and milestones so that the long term Indus 50 Vision perspective is also integrated into Fund mechanisms. In some

## Indus For All Programme

cases, grants may also be given to facilitate the achievement of the goal and objectives of the Indus For All Programme.

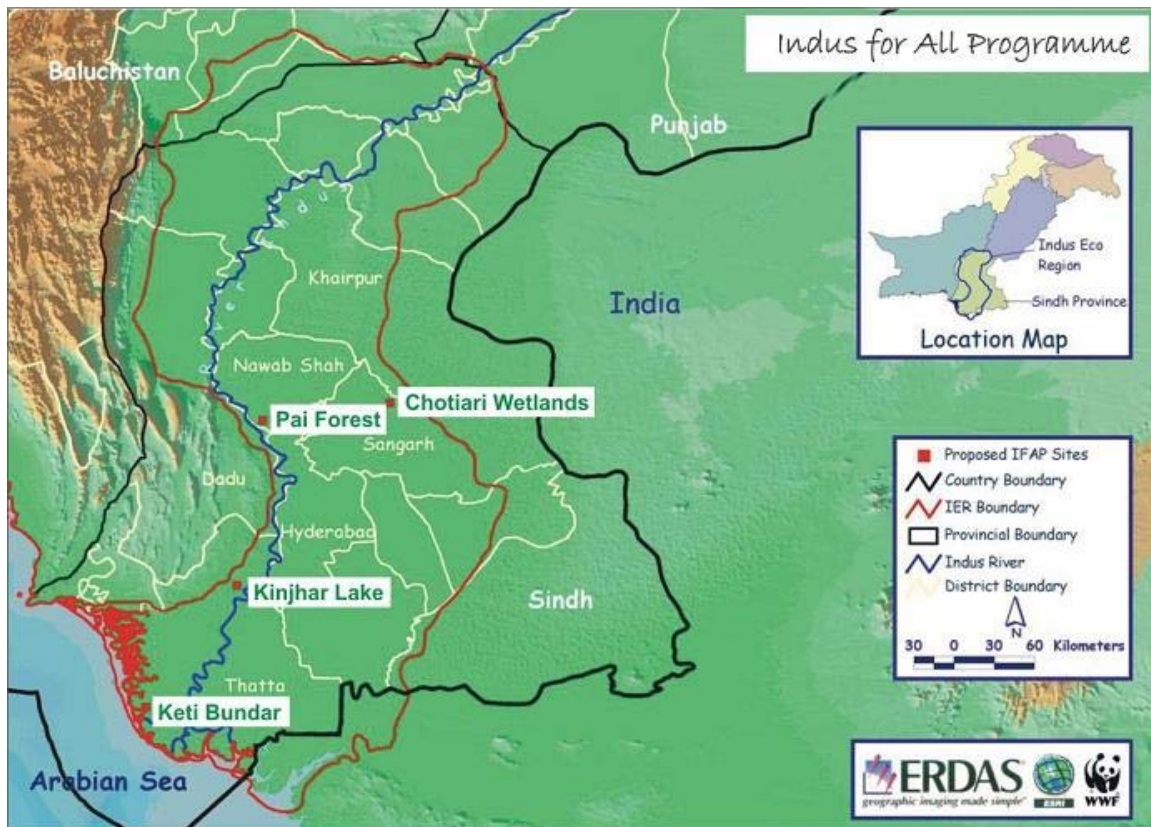
The annual progress review, financial audit report, and the forthcoming year's call for proposals will be made publicly available.

### C. Geographical and Thematic Direction of Funding

#### 1. Geographical Context

The Indus Eco-region Conservation Plan listed 15 priority areas in Sindh. Of these the Indus for All Programme has focused on 4 areas which lie in three districts of Sindh. It is recommended that the Partnership Fund facilitate projects focus on the other 11 priority areas as well as any project upstream of Guddu within the Indus Basin which has implications on conservation and livelihood in the lower Indus Basin. Additionally, the Fund will be used to facilitate larger programmes such as the provincial department action plans which may or may not overlap with the four priority areas of the Indus for All Programme.

It is recommended that at least 80% of annual Partnership Fund grants target the Ecoregion area. 20% of the funding can cover the larger Basin area. Flexibility in and changes to this will be approved by the Fund Steering Committee.



Proposals are also expected from upstream areas of the Indus Basin not shown in this map



## **2. Thematic Focus**

It is recommended that funding be directed to projects covering the main thematic foci of the Indus Eco-region Conservation Plan. This will allow for the Partnership Fund's alignment with the 50 year vision for the Indus Eco-region. These thematic foci are also closely linked to WWF's global conservation objectives so projects funded by the partnership fund will also be congruent with the organizations overall work.

**The four objectives of the IECP have been repeated below.**

- Maintenance of a viable population of **species**;
- Representation of all distinct natural **habitats** within protected networks with a size large enough to be resilient to large scale disturbances and long term challenges;
- Maintenance of **ecological and evolutionary processes** that sustains biodiversity and its productivity and ecological processes
- Provide for **sustainable natural resource use** that contributes to conservation and healthy **livelihood**.

## **IV. Operational Guidelines**

### **A. Partner Selection and Grant Size**

#### **1. Underlying Principles of Partner Selection**

The underlying principles of partnership and partner selection are the following:

- Shared goals and direction: the project should be based on agreed objectives and outcomes that can add value to the goals of the IECF and Indus for All Programme.
- Shared culture: the partnership will be strengthened by mutual respect for each side's professionalism and trust in the ethical base of each partner's strategic and operational objectives.
- Shared Learning: each partner will ensure that the project results in greater learning and enhancement of the knowledge base, and that this is adequately disseminated to all concerned parties.
- Shared Effort: the selected partner will contribute either funds or effort to the project in order to ensure a shared ownership at all times and teamwork when required.
- Shared Information: project outputs, outcomes and lessons learnt will be shared completely and effectively between partners to ensure that monitoring is efficient and effective and results in improved project design and performance in the future.

As part of the inception phase, a detailed institutional assessment has been carried out to identify potential institutions and departments that can become WWF-Pakistan partners for implementation of the Indus for All Programme. Many of the institutions that have been included in the assessment are already mentioned in the Indus for All Proposal and Indus Eco-region Conservation Plan. The institutional assessment is based on a robust review of each institution's mandate, projects, project achievements, existing capacity and resources. Along with the underlying principles of partner selection above, the outcome of the institutional assessment study will help identify partners for the Indus for All Partnership Fund.

#### **2. Applicability and Selection**

Relevant line departments of the provincial government such as the Forest and Wildlife Department, the Sindh Irrigation and Drainage Authority, the provincial EPA, and the provincial Planning and Development departments will be encouraged to apply for project funding. Assistance may be provided to these government departments to prepare project funding proposals. Priority will be given to seed and show case projects that initiate the implementation of department action plans while detailed PC1's are developed and funded.

Registered NGOs will be encouraged to apply for project funding. Apart from project design, their experience and reputation in the work area will be assessed. It is expected that other grant giving bodies may refer potential proposals to the Fund if the level of funding required exceeds their own capacity and/or if the nature of the proposal fits better with IECF criteria.

Research and Academic proposals are also encouraged. It is recommended that institutional partnerships be forged with universities and research institutes in the area, for example Karachi University, Jamshoro University, Khairpur University and Hyderabad University.

## ***Indus For All Programme***

Focused and applied research will be prioritized for funding, with further preference given to MSc. and post graduate research in areas outlined in the Indus Eco-region Programme objectives.

It is recommended that 40% of funded projects annually (i.e. two funding cycles) should be Government / Line department initiatives, 40% should be directed to NGO partners, and 20% of funded projects should be in academic and research initiatives. Flexibility in operationalizing this recommendation is at the discretion of the Fund Steering Committee.

Applicants will apply on Partnership Fund designated proposal formats (see Annex I of this report) and will also submit any other required documentation. Stakeholder analysis, logical framework and/or problem analysis are required for all projects.

Technical assistance may be provided to some applicants for the development of the proposal. The project proposals will be initially vetted by an in-house Project Review Committee (PRC). The Fund Coordinator will coordinate the proposal sharing mechanisms and will convene meetings as and when necessary. Short-listed proposals will be referred to the Fund Steering Committee for approval. Applications will be received bi-annually.

### **3. Grant Size and Disbursement**

The total Fund size to be disbursed over 4 years is Pak Rupees 86 million. Average annual grants will amount to Rs.20-22 million a year. Disbursements bi-annually will allow for project funding of about Rs.10-11 million every six months. The grant recipient will be expected to contribute at least 30% - in cash or kind towards the planned initiative. The amount and kind of contribution will be discussed between partners and approved by the Fund Steering Committee.

It is recommended that an upper limit be set for grant size. Given the nature of larger scale projects on the ground, it is suggested that an upper limit for such projects be set between Rs 2.5-3 million. CBO-based and research projects will normally fall well within this limit. Exceptions will be dealt with in Fund Steering Committee.

Project duration should not exceed 3 years. For projects exceeding one year duration, funds will be approved for every subsequent year based on the monitoring and progress reports.

It is recommended that every year a significant portion of total fund available should be used for new initiatives. The recommended percentage is at the discretion of the Fund Steering Committee. This will allow for innovation, learning from previous years, as well as adaptation to changing external/internal situations.

### **B. Terms of Reference**

#### **Role of the Fund Coordinator**

1. The Fund Coordinator will be responsible for administrative and financial issues relating to the Fund on a day to day basis.

## *Indus For All Programme*

2. The Fund Coordinator will set up systems and procedures for the advertisement of the Fund and the dissemination of its protocol to all relevant stakeholders. He will develop an appropriate system for publicizing the availability of Grant funding, using Fund Steering Committee members and contacts as and when necessary.
3. The Fund Coordinator will also set up systems allowing for effective management of fund proposals. This will include formats for approval of new projects; formats for formal contracts and agreements between the applicants and WWF; formats for technical and financial reporting; and formats showing Fund expenditure: ongoing, past and future. In addition, the Coordinator will ensure that once the Fund Steering Committee has finalized all rules and regulations pertaining to the Fund, these regulations are appropriately disseminated. (See Annex I: Project Proposal Format)
4. The Fund Coordinator will set up the Project Review Committee (PRC) with the help of Indus for All management staff. The Fund Coordinator will manage the communications on project proposals with the PRC. The PRC will be comprised of selected WWF and Indus for All staff. The PRC will carry out the preliminary scrutiny of received applications on previously approved screening criteria; decide on the technical assistance for proposal development to prospective partners as and when required; and finalize the short-listing of proposals for the bi-annual perusal by the Fund Steering Committee.
5. Following the approval of a project, the Fund Coordinator will ensure that the agreement and contract also includes financial and technical reporting formats and schedules; as well as budget line descriptions (Please see Section III B of Annex I).
6. Following the approval of a project, the Fund Coordinator will also ensure that quality assurance mechanisms are in place and operational. The primary responsibility for technical monitoring is with the Fund Coordinator. Monitoring and Evaluation will be done by the Fund Coordinator and a designated WWF team. The Fund Steering Committee can appoint selected members of the Committee for the review of particular projects.
7. Annual monitoring will be required for projects with duration of one year or more. For projects with duration of less than a year, six-monthly monitoring is adequate. Progress reports and financial evaluations will follow prescribed formats. Progress, problems and obstacles will be reported to the Fund Steering Committee every six months.
8. The Fund Coordinator will ensure that the project having a funding greater or equal to 1 million is externally audited. The mechanisms for this will be agreed on a project by project basis given the partners contribution to the initiative by the Fund Steering Committee.
9. The Fund Coordinator will also ensure that the evaluations at the end of the project are appropriately disseminated as 'Lessons Learnt' in a tailored communications initiative (See Section E Lessons Learnt) Annual project reporting can be used as publicity for the Fund through 'Natura' and/or any other public media, and or the internet.
10. The Fund Manager will use the communication structures of WWF already in place and develop the Fund's own strategy to target specific media, donor (which may include multinational and corporate), NGO/CBO, and government communities.

## ***Indus For All Programme***

11. Lessons learnt from academic initiatives will be appropriately targeted to research and academic journals, both nationally and internationally. These, along with project outcomes at other levels, will feed back into the Indus for All Programme. It is recommended that Fund initiatives are eventually synthesized into a publication of case-studies for wider dissemination.
12. The Fund Coordinator will also ensure that the Funding programme itself is subject to a peer review every two years. The Fund Steering Committee will coordinate with the Coordinator in this activity to secure the commitment of other small-grants bodies to participate in this peer review. The Fund Coordinator will have an up to date knowledge of similar on-going small grants programmes targeting similar geographic and/or thematic areas (ex. GEF/SGP; PTF/EU/UNDP, etc.)
13. The Fund Coordinator will ensure that external audits of the Fund itself are carried out each year.

### **Role of the Fund Steering Committee**

1. The Partnership Fund Steering Committee (FSC) is the central decision-making body of the Partnership Fund and will provide the most important and substantive contribution to the direction of the Fund. It will also play the role of the Fund `champion' in all relevant national forum, ensuring the visibility of the Fund and the Indus for All Programme at all levels. The FSC will use the strengths of its particular members in specific disciplines to build support for Fund initiatives.
2. The FSC will consist of 10-12 members who will be selected and notified by WWF with the approval of the Indus Eco region Steering Committee (IESC), in order to ensure the participation of major stakeholders. The FSC will be chaired by an IESC member, on a rotational basis, for a maximum period of two years.
3. Members of the Committee will include scientists, conservationists, and academics. It is recommended that 40% of the membership be entrusted to government officials, 40% to other NGOs and fellow conservation organizations and 20% to academics of conservation and development related disciplines. These members will serve in an honorary capacity although support will be provided for their participation in meetings. It is recommended that there are selected permanent members from WWF-Pakistan and the Government. Amongst the permanent WWF members of the FSC, at least one member is also a Scientific Committee Board member. This will ensure formal information sharing and learning between the two grant-giving bodies. It is further recommended that the FSC also ensure at least one other member from a reputable grant-giving body such as GEF Small Grants Programme.
4. The FSC will meet every six months to review short-listed proposals for grant approval, and to monitor progress of all other initiatives. The Committee members will receive regular updates from the Fund Coordinator regarding Fund activities, issues and obstacles. The FSC will be available for any assistance or support that the Fund Coordinator may request.

5. It is recommended that the FSC form sub-committees to manage particular issues that may arise in the management of Fund projects. These delegated persons can in turn handle specific project reviews, set up external review panels; and or advise the Fund Coordinator on issues of results dissemination and communications workshops.
6. The FSC will ensure that the Fund Coordinator submits an annual progress review, financial audit report, and arranges any external audit as and when needed. The FSC will also coordinate with other grant-giving bodies to arrange for regular Peer Reviews of the Funding Programme.

## **C. Proposal Assessment Guidelines**

### **1. IECP and Indus for All Objectives**

The FSC is advised to assess the viability of each project proposal on the basis of how it meets the conservation goals of the Indus Eco-region Conservation Plan.

Examples of relevant projects have been included below each core objective; further detail can be taken from IECP milestone 2008-10 objectives.

- Maintenance of a viable population of **species**

biological assessment of endangered species; projects addressing threats to marine turtles; projects addressing release of toxics into Indus Dolphin Reserve etc.

- Representation of all distinct natural **habitats** within protected networks with a size large enough to be resilient to large scale disturbances and long term challenges

sustainable management projects in mangrove forests; projects addressing industrial and municipal pollutants on coastline; projects implementing management plans in specific wetlands, etc.

- Maintenance of **ecological and evolutionary processes** that sustains biodiversity and its productivity and ecological processes

projects addressing irrigation reform; projects facilitating reforms in National Drainage Programme; assessment of minimum water requirements in Indus Delta, etc.

- Provide for **sustainable natural resource use** that contributes to conservation and healthy **livelihood**.

rehabilitation of water logged and saline lands; projects providing alternate energy, freshwater resources to mangrove dependent communities; introduction of forest nurseries, shrimp nurseries, red rice cultivation projects, etc.

## **2. Key Project Elements**

The FSC is further recommended to consider the following key project elements:

- Sound community participation approach;
- Consultative approach with stakeholders other than communities;
- Sharing of information and learning;
- Good articulation of sustainability, replication, and long term impacts;
- Quality logical framework, SWOT analysis, Stakeholder analysis for large projects (greater or equal to 1 million)

## **D. Monitoring and Evaluation**

The Fund Monitoring and Evaluation system is intended to provide all stakeholders with information about the status and results of individual projects as well as the extent to which Fund objectives are being met.

### **1. Internal Mechanisms**

Monitoring and evaluation of projects will be carried out against agreed objectives and indicators as stated in the project document. Each project whether small or large, will be required to develop Objectively Verifiable Indicators that would form the basis of the monitoring both progress as well as performance. The monitoring and review will be based on prescribed M&E formats.

Technical monitoring of funded projects will be based on the six monthly progress reports on the basis of developed indicators submitted to the Fund Coordinator.

An annual evaluation and review will also be prepared for all projects by the Fund Coordinator and the M&E team.

Annual external audits are recommended for projects greater or equal to Rs.1 million where partner contribution is also significant. The recipient will be required in this case to submit an audit report certified by an accredited body.

### **2. External Mechanisms**

External support will be sought to monitor and evaluate the grants that are awarded by the Fund.

A peer review, preferably by another small grants awarding body will evaluate the procedure and the sanctioned grants every two years to ascertain the progress and performance of the Fund. This review will include a financial audit of the Fund.

The Peer Review will be organized and facilitated with the help of the Fund Steering Committee. The Fund Coordinator will advise the Committee on potential reviewers and manage the review process on behalf of the FSC.

External assistance has been suggested in order to minimize any kind of bias that may skew the evaluation results in favor of the Fund Management. This will enhance the knowledge base and long-term sustainability of the Funding programme by opening up its working to other potential donors.

## **E. Lessons Learnt**

The lessons learnt from projects funded by the Partnership Fund will be disseminated on an annual basis on a prescribed format. The external reviews will also be translated into lessons for adaptive management as well as for dissemination to external audience. This will be done in order to ensure transparency of Fund mechanisms.

The Fund Coordinator will develop an appropriate dissemination system of lessons learnt whereby the target audience will be specified. This may include the donor community (multinational, corporate, government aid agencies); partners in conservation and development (WWF-International, NGOs, CBOs, academic institutions) and government agencies and departments.

The Fund will use Communication structures and channels developed by WWF in particular *Natura*, the organization's quarterly publication, but will also specify its own particular needs. The FSC will help in the publicizing of Fund initiatives, both for gathering support for and 'visibility' of the Indus for All Programme and for the long-term Indus Vision.

It is strongly recommended that the Partnership Fund sponsors at least one issue of a renowned environmental journal, quarterly, and or publication annually. This will allow the formal and systematic dissemination of Fund projects and activities. The sponsorship of an issue of a publication will enhance the quality of information and news in this forum, and allow for greater publicity for Fund activities. The Fund Coordinator can specify the operational details of this strategy in consultation with the Fund Steering Committee.

It is recommended that the dissemination of lessons learnt be developed as one of the strategies to ensure the long-term sustainability of the Fund, by providing stakeholders with a stream of success stories and important lessons learnt.



## **PROJECT PROPOSAL FORMAT**

### **I Background**

#### **A. Executive Summary (not more than one page)**

The executive summary of the project will specify the main objectives of the project and the anticipated outputs and outcomes. In addition, the summary will indicate the strategy for project implementation, the proposed project time line and the amount of funding required

#### **B Project Applicant (not more than half a page; this information can be based on a format for organizational capacity assessment to be prepared by WWF-Pakistan)**

Information on the project applicant will include basic organizational information. This will comprise the name of the organization; its date of formation; the mission, strategy and activities of the organization, particularly in the project area; the governance structure and legal status (especially for NGOs); as well as the organizations past relevant experience and activities. In certain cases, the latest annual budget and sources of revenue may also be requested.

### **II Project Design / Information**

#### **A. Project Location**

This will describe the physical, geographic location of the project. Maps should give a province-level picture as well as a site-level picture which show relevant boundaries, adjacent land-use patterns, and nearby protected areas and/or significant ecological sites.

#### **B. Project Methodology**

This section will articulate the policies and principles behind the proposed intervention. This will include a consideration of the conservation rationale of the project (ex. the impact of the project on species, habitats, ecological processes, sustainable natural resource use, poverty alleviation and enhanced livelihoods) as well as project strategy and any innovations in interventions and methodology that the project may use. It is expected that this section will highlight the strong linkages between the project objectives and Indus Eco-region priorities.

#### **C. Project Justification and Priority**

This section will outline why this specific project is being proposed. In other words, applicants will be required to provide a basic analysis of what problems

and threats are being addressed, the urgency of these concerns, and how the project will either prevent and/or begin to alleviate either conservation problems and/or problems of livelihood in the project area. This will require some analysis of immediate and long-term threats in the area. For projects larger than Rs.1 million, a formal SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis will also be required as supplementary documentation.

**D. Project Objectives and Strategy**

This section will describe the project goals and objectives as well as project activities and outcomes. This technical approach will require the development of a formal Logical Framework. The indicators discussed in the logical framework will form the basis for evaluation and review of the project. It is expected that this section will also highlight the strong linkages between the project objectives and Indus Eco-region priorities.

This section should also include a discussion of the level and type of stakeholder support for the project. This includes any community participatory processes required for the implementation and success of the project as well as general communication and public awareness building processes.

Finally, this section will include a detailed view of activities to achieve project objectives as well as a specific time-line for the project. This work plan will also be required in the Budget section.

**E. Project Success**

This section will indicate the degree to which the project is a viable one. Viability is in turn affected by how the project manages the risks inherent in implementing the project (these can include social risks in terms of adverse effects on local communities and risks in implementation in terms of the instability of the local political and economic environment). The project applicant should discuss this element of the project with particular reference to natural resource management and poverty reduction; project sustainability and potential up-scaling and replication.

**F. Monitoring and Evaluation**

This includes a discussion of how project achievements will be measured and what indicators will be used in this exercise. The overall sustainability of the project will be discussed with reference to outcomes rather than outputs. In addition, it is recommended that the applicant describe a strategy for dissemination of results. This should include who will be the target audience and how this audience will be approached with project results and achievements.

### **III Project Budget**

#### **A. Shared Funding**

The applicant will indicate the amount of funding required from the Partnership Fund – and the extent to which the applicant will share these costs. If the partnership is in kind rather than financial, the contribution will have to be detailed.

#### **B. Estimated Costs**

These will include project staff costs; travel costs; office running costs and administrative support; field expenses including equipment; and printing and publication costs. Details on the budget items should be provided on a separate sheet.

<b>Items</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Project Staff Costs			
Consultancy			
Printing and Publication			
Office Running Cost (Utilities)			
Field Cost / (Activities)			
Field Equipment			
Contingencies			

#### **C. Funding Schedule**

This will outline the timing of fund disbursement and will include a detailed work plan indicating activities, time line and funding required. This schedule will require initial agreement by the Project Review Committee and final approval from the Fund Steering Committee.

## **Indus For All Programme**

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### **Vision**

Mankind coexisting with nature, in complete harmony, a network of interlinked wetlands where Dolphins and Otters thrive in their river habitats and Raptors/Waterfowl inhabit lakes and lagoons. Aquatic flora and associated biodiversity flourish on the banks and mouth of the River Indus and the newly hatched marine turtles safely return to the sea.

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