STANDARD OPERATING PROCEDURES

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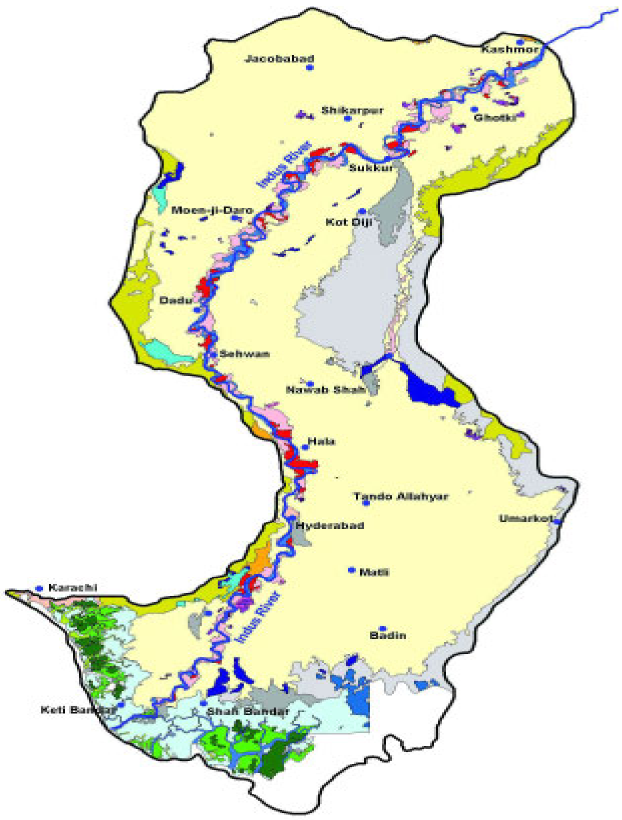

Indus for All Programme

World Wide Fund for Nature Pakistan (WWF P)

STANDARD OPERATING PROCEDURES

Indus For All Programme

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Prepared by	*Checked by*	*Agreed by*	*Approved by*
Manager EE; Program Economist; NRM Coordinator; Manager M&E; Manager P&PD	Manager M&E; Program Economist	Program Coordinator	Team Leader

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Acronyms:

C&A:	Communication & Awareness
CBOs:	Community Based Organisations
Coordinator F/A:	Coordinator Finance & Administration
DSS:	Decision Support System
EOI:	Expression of Interest
GAA:	Governmental Aids and liaison Agency (WWF-I)
ICLDPs:	Integrated Conservation & Livelihood Development Plans
IUCN:	The World Conservation Union
Manager EE:	Manager Environmental Education
Manager M&E:	Manager Monitoring & Evaluation
Manager P&PD:	Manager Policy & Programme Development
MoU:	Memorandum of Understanding
MTDF:	Mid-Term Development Framework
NGOs:	Non-Governmental Organisations
NRM:	Natural Resource Management
NRM:	Natural Resource Management
OBS:	Output-based Billing System
PE-linkages:	Poverty Environmental Linkages
PES:	Payment for Environmental Services
PMT:	Programme Management Team
PMU:	Programme Management Unit
PRSP:	Poverty Reduction Strategy Paper
RNE:	Royal Netherlands Embassy
SM:	Site Manager
SOPs:	Standard Operating Procedures
TEK:	Traditional Ecological Knowledge
ToPs:	Terms of Partnership
ToRs:	Terms of Reference
ToT:	Training of Trainers
WWF-I:	World Wide Fund for Nature- International
WWF-P:	World Wide Fund for Nature- Pakistan

I. Purpose

These SOPs have been developed to describe the standard mechanisms for major activities, out and sub outputs in Indus For All Programme. The document intends to facilitate field teams, Programme Management Unit and Programme Management Team to inculcate effectiveness and uniformity in carrying out their activities. Necessary changes/up-gradation of this SOP is possible by following guidelines.

II. Guidelines

To strengthen institutionalization and to support Indus For All Programme's Output Based Billing (OBS), WWF-P will use SOPs for all major activities and sub outputs in line with the organizational systems and procedures. SOPs are designed to be used as a model or guide for individual departments.

All SOP documents will have a standard format. All SOPs will be compiled in a single document with a unique SOP number, version number, effective date, signatures of authorizing officials and address & contact details of the office.

Before implementation, agreement and authorization of the Programme Management Team (PMT) is a must. All SOPs will have effective dates and the title page of the SOPs' document will be signed by the respective persons/positions. The document will be reviewed and updated on yearly basis. Manager Policy and Programme Development will be responsible to ensure the application of these SOPs for undertaking programme activities. S/he will also be responsible for revision and updating of the SOP document.

III. Background

Indus For All Programme envisions improved livelihood and sustainable development in the lower Indus Basin through Natural Resource Management. To achieve this objective the Programme has diverse activities to be accomplished at Micro, Meso and Macro levels. During the 9 month inception phase of the Programme, the need was felt for developing SOPs for major activities/outputs in the programme to ensure effective implementation through standardised procedures.

IV. Scope

These SOPs, as a detailed written set of instructions, will help in achieving uniformity in carrying out activities, out and sub outputs in Indus For All Programme.

V. Responsible Personnel

Programme Management Team will ensure proper implementation of all SOPs. Manager Monitoring & Evaluation will check the level of follow-up on these SOPs and will report any observations to Programme Coordinator and Team Leader.

1. SOPs for Training/Workshop and Exposure visit

1.1. Training/Workshop

1.1.1. Communication department of Indus For All Programme will develop a yearly training calendar giving tentative dates and titles of trainings based on yearly work plan (See proposed format as annexure I)

1.1.2. Communication department will be responsible to develop, maintain and distribute training plans for all trainings/workshop in the programme (See proposed format as Annexure II)

1.1.3. A training/workshop checklist must be prepared before every training event to ensure completion of all necessary requirements for the training (See proposed checklist as Annexure III)

1.1.4. Identification of and contact with resource person(s) for training/workshop event must be done at least two weeks before the training event

1.1.5. Share the participants list with the resource person

1.1.6. Nomination forms for the trainees must be sent along with Invitation letters to organisations, agencies and departments.

1.1.7. Audio-Visual recording of the event will be done for later use in the reporting on one hand and to maintain institutional memory on the other.

1.1.8. At least one official from the programme/field staff must remain present during the whole training/workshop event to ensure that all logistical and other necessary requirement are fulfilled

1.1.9. Pre-training and post training evaluation of all programme level trainings is a must

1.1.10. Post Training/Workshop report shall be submitted not later than one week after the completion of the training event

1.1.11. A training database must be maintained by Manager Environmental Education.

1.1.12. In case of ToTs, the level of onward replication of the training must be reported. Manager Monitoring & Evaluation will asses the level of replication of such ToTs and will share the observations with PMT

1.1.13. Capacity Building Framework of the Programme must be followed through before planning the trainings/workshops

1.2. Exposure Visits

1.2.1. A plan for national and international visits will be developed by the communication department based on yearly work plan.

1.2.2. All exposure visits must be in line with the longer Ecoregion objectives

1.2.3. Audio-Visual recording of the visit will be done for later use in the reports and to maintain institutional memory.

1.2.4. Only programme related staff and/or stakeholders can be the part of exposure visits

1.2.5. Capacity Building Framework of the Programme must be followed through in planning the exposure visits for Programme staff and communities

1.2.6. Post visit report along with feedback of the participants is a must (See proposed format as Annexure IV)

2. SOP for Social Mobilisation and NRM

2.1. Social Mobilisation

2.1.1. Field teams will take fundamental guidance from the Social Mobilisation Strategy of the Indus For All Programme.

2.1.2. Site Manager will ensure to collect all relevant data about the human habitations (towns, villages and hamlets) of their respective Sites. They will develop GIs Maps showing distribution of those dwellings with different data layers concerning households, land use patterns, livelihood patterns, location of social services such as villages, schools, hospitals/Basic Health Units *etc*

2.1.3. Site Managers will also document the list of local NGOs, Community-Based Organisations, village organisations and other traditional community institutions.

2.1.4. Site Manager, under the guidance from PMU, will develop inclusion/exclusion criteria for village selection for the programme

2.1.5. A draft list of potential villages will be developed keeping in mind the inclusion/exclusion criteria

2.1.6. Site Manager, under the guidance of PMT, will clearly identify the areas in which community and programme can support each other.

2.1.7. Site Manager will develop visit plan to proposed villages and will inform the community about an introductory meeting.

2.1.8. Hold meeting with the community, introduce programme and ask their feedback

2.1.9. Make necessary changes in the planning documents like inclusion/exclusion criteria, areas of cooperation

2.1.10. Ask community if they want to formally organise themselves and willing to sign an MoU with the programme

2.1.11. Organise the group and share MoU with the group leader

2.1.12. Get the MoU signed (Please refer SOP on Networking and Coordination

2.1.13. Social Mobilisation initiatives should focus on sustainable conservation

2.2. Natural Resource Management

2.2.1. NRM interventions should focus on preliminary natural resources (study reports can provide basic data)

2.2.2. Better/Sustainable NRM practices should be identified in participatory manner

2.2.3. NRM Practices must support improved livelihoods

2.2.4. Basic conservation imperatives must be safeguarded during NRM practices

2.2.5. Site Managers, under the guidance of NRM Coordinator, will develop a database about the kind, extent and distribution of Natural Resources in their respective sites.

2.2.6. Site Managers will also asses the levels of dependence of local communities on different natural resources

3. SOP for Communication & Awareness

Environmental Education, Communication and Awareness

Following components and or tools would be covered under this SOP.

- Development of Communication and Awareness Strategy
- Collection and documentation of traditional ecological knowledge
- Developing C&A action plan for the selected academia/research organisations
- Developing C&A action plan for the selected NGOs
- Developing C&A action plan for selected industries
- Exposure visits of media personal
- Community-exchange visits
- Development of Awareness material
- Development of annual C&A calendar based on annual Work Plan

3.1. Development of the Communication and Awareness Strategy

The C&A strategy will help in devising a well conceived environmental education and communication programme that ensures public awareness regarding the Indus Ecoregion and associated natural resource issues. It also aims to foster effective communication amongst stakeholders at Micro, Meso and Macro levels as exemplified by the Indus For All Programme. Important procedural guidelines include;

3.1.1. Field staff conduct meetings with site-level stakeholders to obtain the required information and feedback on C&A strategy;

3.1.2. A consultative workshop is organised based on the Conservation International's guidelines of developing communication strategies for conservation programmes;

3.1.3. Manager EE facilitates the workshop while the field staff would have a support role;

3.1.4. Manager EE develops the draft strategy by incorporating the workshop's findings, recommendations of the field-site meetings with stakeholders and comments from all concerned;

3.1.5. Graphic Designer develops a template for the strategy and get it printed followed by the suggestions and recommendations of the PMT/PMU team.

3.2. Information collection and documentation about Traditional Ecological Knowledge (TEK)

Documentation and dissemination of the Traditional Ecological Knowledge aims at promoting awareness about the time-tested and sustainable natural resource use practices adapted by the local communities in the Indus Ecoregion that led them to live in harmony with nature, procedures include;

3.2.1. Manager Environmental Education develops the ToRs for the outsource consultancy to collect and document information on the traditional ecological knowledge that prevails in the Indus Ecoregion;

3.2.2. A suitable expert from the WWF Network especially the South Asian region, supported by a local expert, will be involved, keeping in view the experience and exposure in exploring the indigenous knowledge;

3.2.3. The field staff must facilitate the expert's visits to local communities and other identified sources to collect the information on traditional ecological knowledge;

3.2.4. The expert develops a draft and invites comments and suggestions from all concerned (that may be mentioned in the consultant's ToRs); and

3.2.5. Graphic Designer develops a template and gets it printed after review by PMT team.

3.3. Developing C&A action plan for the selected academia/research organisations

Following procedures are recommended to foster scientific research on various themes related to the Indus Ecoregion by involving the students, researchers, scientific community, academia and research organisations at different levels:

3.3.1. Manager Environmental Education develops a concept paper in consultation with the Indus For All Programme's PMU team;

3.3.2. Meetings are held with the competent authorities of the academia/research organisations like Karachi University, Mehran University, University of Sindh and Shad Abdul Latif University Khairpur;

3.3.3. At least three-four institutions are selected for programme interventions;

3.3.4. Agreements must be signed with each of the selected institutions ensuring roles and commitment for research and awareness raising activities on the Indus Ecoregion;

3.3.5. Individual action plans are developed for each institution to carryout research and awareness raising activities;

3.3.6. Manager M&E along with the education and communication team ensures that the plans are being implemented and adhered with.

3.4. Developing C&A action plan for the selected NGOs

To enlist the support of NGOs in promoting environmental education and awareness regarding the Indus Ecoregion and associated natural resource issues, procedures include:

3.4.1. Manager EE develops a concept paper in consultation with the PMU team;

3.4.2. Meetings are held with the competent authorities of the prominent non governmental organisation (local, national or international) working in the area;

3.4.3. NGOs are selected for programme interventions;

3.4.4. Agreements must be signed with each of the selected NGOs ensuring roles and commitment for environmental education and awareness activities in the Indus Ecoregion;

3.4.5. Individual action plans are developed for each NGO to carryout environmental education and awareness activities;

3.4.6. Manager M&E along with the education and communication team ensures that the plans are being implemented and adhered with.

3.5. Developing C&A action plan for the selected Industries/corporate sector

To enlist the support of industries/corporate sector in promoting environmental education and awareness regarding the Indus Ecoregion and associated natural resource issues, procedures include:

3.5.1. Manager EE develops a concept paper in consultation with the PMU team;

3.5.2. Meetings held with the competent authorities of the industries/private sector operational in the Indus Ecoregion;

3.5.3. Three-four industries/corporate sectors are selected for programme interventions;

3.5.4. Agreements must be signed with each of the selected institution ensuring roles and commitment for environmental awareness raising activities in the Indus Ecoregion;

3.5.5. Individual actions are developed for each industry/corporate sector to carryout research and awareness raising activities;

3.5.6. Manager M&E checks level of implementation of plans and reports the observations to Programme Management Team.

3.6. Exposure visits of Media personnel

Purpose of organising these visits will be to highlight the issues related to Indus Ecoregion and associated Natural Resources in the media through sensitised media personnel; procedure includes;

3.6.1. A list of both print and electronic media channels is prepared for future interactions;

3.6.2. Journalists' nominations for the visits are got from the prominent media channels preferably operational in Sindh Province through letters to the competent authorities of those channels;

3.6.3. A visit plan is developed with expected outcomes and visit details;

3.6.4. The field teams facilitate the journalists' visit in their respective fields;

3.6.5. Field staff (Environmental Education Officers) prepare visit report with suitable photographic evidence and or video documentary;

3.6.6. The record of the articles or stories published or aired, as a result of the exposure visit is maintained.

3.7. Community-exchange visits

Purpose of organising these visits will be to enable the community learning from each others experiences and adapt good lessons learnt elsewhere at the Ecoregional, national or international levels, procedures include;

3.7.1. In consultation with Programme Sociologist, Manager EE develops an outline of the community exchange visits with objectives/expected outcomes, timetable, selection criteria of community members;

3.7.2. Field staff (Community Development Officer and Environmental Education Officers) conduct meetings with relevant CBOs and get nomination of the proposed participants;

3.7.3. The host office and community is informed about the visit and required arrangements;

3.7.4. Field staff (Community Development Officer and Environmental Education Officers) facilitate the visit;

3.7.5. Field staff (Community Development Officer and Environmental Education Officers) prepare visit report with suitable photographic evidence and or video documentary;

3.7.6. The record of the good practices adapted as a result of the exposure visit is maintained.

3.8. Development of awareness material

The promotional material will create understanding among various target audiences about the four objectives of the Indus For All Programme. Moreover, in order to make the programme more visible and to create favourable opinion among the people specially the local communities, the use of such material will be very handy in this regard. Procedures include:

3.8.1. Formatting Standards: Some of the publications need to be highly focused and directed to the specific target audience others demand more striking designs to stand out from the crowd and attract new readership. Eventually, it is the group of audience or the medium through which the audience is approached, while selecting the language, text and/or the overall design of the publication. However, all the publications have to be aligned with WWF brand such as the logo, colour and typefaces considering basic objectives and slogans of the organization at the time of developing the message/text for the publication.

3.8.2. Design and layout: The use of white space is an important element of the WWF "look and feel". When using images ensure that they are of high quality and relevant to the subject matter.

3.8.3. Size of the publication: The size of publication may vary depending upon the type of the publication and the target audience. However, referring to the size of advertisements, pamphlets and posters (which are expectedly to be the most printed form of publications for the programme) it must not exceed the size of A4 paper.

3.8.4. Placement of logo: The use of the WWF logo and slogan is mandatory on the back of the publications. It is also advisable to use the slogan (either the locked-up version or freestanding) on the front cover as well. The fixed place for the logo (should be given in a tab bleeding off the top if the background is dark) on the front side of the publication is on top left. The Programme logo should always come on the top right at the front side of the publication. RNE logo should be placed at bottom left of the page.

3.8.5. Placement of text: Be creative with the position and alignment of text and always use WWF's corporate typefaces *i.e*. Arial and Times (depending upon their size and nature of most of the publications, the point-size should be 10 pt. to 12 pt. for running text). Always ensure good visibility and contrast with its background while placing the text.

3.8.6. Back cover: The WWF logo plus slogan, mission statement, and details of how to contact us are WWF's sign-off on the back cover of any publication. Programme's vision, RNE logo will also be appropriately placed at the back cover. (see proposed format as annexure V)

3.8.7. Colour: Only one corporate colour group – one dominant plus its family of three extended colours – can be used per page or per spread in order to present a calm and harmonious look. To increase brand recognition, one of the dominant colours should also have a strong presence on the front cover of any publication.

4. SOP for Coordination & Networking

4.1. Signing MoUs/ToPs

4.1.1. Develop a list of potential departments, agencies and organisation at the provincial and national levels to sign MoUs/ToPs with.

4.1.2. Site Manager under the guidance of PMT will develop a list of potential departments, agencies and organisations of site and district level for signing MoUs/ToPs

4.1.3. Identify specific areas where programme and proposed departments, agencies and organisations can cooperate.

4.1.4. Send a letter to all proposed parties for preliminary meetings to introduce programme

4.1.5. Draft MoUs/ToPs on the basis of areas of cooperation identified during meetings (see proposed format as annexure VI)

4.1.6. Share the draft MoUs/ToPs with the identified departments/agencies and incorporate necessary changes

4.1.7. Ensure that draft MoUs/ToPs along with areas of cooperation, also mention effective period of the MoUs/ToPs, details of signing authorities and verification by at least one witness from each side

4.1.8. Get the MoUs/ToPs signed on Stamp paper of Rs 50 or above.

4.1.9. MoUs/ToPs may be translated into Urdu/Sindhi if required

4.1.10. Copies of the MoUs/ToPs must be shared with PMU and PMT

4.2. Site Coordination and Advisory Committees

4.2.1. Site Manager must maintain a database of stakeholders related to site. The database may include (Govt: departments, influential persons, organisations, agencies *etc*) on the basis of their stake in the site

4.2.2. Site Managers must conduct meetings with all stakeholders to share the idea of Coordination and Advisory committees.

4.2.3. Based on the database and meetings 10-20 most relevant stakeholders shall be selected to be the part of Site Coordination and advisory committees.

4.2.4. Develop draft ToRs for the committees to be shared in the first meeting

4.2.5. Hold meeting of the Coordination and Advisory Committees and share ToRs

4.2.6. Incorporate changes, if any in the ToRs on the basis of recommendations from the stakeholders

4.2.7. Ensure to take proper minutes of the first meeting and meetings to follow

4.2.8. Share minutes of the meeting with all present in the meeting and with PMU, PMT

4.2.9. Report Action Taken on the recommendations of coordination and advisory committees

5. SOP for Field Research and Reports

5.1. For Ecological Baseline Reports the following structure components are essential:

5.1.1. Overview: Describes background and purposes of the baseline reports. The aim is to provide a focused, accurate and analytical assessment of the 'health' of each element of natural resource stock / to document the characteristics and trends of baseline environment at each of the 4 sites. The aim is also to interpret trends and conditions against established standards and to identify policy objectives for the direction in which the natural capital stock is moving.

5.1.2. Scope of the Baseline: Describes and justifies agreement reached on the scope of the baseline. This clearly sets out the limits of the analysis. It explains how baseline information will be linked to other Indus For All Programme monitoring and baseline studies, including their techniques and methodologies.

5.1.3. Time Period Selection: Describes and justifies methods used to select the time period for the baseline, taking into account avoidance of distortions caused by seasonal effects, e.g.. It explains any limitations on information and study time. Periodicity of revisiting of baseline should be indicated.

5.1.4. Sample Selection: Describes and justifies methods of sampling (random, systematic, cluster, stratified, *etc*.)

5.1.5. Biological Resources:

5.1.5.1. Terrestrial and wildlife resources (Large mammals, Small mammals, Reptiles & amphibians, terrestrial & water birds)

5.1.5.2. Aquatic resources (Fresh & Marine fishes, Phyto & Zoo plantation)

5.1.5.3. Botanical Resources

5.1.5.3.1. Inventory of all terrestrial & aquatic vegetation
5.1.5.3.2. Phyto-sociological studies showing plan communities
5.1.5.3.3. Stocking rate & carrying capacities

5.1.5.4. Natural assimilative capacity and assimilative capacity enhancers

5.1.6. References: Includes citations and links to electronic and special data and written or personal communications cited in the text. Also an annotated bibliography.

5.1.7. Appendices: Include various technical reports, data sources, and photographs that were collected or developed for the study, including GIS data that would allow post-intervention analysis

5.1.8. Last page: A single paragraph on WWF / Indus For All Programme and WWF-Pakistan address

5.1.9. Surveys accompanying the Ecological Baseline Report must: Develop a strategy and schedule for field surveys (no. days allocated for each of the investigations). Conduct reviews of existing information to identify outstanding information gaps to be filled by field surveys. Plan contingency days for poor weather, unforeseen denied access, or other unexpected circumstances.

5.2. For Socio-Economic Baseline Reports the following structure components are essential:

5.2.1. Overview: Describes background and purpose of the report. The aim is to provide a baseline against which to ascertain site-specific livelihood and NRM impacts by socio-economic related programme areas (e.g., provision of water and sanitation, increasing incomes of fisher folk, PES schemes, *etc*.).

5.2.2. Scope of the Baseline: Describes and justifies agreement reached on the scope of the baseline. This clearly sets out the limits of the analysis. It explains how baseline information will be linked to other Indus For All Programme monitoring and baseline studies, including their techniques and methodologies.

5.2.3. Time Period Selection: Describes and justifies methods used to select the time period for the baseline considering avoidance of distortions caused by seasonal effects, e.g. It explains any limitations on information and study time. Periodicity of revisiting of baseline should be indicated.

5.2.4. Sample Selection: Describes and justifies methods of sampling (random, systematic, cluster, stratified, *etc*.)

5.2.5. Socio-economic variables: ToRs for the study will specify the kinds of data required for livelihoods baseline data collection

5.2.6. References: Includes citations and links to electronic and published data and written or personal communications cited in the text. Also an annotated bibliography.

5.2.7. Appendices: Include various technical reports, questionnaires, data sources, and photographs that were collected or developed for the study, including GIS data that would allow post-intervention analysis

5.2.8. Last page: A single paragraph on WWF and Indus For All Programme addresses

5.3. For Annual Wildlife and Habitat Inventory Reports the following structure components are essential:

5.3.1. Overview: Describes the background and purpose of the inventory, namely provision of key quantitative/qualitative parameters to be used by policy-makers and the public to assess conditions and trends and achievement of specific goals with regards to Wildlife and Habitat.

5.3.2. Note on Methodology and Techniques Used: This note would cover details and appropriateness of methodology and techniques used in the study.

5.3.3. Wildlife inventory (Mammals, Birds, Reptiles, Amphibians): The inventory should, given available resources and time, or applicability, cover the following:

5.3.3.1. Richness
5.3.3.2. Threat of extinction
5.3.3.3. Threat or extirpation
5.3.3.4. Endemic species
5.3.3.5. Endemic species threatened with extinction
5.3.3.6. Species risk index
5.3.3.7. Species with stable and increasing populations
5.3.3.8. Species with decreasing populations
5.3.3.9. Threatened species in protected areas
5.3.3.10. Endemic species in protected areas
5.3.3.11. Threatened species in *ex-situ* collections
5.3.3.12. Threatened species with valuable *ex-situ* populations
5.3.3.13. Species used by local residents

Community diversity would need to be examined as:

5.3.3.14. % of area dominated by non-domestic species
5.3.3.15. Rate of change from dominance of non-domesticated species to domesticated ones
5.3.3.16. % of area dominated by non-domestic species occurring in patches greater than 1k sq km
5.3.3.17. % of area in strictly protected status

Domesticated species diversity list may have:

5.3.3.18. Accessions of crops and livestock in *ex-situ* storage
5.3.3.19. Accessions of crops regenerated in the past decade
5.3.3.20. Crops (livestock) grown as a % of number 30 years before
5.3.3.21. Coefficient of kinship or parentage of crops.

5.3.4. Habitat Inventory: This should list current extent (sq km) and % lost for the following categories: forest, grassland, desert/scrub, wetlands/marsh, mangroves. It needs also to classify by protection status: national vs.

International system. Under the former heading, by total area ('000 hectares), % of land area protected, IUCN Categories I-V should be covered; while under the international heading, the following classifications should be used: biosphere reserves, wetlands of international importance, marine and coastal protected areas.

5.3.5. **Annexure / Last page:** Glossary of terms & technical notes to tables are essential / blurb on Indus For All Programme and WWF-Pakistan

5.3.6. **Surveys accompanying the Inventory Report must:** Estimation of the extent of current and past habitats/wildlife relies also on field investigations, interviews and personal communications. Records are required and may be annexed in the study.

5.4. For Environmental Baseline Assessment

Environmental Baselines should have but will not be limited to following structure components:

The reporting format for each Questionnaire Section should be:

5.4.1. **Introduction:** Current / past circumstance, hypothesis and questions posed.

5.4.2. **Background**

5.4.3. **Biological Resources**

5.4.4. **Discussion:** Based on numbered tables on percentage distribution of selected attitudes (break up by gender, *etc*.), inter-village or city variation, predicators of variability in attitudes, suggested trends, correlations between dependent variables from the questionnaire and selected independent variables.

5.4.5. **Conclusion and Recommendations:** What the results indicate. What causal factors can the results be attributed to, cautions on use of information, applicability of information, suggested actions / interventions. Must recommend when the particular question should be asked again from respondents, if different from the overall repetition of the questionnaire in the project lifetime.

5.4.6. **Annexure(s), Maps**

5.5. For Valuation Studies the following structure components are essential:

5.5.1. **Site specific model development**

This includes:

- A literature review of valuation methodologies with a particular focus on the work done elsewhere in the country

- Justification of models based on theoretical applicability (applicability, procedure, validity, reference) and applicability to the Indus For All Programme site(s);
- Conducting feasibility visits and interviews with WWF field managers
- Possible pre-testing of questionnaire and model; and,
- Draft structure of the model including some discussion of its theoretic antecedents and usage in developing countries.

5.5.2. Questionnaire Testing and Survey Team Training

This includes:

- Consultations with academics and field practitioners;
- Obtaining formal feedback from government line departments, communities and other stakeholders;
- Design and translation of questionnaire and pre-testing, and
- Training of enumerators from all sites as well as of any students involved.

5.5.3. Field Study and Analysis / Policy Analysis of Data

This would cover:

- Entering of data
- Analysis of data using software such as SPSS (facilitates graphical representation)
- Rupee value generated (typically per unit)
- Discussion of willingness to pay value and its significance for policy makers, national income accountants, communities, and other stakeholders

5.6. For the Poverty-Environment Handbook the following structure is proposed:

5.6.1. Poverty and Environment: A Handbook for Local Government

5.6.1.1. **Preface:** not automatic that livelihoods improvement would support the achievement of NR goals in Pakistan. PE-linkages need to be understood by local government officials and planners. Either way, understanding the linkages is key.

5.6.1.2. **Acknowledgements**: RNE, team, reviewers, no one to bear responsibility for errors in the final product,

5.6.1.3. **Abbreviations**

5.6.1.4. **Text Boxes**

5.6.1.5. **Introduction**

5.6.1.6. **Indus Eco-region Trends** (obtained from ecological and socio-economic baselines)

5.6.1.7. **Poverty and Environment Linkages**

5.6.1.8. **Differing Perspectives** (stark caricatures of community's poverty perspective vs. government's development perspective vs. conservationists' NR perspective)

5.6.1.9. **NRM based on Livelihoods Improvement** (origins, principles, national standards, experience with Integrated Conservation and Livelihood Development Plans abroad, need for indicators)

5.6.1.10. **Physical and economic linkages** (no simple pattern of linkage, processes generating environmental degradation are often dominated by declining real income, population pressure, or other compounding factors including: government policies and practices, property rights, illiteracy, nature of public and social institutions, carrying capacity of resource base, resource distribution between poor and non-poor, established resource use practices and laws of the land. Could divide into sections on Population Effects, Income Effects, Indirect Effects)

5.6.1.11. **Legal and Policy Linkages**: (government plans, legal context, important institutions in the legal context land tenure, awareness, *etc*.)

5.6.1.12. **Cross-cutting issues** (assessment as a key tool for policy makers in development and review of poverty strategies such as PRSP, MTDF, large scale projects, availability of DSS)

5.6.1.13. **Appendices**
Case-Specific Modules from each of the 4 Programme sites

5.7. Formats for Field Studies and Research Reports:

5.7.1. General format for all field studies and research reports as under:

5.7.1.1. Introduction to the objectives of the study:
5.7.1.2. A brief about the study area
5.7.1.3. Ecological or Socio-economic descriptions (ecological example given)
5.7.1.3.1. Species (diversity and abundance)
5.7.1.3.2. Habitat (improvement, regeneration, extension)
5.7.1.3.3. Threats (species and habitats)
5.7.1.4. A brief about the problem

5.7.2. Literature Review

a. Review secondary data; *i.e*. Government line departments, WWF International network, Universities other institutions and NGOs about the specific study in the project.

5.7.3. Survey methodology

b. Describe procedures and techniques
c. Instrumentations
d. Special precautions

5.7.4. Provide a checklist of potential species found / socio-economic trends in the area from secondary data keeping

5.7.4.1. Historical records
5.7.4.2. Anecdotal evidences

The following only applies to ecological studies

5.7.4.3. Provide an inventory of the species present in the area based on the field observations:

- Diversity
- Abundance
- Coordinates (if any)
- Associated habitat description and activities
- Taxonomical classification
- Daily recording sheets

5.7.4.4. Description of habitat parameters:

- Species list
- Communities
- Elevation
- Range
- Extent
- Broad ecological zones
- Forest type
- Aspect and slope

Common to Socio-Economic Studies…

- Provide accurate references of the primary and secondary data at the end of document which are mentioned in the text
- Analyse the primary and secondary data;
- Compile the primary data with secondary data and give a brief description of any major variations
- Provide sk*etc*hes, photographs and (gis) maps in the report

6. SOP for Outsourcing

6.1. For every activity/task to be outsourced, detailed Terms of Reference (ToRs) must be prepared either by any of the coordinators or any staff member assigned by the coordinators. The detailed ToRs must contain at the minimum:

- Brief Introduction about the Indus For All Programme, its objectives and four sites.
- Brief rationale/context of the activity/task to be outsourced
- General responsibilities of the consultant
- Specific responsibilities of the consultant
- Detailed schedule of deliverables indicating dates of delivery, reimbursement(s), parameters that will be used to assess the quality of the delivery process and/or output.
- The programme support (to be extended to the consultant)
- Clear description of obligations like tax deductions, mode of payment *etc*

6.2. A draft version of the detailed ToRs will be shared with the Team Leader and any other concerned staff members.

6.3. A meeting of the Team Leader and relevant staff members, especially the Coordinator Finance and Administration will be held that will aim to:

- Incorporate feedback on the detailed ToRs
- Shortlist individuals/institutions that may be able to meet the requirements listed in the ToRs
- Identify the parameters for the ‘Expression of Interest’ that has to be fulfilled by every short listed individual/institution.

6.4. The relevant person will incorporate feedback from the meeting and finalise the ToRs. The ToRs will be considered complete once they have been signed by the Team Leader.

6.5. The relevant person will draft a cover letter indicating parameters for the ‘Expression of Interest’ and enclose the detailed ToRs to be sent to each short listed individual/institution. A written ‘Expression of Interest’ is mandatory.

6.6. Within one week of the deadline for receiving Expression of Interest documents, the Team Leader will hold a meeting with any staff members he/she deems necessary to select the consultants.

6.7. The Coordinator Finance and Administration will develop the contract for the consultancy with input from the Team Leader and/or any of the coordinators and ensure the contract is signed by both parties within two weeks of developing the contract. The Team Leader, Indus For All Programme or a person delegated by him/her will sign the contract. Discussing the steps to take in case of non-compliance/delayed work is a must for the contract document

6.8. Program Coordinator along with Manager M&E will conduct regular review of the progress over the outsourced work

6.9. Programme Coordinator along with Coordinator NRM will be responsible for providing all technical, logistic, financial and mobilisation support to the consultant for smooth undertaking of assignment as per ToRs.

6.10. Programme coordinator will recommend for the final payment to the consultant upon successful completion of the assignment.

6.11. A general template of ToRs is attached as annexure VII)

7. SOP for Internal Planning and Monitoring

7.1. Internal Planning

7.1.1. Site level

7.1.1.1. Site-based monthly work plans in line with annual work plan, must be developed by Site Managers and should reach the offices of Program Coordinator and NRM Coordinator not latter than 1st of every month

7.1.1.2. Site teams are required to plan their activities in line with the site-based work plans

7.1.1.3. Every Site Manager will conduct performance review meetings at the end of every month to asses the level of achievement and failure against the planned activities

7.1.1.4. Individual monthly performance reports (Please See propose format of monthly performance report as annexure VIII) are a must on the completion of every month.

7.1.2. PMU level

7.1.2.1. Team Leader along with all teams from sites and PMU will conduct one quarterly management review and one annual management review of programme in a year focussing on achievements, challenges, lessons learned future strategies *etc*

7.1.2.2. Every Manager at PMU has to develop monthly work plan in line with the annual work plan

7.1.2.3. At the end of every work plan period a performance assessment sheet (Please see the proposed format as annexure IX) should be filled in and submitted to the supervisor. The performance sheet will present action taken on work plan.

7.2. Internal Monitoring

7.2.1. Manager Monitoring & Evaluation will be responsible for internal monitoring of programme activities and will report the findings to the Team Leader through Programme Coordinator and NRM Coordinator

7.2.2. The Indus for All Program has developed Monitoring Protocols for the Programme. These Protocols must be followed through in conducting the internal as well as external M&E activities

7.2.3. Manager Monitoring and Evaluation will conduct field visits as per work plans approved by the Programme Coordinator

7.2.4. Internal Monitoring activities in Indus for All Program must be participatory in approach

7.2.5. Coordinator Finance & Admin and Manager M&E may form a team while visiting the field to cover audit and quality assurance in addition to internal Monitoring

7.2.6. Every monitoring visit will result into a monitoring report shard with Programme Management Team for onward dissemination

7.2.7. One of the ToRs of Site Managers must include facilitation to Manager M&E at PMU

7.2.8. Manager Monitoring & Evaluation will present ‘monitoring review’ of the programme in every quarterly management review.

8. SoP for Report Writing

8.1. Report Writing Procedures and Reasons for Procedures

These procedures are applicable to all reports, whether published, printed or desk-top under Indus For All Programme. Specific procedures are required as they ensure that documents:

- Are uniform and easy to read;
- Accurate in terms of organisational standards such as use of logos & messages
- Contain a minimum of errors as reduced through consistency;
- Are characterized by completeness; and,
- Contain greater accuracy.

8.2. Report Writing Process Flow

The PMU will provide guidance in each circumstance as to why the report is necessary; who is responsible for writing the report; what information must be reported; and, who should receive originals or copies of the report.

8.3. Examples of Indus For All Programme reports

Reports which this SoP applies to may include the following, among others:

- Annual, bi-annual, quarterly and other ad hoc reports to donors
- Case Studies
- Baseline reports
- Survey reports
- Inventory reports
- Technical Studies
- Handbooks / Manuals
- Field Studies
- M&E reports
- Progress Reports

8.4. Readers of Reports

One reason for clear, legible reports is that they may be read by your supervisor besides Indus For All Programme stakeholders including government, private sector, academia, non-governmental organizations and civil society organisations.

8.5. Basic Report Writing Format

All technical studies / reports follow a format which, in general, contains the following sections:

8.5.1. Title: Choose a title that briefly but fully describes what is in the paper. Things to consider include: topic, type of study, any special conditions or restrictions on the study. An ideal title should not contain more than 12 words

8.5.2. Executive Summary: A brief statement, usually of 200 words, presenting the major points and conclusions of the study. Abstracts are ideally written after completion of the main report so that the results and conclusions are incorporated.

8.5.3. Introduction: This should explain the subject matter of the study / report, its nature and importance, where it fits into the state of scientific knowledge at the time, and how it contributes to that understanding. In most of the cases, this section also includes brief description of study area and objectives of the study.

8.5.4. Materials and Methods of the Study: Description of all the techniques, methods, experiments, equipment used in sufficient detail to permit someone else to replicate the experiment or study.

8.5.5. Results: Description of the outcome of the study, analysis of what was learned in the process. This may include narrative descriptions, data tables, graphs, charts, *etc*. Presentation of results should be factual and dispassionate, without too much interpretation.

8.5.6. Discussion: Discussion of the results of the research, how it fits with other related research, and implications for future research. That is, an explanation should be provided of what the data signifies, how it fits together, and how interpretations logically follow the data. Context-setting in the discipline and the field should be undertaken. Comparison with results of past studies is needed, whether you agree with their findings, what new contribution is made by your study. Personal comments and insights should be shared, and each should be well supported.

8.5.7. Conclusions: Brief discussion of the most important conclusions of the paper, ensure that this section is self sufficient and internally consistent with the Abstract (often these are the only two sections read by a majority of people).

8.5.8. Bibliography / Literature Cited: The former approach lists literature pertinent to the topic while the latter only lists papers directly referenced in the text. An example of referencing is as below:

1. Bockstael, Nancy E., Strand, Ivar E. and W. Michael Hanemann. 1987. “Time and the Recreational Demand Model” in American Journal of Agricultural

Economics, Vol. 69, No. 2 (May 1987), reproduced in Environmental Economics: A Reader, eds. Markandya A. and J. Richardson, St. Martin's Press 1992, New York.

2. Flegg A.T. 1976. "Methodological Problems in Estimating Recreational Demand Functions and Evaluating Recreational Benefits" in Regional Studies, Vol. 10, pp. 353-362, Pergamon Press, U.K.

3. Freeman A. Myrick. 1993. "The Measurement of Environmental and Resource Values: Theory and Methods" Resources for the Future, Washington, D.C.

4. Smith, V.K. 1991. "Household Production Functions and Environmental Benefit Estimation", chapter 3 in Measuring the Demand for Environmental Quality, edited by J. Braden and C. Kolstad, North-Holland, pp. 41-76.

5. Varian, Hal R. 1996 "Intermediate Microeconomics: A Modern Approach", 4th ed., chapter 17 "Technology", W.W. Norton.

Note that the bibliography / literature cited section should be alphabetically listed (as per 1-5 above); author's Sir Name first, followed by first name and initials (as in 5 above) or, if co-authored then the name first and Sir Name second for the second/last author (as in 1 above); the sequence should be: author(s)' name(s), year, name of publication (using upper case lettering and inverted commas), publisher, city/country where published (Volume and page numbers must be listed when a journal is cited as per 2 above; when the paper appeared as a chapter(s) in a book, reference must be made to the chapter number and the title of the book). If there is no date, this must be placed in parentheses as "(no date)" or "(n.d.)" with some explanatory text such as "the brief profile consists of information from secondary data. As the Report quotes the draft Census 2005-2006 one can presume it was put together in 2006" – borrowed from "Shirkat Gah. March 2007. "WWF – Indus For All Programme: Report of the Socio-Economic Assessment".

8.6. List the following accordingly:

i. List of Acronyms and Abbreviations
ii. List of Vernacular Terms
iii. List of Tables and Figures
iv. List of Boxes
v. List of Annexure

- See the attached formatting guidelines for writing reports (attached)
- Write an "Executive Summary" and the "Acknowledgements" at the start of the report
- Write "Table of Contents" in a very formal manner
- Please place Headers and Footers according to the attached guidelines

- Please print both sides of the page according to the attached guidelines
- Use A-4 page, font Arial size 11 for text and 10 for tables, headers and footers. Margins left 20 mm, right 20 mm, top 20 mm and bottom 15 mm with gutter 5 mm.

8.7. General Writing Guidelines

- **Style:** clear, neutral, factual, accessible (no elaborate words / conjugations, no run-on sentences)
- **Consistency:** numbers, distances, weights, other measures, internal consistency
- **Local words:** do not use these (not the same as local names)
- **Articles:** refer to WWF's standard interview written test (the Jan-07 one was designed to filter out "the", "an", "a" used when translating from Urdu)
- **Brevity:** Focused and short sentences and paragraphs
- **Internally Share:** Re-read the document and have it re-read by colleagues
- **Captions:** Photographs, Maps, Boxes, other inserts
- **Citations / Footnotes:** These should be avoided for the annual report as they may be distracting. If they are essential, then use authoritative and up to date sources that must be listed in a separate annex. Avoid using website URLs as citations at all costs (not informative at all, they do not allow the reader to assess author's name, name of publication, date, other means of finding and reading the document).

8.8. Formatting Guidelines for Documentation:

8.8.1. Fonts:

Font's type: Arial
Font's size: Chapter heading 14 bold, heading 12 bold, text 12 justify

8.8.2. Page set up:

Margins: Top 20 mm, Bottom 15 mm, Left 20 mm, Right 20 mm
Paper: A 4 (210 X 297 mm), Header 1 cm, Footer 1 cm
Section direction (left to right)
Line space: Single

8.8.3. Language

English-UK

8.8.4. Tables

First Column: Align centre
Top row: Align centre (Shade: grey 10%)
Rest of Columns and Rows: Align Centre left
Last Row: Merge all columns and give grey 5% shade)

Font size for text: Arial 10

8.8.5. Header and Footer:

Header: Indus for All Programme-WWF – Pakistan (Arial 10 bolt italic Centre)
Footer: Exact title of the report (Font size: Arial Narrow 10 bold and Align left)

8.8.6. Page Number

Put the page number on the right bottom of the page (Page x of y) (Font size: Arial Narrow 10 bold)

8.8.7. Cover Pages

Front Cover Page: (Please see the attached template)

Logo Placement (WWF top left corner, IFAP top right corner)

Title of report: Centre of the page (place according to the text and photos on cover page)

Bottom centre of the page: Indus for All Programme, World Wide Fund for Nature Pakistan (WWF – P)

RNE logo will be used on selected reports or documents only don't use RNE logo without prior consent of the programme management.

Rear Cover Page: Always use the Standard One (Please see the attached template)

8.8.8. Bullets:

Prefer to use the following bullet (for uniformity in all documents):

…………..

- **…….**
- **…….**

8.8.9. Use of Photographs

Use good quality photographs;
Always put proper captions of the photographs
To adjust properly always drag photograph from any corner pointer don't drag from the middle pointers

8.8.10. Document Path

Always insert the document path at the end of the document (Font: Arial 10 bolt italic and align right)

Save as: F:\Communicaitons and Awareness\Formatting guidelines.doc

8.8.11. Printing

Use back-to-back print option for pages more than one

Note: Please ask the IT person to set the defaults in your computers according to the mentioned specifications

9. SOP for Annual Progress Reporting

This policy is recommended to ensure the proper and timely submission of Annual Reports of the Programme to our donors, the Royal Netherlands Embassy (RNE). It applies to Annual Work Plans, commencing with the reporting period of Apr 2007 – Dec 2007.

9.1. Format for Annual Progress Reporting:

All Annual Reports must conform to the following format:

1. Use A-4 page, font Arial size 11 for text, and 10 for tables, headers and footers. Margins left 20mm, right 20mm, top 20mm, and bottom 15 mm with a gutter 5mm. (fonts may be smaller still for the Work Plan table itself, see definition of "Work Plan" below)
2. Print on one side only
3. Use single weight of paper (to agree)
4. Pictures must carry brief descriptions (captions)

9.2. Structure for Annual Progress Reporting:

All Annual Progress Reports must conform to the following format (excepting the "Inception Report" section included for the 1st annual report format only):

9.2.1. Cover: Logos: RNE (left bottom), WWF (top left), Indus For All Programme (top right)
9.2.2. Title: Annual Work Plan: April 2007 – December 2007 (e.g.)

9.2.3. Page 1: (overleaf from cover)
- 9.2.3.1. Name of Project
- 9.2.3.2. Activity Number
- 9.2.3.3. The Other Party:
- 9.2.3.4. WWF-Pakistan address

9.2.4. Page 2 onwards:
- 9.2.4.1. Contents
- 9.2.4.2. Cover Sheet for Annual Work Plan
- 9.2.4.3. List of Acronyms (alphabetic, only those used in the report)
- 9.2.4.4. Subsequent annual reports (yr 1 onwards) will have a brief overview of the earlier annual report.
- 9.2.4.5. List of potential case studies identified from the 1st year of implementation
- 9.2.4.6. Explanatory Notes (bolded activity code; brief, uncontroversial note mainly on completion status)
- 9.2.4.7. Annual Work Plan: April 2007 – December 2007

9.2.5. Annexure: A: Financial Statements - April 2007 – December 2007 ((i) annual budget (restricted document to be included in RNE's copy of the annual report only); (ii) budget control statement and inventory, (iii) liquidity planning; (iv) re-profiling summary (if needed); (v) funds reconciliation statement; (vi) liquidity needs details)

9.3. Inception Report – July 2006 – March 2007

9.3.1. Structure:

- introduction
- purpose of inception report
- Indus For All Programme (goal, purpose, objectives, key achievements, site selection criteria, other initiatives)
- WWF approach
- Programme Management (Karachi office, Field Implementation Unit (FIU)s, committees, M&E, financial management)
- Role of stakeholders and Partners (this should be structured around Celine Beaulieu's slide on donor's assessment of WWF's strengths and weaknesses. GAA should closely review this a draft of this section in particular of our annual report)
- Table listing Inception Phase requirements in RNE letter & completion status
- Outcome and Follow-up of Risk Assessment Exercise
- Plan of Operation

9.3.2. Last page: A single paragraph on WWF / Indus For All Programme and WWF-Pakistan address

9.4. Writing Guidelines for Annual Progress Reporting:

9.4.1. Tone: dispassionate, neutral, confident (no ambiguous comments or ones suggesting we are in any doubt)

9.4.2. Style: clear, neutral, factual, accessible (no elaborate words / conjugations, no run-on sentences)

9.4.3. Consistency: numbers, distances, weights, other measures, internal consistency

9.4.4. Local words: do not use these (not the same as local names)

9.4.5. Articles: refer to WWF's standard interview written test (the Jan-07 one was designed to filter out "the", "an", "a" used when transliterating from Urdu)

9.4.6. Focused and short sentences and paragraphs

9.4.7. Re-read the document and have it re-read by colleagues

9.4.8. Photographs, Maps, Boxes, other inserts: All must have captions

9.4.9. Citations / Footnotes: these should be avoided for the annual report as they may be distracting. If they are essential, then use authoritative and up to date sources that must be listed in a separate annex. Avoid using website URLs as citations at all costs (not informative at all, they do not allow the reader to assess author's name, name of publication, date, other means of finding and reading the document).

9.5. Standard Operating Procedure and Process Flow for Annual Progress Reporting (RNE)

9.5.1. Purpose

The purpose of this SoP is to standardise the process flow of Annual Progress Reporting to the RNE for the Indus For All Programme of WWF-Pakistan.

9.5.2. Procedure

9.5.2.1. The Inception Report (for the period 1 July 2006 – 31 March 2007) and its accompanying Financial Report due date is 31.5.07

9.5.2.2. Owing to OBS all invoices will need to be justified through attached copies of deliverables even for activities with fairly intangible outputs

9.5.2.3. Annual audit report due date is 31 March of each year

9.5.2.4. ToRs of Graphic Designer prepared and a suitable person identified

9.5.2.5. Annual Work Plan (annualized version of the "Tentative Activity Plan for Five Years") is drafted, shared with colleagues for inputs, and finalized

9.5.2.6. Internal consensus obtained for structure and format of the annual report. This includes agreement on length, contents, design and layout, logos, page and paper specifications.

9.5.2.7. Graphic Designer completes a first draft layout of the report. The Annual Work Plan table is also prepared by the designer and is included in the draft layout.

9.5.2.8. Authors for selected sections of the Annual Progress Report are identified. The authors will be selected based on the "Lead Support" column of the Annual Work Plan corresponding to each "Objective / Sub-Objective / Activity / Task".

9.5.2.9. With reference to Field Activities and NRM components, and based on monthly field reports, Annual Work Plan draft will be reviewed and explanatory notes (re)drafted at regular intervals (every 3 months

9.5.2.10. With reference to Financial Statements, the following tables would need to be appended to the report:

- Annual Budget (restricted document to be included in RNE's copy of the annual report only)
- Budget Control Statement and Inventory
- Liquidity Planning
- Re-profiling Summary (if needed)
- Funds Reconciliation Statement

- Liquidity Needs Statement

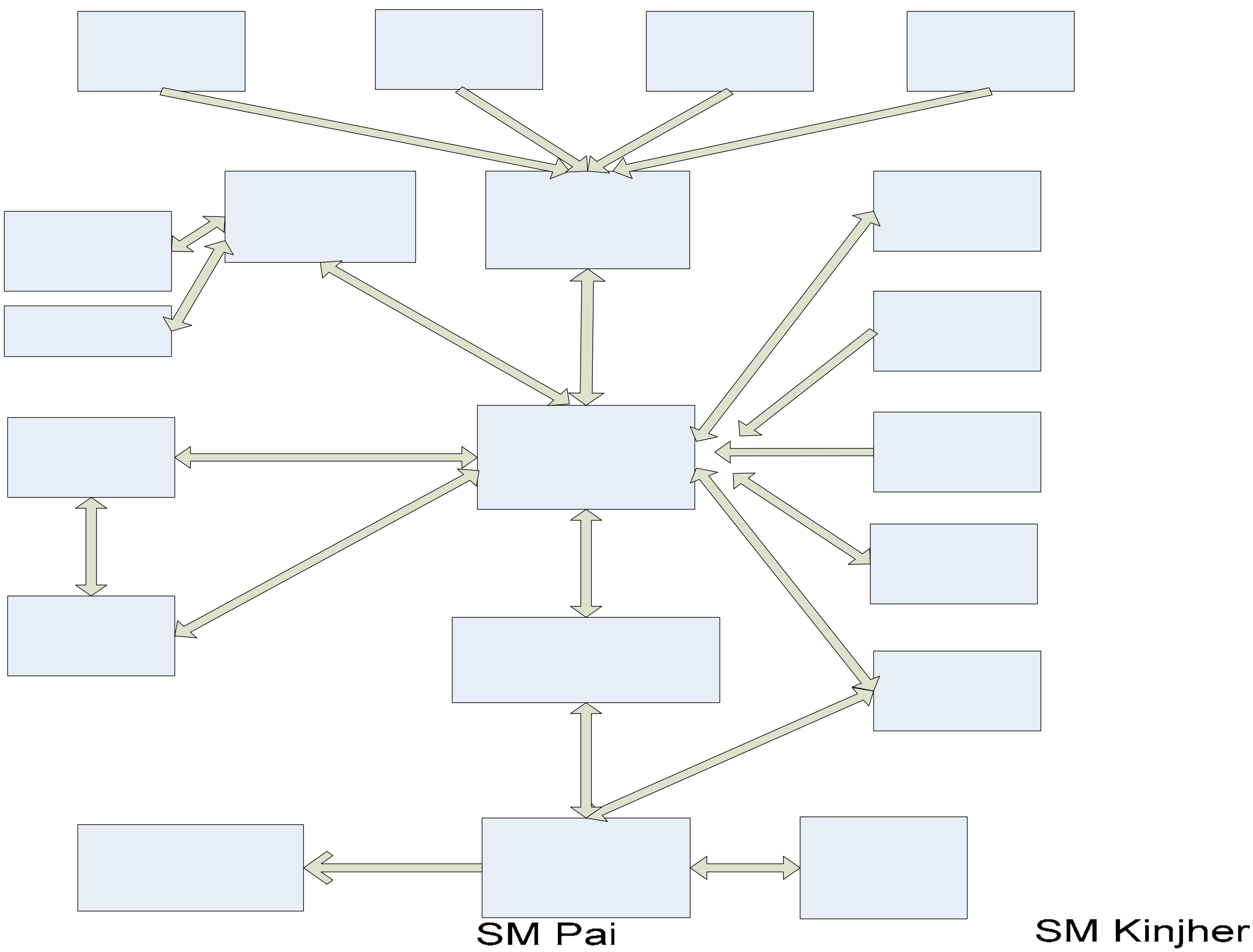
These should be drafted continuously and feedback obtained throughout

9.5.2.11. The various parts of the document will be consolidated and edited by Programme Economist. The document will be reviewed by Manager M&E, Manager Policy and Programme Development and Programme Coordinator. It will then be reviewed and approved by Team Leader.

9.5.2.12. A covering letter / e-mail will be drafted by Programme Coordinator and signed by the Team Leader to accompany the hard / soft copies being sent

9.5.2.13. Feedback from the donor should be sought and obtained in written form within a period of 1-2 months after submission. The donor's feedback should be immediately sent to Team Leader for action on risk management.

Chart I: Process Flow of Annual Reporting



Annexure I
Proposed format for Yearly Training Calendar

Training Title	Major Contents	Target Participants	Venue	Date(s)

Annexure II
Training Plan (Proposed Template)

Title:
Expected Outcomes:
Curriculum:
Proposed Participants:
Proposed Trainers/Institutions
Venue
Date(s)
Budget
Session/Module
Prepared by:
Approved by:

Annexure III
Proposed Training Checklist

World Wide Fund for Nature-Pakistan (WWF-P)
Indus for All Programme
Checklist for Training/Workshop

Title of the Event:			
Nature:	Fresh Course	Refresher	Other__________
Facilitator(s):			
Venue:			
Date:			

Activity/Item	Responsibility	Status	
Training Plan Prepared/followed-through		Yes	No
Training Contents Prepared		Yes	No
List of proposed facilitator(s) shared with Supervisor		Yes	No
Letter asking EOIs along with ToRs sent to potential facilitator(s)		Yes	No
Facilitator(s) finalised and contract signed		Yes	No
Training contents shared and agreed with facilitator		Yes	No
Training handouts ready, approved, printed and photocopied		Yes	No
Responsibilities for registration and logistical support allocated		Yes	No
List of participants prepared		Yes	No
Invitation sent to participants along with nomination forms		Yes	No
Signed nominations received and confirmed through phone/fax/email *etc*		Yes	No
Venue arranged/booked		Yes	No
Banner(s) printed/painted or received		Yes	No
Required stationary purchased		Yes	No
Seating arrangement done as per session plan		Yes	No
Pre-training and Post-Training evaluation forms ready, printed and photocopied		Yes	No
Training attendance sheet/registration form ready		Yes	No
Projector and or Multimedia, if required, are ready and tested		Yes	No
Transparencies and presentations prepared/received and checked		Yes	No
Travel, boarding and lodging arrangements finalised and informed to all participants		Yes	No
Training database updated		Yes	No
Post Training Report PTR is ready and shared with supervisor		Yes	No
Separate file for the subjected training is maintained and regularly updated		Yes	No

Date: ________________________________ Prepared by: __________________

Annexure IV
Post- Exposure Visit Report (Format for Participant)

Exposure Visit Report	***Date:***
From:	**To:**
Title: Post-Visit Report of Exposure visit to………………………… Dated: ………………. to ………………………………………	
Purpose:	
Introduction	
Observations/Proceedings	
Conclusions	
Follow-up Actions	

Annexure V
Proposed Template for back cover of publications

Indus For All Programme

Vision

Mankind coexisting with nature, in complete harmony, a network of interlinked wetlands where Dolphins adn 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.

Indus For All Programme WWF Pakistan

Project Management Unit (PMU)
House 704, Fortune Centre
Block-6, P.E.C.H.S, Shahra-e-Faisal, Karachi
Tel: ++ 92 21 4544791-92
Fax: ++ 92 21 4544790

Indus For All Programme, WWF P,
Field Implementation Unit (PIU)
Chotiari Reservoir

Bungalow # 129/2, Housing Society,
Near Government Boys High School,
Nawabshah Road, District Sanghar, Sindh
Tel: 0235 542837, Fax: 0235 542791

Indus For All Programme, WWF P,
Field Implementation Unit (PIU)
Keti Bunder

Keti Bunder Town, P.O. Keti Bunder via
P.O. Mirpur Sakro, District Thatta, Sindh
Ph: 0298607685

Indus For All Programme, WWF P,
Field Implementation Unit (PIU)
Keenjhar Lake

House # B/112, Hashimabad Society Makli,
District Thatta Sindh.
Tel: 0298 772318, 772319, 610426.

Indus For All Programme, WWF P,
Field Implementation Unit (PIU)
Pai Forest,

Banglow # A-3 M.U.C.E.T Employees Cooperative
Housing Society, District Nawabshah, Sindh
Tel: 0244- 366364, Fax : 0244-282496

When you're conserving a river, you are conserving a life.
Kevin Coyle, American Rivers

Annexure VI
Proposed Template for MoU

World Wide for Nature Pakistan (WWF-P)
Indus for All Program (Indus For All Programme)

Name the Field Implementation Unit (FIU) also if the MoU relates only to it

Memorandum of Understanding (MoU)

Between

Indus for All Program
Name the Field Implementation Unit (FIU) (if required)

And…..

Core partner(s)…
(Please mention exact names/Titles)

1. **Subject:** Title of MoU (for Example MOU between Indus For All Programme and XYZ CBO for ABC)

2. **Purpose:** This paragraph defines, in as few words as possible, the purpose of the memorandum of understanding and outlines the terms of the contract

3. **Problem:** Present a clear, concise statement of the problem, to include a brief background

4. **Scope:** Add a succinct statement specifying the area or usefulness of the MOU

5. **Main Understandings:** List the understandings, agreements, support and resource needs, and responsibilities of and between each of the parties or agencies involved in the MOU

6. **Effective Period:** (for example 1st June 2007 to 31st May 2012)

7. **Termination:** (Specify the conditions/state when MoU becomes ineffective (due to either a major non-compliance by any of the partners or their justified conditions of performance) Include a clause letting WWF to assess the effectiveness of MoU through participatory monitoring

Date **Signatures** ____________________
____

Witnesses ____________________
____

Annexure VII
Proposed Template for ToRs (Outsourcing)

1. Rational for consultancy
2. Indus For All Programme (Programme Introduction, Main Objectives, Programme Sites)
3. Project Sites for Priority Interventions
4. Key outputs (Specific as well as general responsibilities)
5. Required Qualifications & Skills
6. Proposed work-plan
8. Procedural guidelines

   a. In accordance with the rules and regulations of WWF, a detailed work-plan including financial proposal, terms of reference of all human resource/experts, logistics and equipment will be submitted to the Programme Management Team on Indus for All Programme with 10 days of signing the contract;
   b. All reports, reference material collected for this assignment and publications including photographs shall be the property of the Indus for All Programme;
   c. Indus for All Programme will provide on request necessary field equipment for carrying out research work in the field;
   d. Penalties will be levied to the consultant in case of non-compliance of the contractual conditions and specifically reporting deadlines as mentioned above.
   e. Any other guidelines

Approval:

The document titled 'Terms of Reference (ToRs) for ……………………………………; is:

Prepared and proposed by:

____
(Name the Designation)

Checked by:

____
(Name the Designation)

Approved for contract issuance:

____
Team Leader – Indus for All Programme

WWF for a living planet

Indus FOREVER

Annexure VIII
Proposed Format for the Monthly Individual Performance Report

Individual Performance Report	
Reporting Period	
Name & Designation of Official	
Reporting Date	
Reported to	
CCs to	

Green-flagged Items (Highlights of the period in bulleted form)

Progress on Planned activities: (activities conducted against the approved work plan)

Bottlenecks: (Any hindrances and/or obstacles)

Additional activities: (Activities in addition to what was planned during the work planning)

Especial Achievement: (Most especial achievement during the reported period. Please mention one activity)

Red-flagged Items: (Things which were planned to be completed in the reported period but remained incomplete)

Annexure IX
Proposed Format for Performance Assessment

World Wide Fund for Nature Pakistan
Indus For All Programme
Monthly Performance Proforma

Name of official

Designation

Reporting Period

Core output/Activity Code	Successfully Completed activity	Performed in							
		1	2	3	4	…… to …..	29	30	31

Core output/Activity Code	Activity Remained incomplete	Reason of failure	Proposed strategy & things required to complete

Signatures of official: ---------------------------

Received by: ----------------------------

Vision

Mankind coexisting with nature, in complete harmony, a network of interlinked wetlands where Dolphins adn 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.

Indus For All Programme
WWF Pakistan
Project Management Unit (PMU)
House 704, Fortune Centre
Block-6, P.E.C.H.S, Shahra-e-Faisal,
Karachi
Tel: ++ 92 21 4544791-92
Fax: ++ 92 21 4544790

Indus For All Programme, WWF P,
Field Implementation Unit (PIU)
Chotiari Reservoir

Bungalow # 129/2, Housing Society,
Near Government Boys High School,
Nawabshah Road, District Sanghar,
Sindh
Tel: 0235 542837, Fax: 0235 542791

Indus For All Programme, WWF P,
Field Implementation Unit (PIU)
Keti Bunder

Keti Bunder Town, P.O. Keti Bunder
via P.O. Mirpur Sakro, District Thatta,
Sindh
Ph: 0298607685,

Indus For All Programme, WWF P,
Field Implementation Unit (PIU)
Keenjhar Lake

House # B/112, Hashimabad Society
Makli,
District
Thatta Sindh.
Tel: 0298 772318, 772319, 610426.

Indus For All Programme, WWF P,
Field Implementation Unit (PIU)
Pai Forest,
Banglow # A-3 M.U.C.E.T Employees
Cooperative Housing Society, District
Nawabshah, Sindh
Tel: 0244- 366364, Fax : 0244-282496