

SACEP Review Report

Prepared for SACEP and UNEP

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EXECUTIVE SUMMARY

SACEP was among the first major initiatives for regional cooperation in environment in the world. This initiative by the governments of the South Asian countries in 1981 has had mixed results. SACEP has successfully taken up programmes in fields like transboundary air pollution, South Asian Seas, environmental education, law and training. It has built bridges with some donors and international organizations like UNEP, NORAD, and Sida. A database has been built up, but it needs to be more interactive with the wide range of users.

SACEP needs to assist the member countries to develop common positions on MEAs, and to take on new projects and programmes in energy and water efficiency, and other areas identified as of high priority for the region.

There are weaknesses arising mainly from organization and financial factors. Staffing of SACEP has been very poor. Changes in personnel functioning as Director General following the principle of rotation have been done mechanically, engendering discontinuity in management. The technical capacity for development of programmes and seeing them through is very weak. On the programme front, priorities have been frequently shifted. Attention to specific problems of South Asia especially the linkages between poverty eradication and environmental improvement is not adequate. The financial contributions by the member countries have not been satisfactory. Even pledged contributions have not always been paid in time. Moreover, SACEP has failed to recover service charges on programmes taken up.

The cumulative effect of the organizational, technical and financial weaknesses has manifested in diminishing support from donors. A Review Report from NORAD undertaken in 1998, has brought out this very clearly.

Much needs to be done to improve the image of SACEP through its publications, interaction with media, promotion of communication like a web page, and proper information gathering and dissemination.

Some amount of synergy with industry, NGOs, academia, media and civil society is beginning to be built up. It has to strengthen its linkages with its focal points in the member countries. SACEP also has the advantage of working closely with some organizations in the region, like ColomboPlan, ICIMOD, IUCN, etc. SACEP should also build closer and collaborative linkages with other regional agencies in Asia Pacific region such as ASoEN and SPREP, and, in particular, with SAARC.

Chapter 7 contains recommendations in detail for improving the functioning of SACEP. It includes suggestions for a better system of recruitment of the Director General of SACEP, strengthening of technical capabilities of SACEP and also suggestions for building up of a corpus fund. Organisational measures to be taken for improvement include suggestions for an Advisory Committee to the Governing Council.

It is expected that with increasing interest from the member countries, the greater efficiency of the Secretariat, enhanced technical capabilities, more support of donors, and help of the people of the region, performance of SACEP can improve dramatically.

CHAPTER 1 – INTRODUCTORY

- 1.1 A year before the Stockholm Conference on Human Environment, in February 1981, a pioneer step forward for regional cooperation in environment was taken with an intergovernmental declaration of South Asian governments for the founding of the South Asia Cooperative Environment Programme (SACEP). The seeds for this were sown at an intergovernmental expert meeting held in Bangalore, India in March 1980 on the initiative of then Regional Director of UNEP-Regional office for Asia Pacific. At that meeting note was taken of the deteriorating environmental conditions in South Asia and the need for a sub-regional organization of member countries enjoying equal status and primarily devoted to the protection and management of the environment. The countries involved were Afghanistan, Bangladesh, Bhutan, India, Iran, Maldives, Nepal, Pakistan and Sri Lanka. The Articles of Association for SACEP (including the following) were also approved in 1981.

"Appreciating the firm support and encouragement extended by the Executive Director of UNEP in this regard,

Declares:

1. Its *decision* to establish a co-operative programme to be known as the South Asia Co-operative Environment Programme;
 2. Its *endorsement* of the agreed institutional arrangements, the over-all programme content, and technical co-operation and the financing arrangements;
 3. Its *resolve* to sustain, strengthen, and utilise to the fullest, for the benefit of the peoples of their countries, the agreed programme and the arrangements for its implementation;
 4. Its *intention* to foster the programme as essential for the promotion of human welfare, development and amelioration of poverty in the region.
 5. Its *commitment* to work out a harmonious balance between the process of development and resources of nature;
 6. Its *conviction* that this programme and the co-operative arrangements thereto, could provide a valuable basis for mutual cooperation, in the fields of social and economic development "
- 1.2 SACEP was a bold, visionary initiative into new territory. It was the first major institution for regional cooperation in South Asia and among the first anywhere in the world in the field of environment. Thus, SACEP was a fore runner, a model for other regions and sectors. Moreover, the linking of environmental conservation and development in the SACEP objective anticipated the concept of sustainable development embodied in Agenda 21 of UNCED, 1992 and over the years, in numerous statements and resolutions, and a growing array of environmental treaties and conventions.
- 1.3 The government of Sri Lanka emerged as the host country. SACEP was given the status of a Diplomatic Mission. Financial contributions were made on a voluntary basis from 1982 onwards. Sri Lanka, as the host country paid a sum of SLRs 830,000 per year as host

facilities. The SACEP secretariat began with the Director (later Director General) with just 6 secretariat and ministerial staff. The group of South Asian Ministers in charge of environment constituted the Governing Council, and that of the High Commissions / Ambassadors in Colombo the Consultative Committee.

- 1.4 In 1981, fourteen areas of activities to be undertaken by SACEP were approved at the Ministerial meeting. These were to be performed by selected focal points in member countries also taking responsibility for developing projects and programmes in these areas. But the consultative committee pruned the number of areas to five, viz. renewable resources, environmental legislation, social forestry, energy and environment, and environmental education and training. Subsequently there was an approval to mount a mission to assess the current needs in these areas. But apparently nothing came of it as again in 1985, the 2nd Governing Council, without any reference to such a mission, approved the subject areas for SACEP as follows:

- i) EIA and Cost/Benefit Analysis: Environment and Development (Focal Point-Sri Lanka)
- ii) Environment Quality Standard (Focal Point – Iran)
- iii) Technology for Development and Renewable Resources (Focal Point – ESCAP's Centre for Technology Transfer)
- iv) Environmental Legislation (Focal Point –India)
- v) Conservation of Mountain Eco-systems and Watersheds (Focal Point- Pakistan)
- vi) Social Forestry (Focal Point –Afghanistan with the assistance of India)
- vii) Regional Co-operation in Wildlife Genetic Resources Conservation (Focal Point – Iran)
- viii) Conservation of Corals, Mangroves, Deltas, Coastal Areas and Island Ecosystems (Focal Point – Bangladesh and Maldives)
- ix) Tourism and Environment (Focal Point – Nepal)
- x) Desertification (Focal Point – UNEP)
- xi) Regional Seas Programme (Focal Point – Iran in Co-operation with Pakistan and India)
- xii) Environmental Education and Training (Focal Point - India)
- xiii) Training in Wildlife Management (Focal Point –India)

- 1.5 Without a review of the work of focal points, SACEP formulated its strategy and programme into SSPI (1992-1996) and SSPII (1996-2000), apparently motivated by the availability of NORAD assistance. Under SSPI, NORAD funded in two programmes which figured in revised priority areas in environmental education and training and assessment of formal biodiversity, and under SSPII the following were covered:

1. Training for management of protected areas and coral island ecosystem
2. Strengthening of framework legislation for environmental management
3. Cooperation in environmental training
4. Assessment of faunal biodiversity – follow up
5. Assessment of floral biodiversity
6. Information management in Maldives
7. Environmental management seminar for South Asia
8. SACEP web page

1.6 Of the above 6,7, and 8 did not figure explicitly in the subject areas. NORAD mounted a review mission which reported in August 1998. In 1998, the Governing Council restricted the focal areas to 13 as follows, and prepared SSPIII accordingly:

- i. Conservation of Bio-diversity (Focal Point –India)
- ii. Sustainable Tourism Development (Focal Point – Maldives)
- iii. Management of Coral Islands (Focal Point –Maldives)
- iv. Management of Fresh Water Resources (Focal Point –Bangladesh)
- v. Environmental Legislation (Focal Point – India)
- vi. Participatory Forestry Management (Focal Point – Nepal)
- vii. Sustainable Agriculture and Land Use (Focal Point – Sri Lanka)
- viii. Sustainable Human Settlement Development (Focal Point – Sri Lanka)
- ix. Waste Management (Focal Point –India)
- x. Science and technology for Sustainable Development (Focal Point – Pakistan)
- xi. Education and Training (Focal Point- India)
- xii. Energy and Environment (Focal Point – India)
- xiii. Air Pollution (Focal Point –Pakistan)

1.7 In March 1995, the South Asian Seas Action Plan prepared by SACEP in 1983 and pursued for some years was approved. The programme is supported by member country contributions to a trust fund with some support from IMO and expected support of GEF, ADB etc. Another significant development in 1998 was the Malé Declaration on Prevention and Control of Transboundary Air Pollution which was the first regional cooperative initiative of its kind. SACEP has also been associated with SoE reporting for all member countries. The initiatives for holding environmental law seminars, publishing books on environmental awareness, and training courses on air pollution management took place in the period 1996-2000.

1.8 SACEP also houses the SENRIC (South Asia Environment and Natural Resources Information Centre) project funded by UNEP under which capacity building in areas like GIS and SoE reporting has been taken up. Through the SENRIC project, SACEP has also been associated with SEAMCAP, a regional capacity building programme for Strengthening the Environmental Assessment and Monitoring supported through UNEP and NORAD. The National (Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka) and a South Asia Regional State of the Environment Reports were produced through this project. Through the SENRIC project, SACEP, with UNEP and SEI, took another major initiative, reflected in the intergovernmental declaration of Malé on transboundary air pollution. This initiative is being followed up with assistance from SIDA.

1.9 To manage these activities so far SACEP has added 6 additional staff over the years of which the programme officer (now DDP) and administrative assistant (now DDA) and GIS Analyst (now Project coordinator) are functional, all others being administrative support additions.

Background for Review Panel

1.10 The Governing Council of SACEP in its eighth meeting felt the need for evaluation of the past performance of SACEP over 2 decades, and for identification of bottlenecks in its

funding, possible future work programmes and implementation mechanisms to achieve its objectives. It sought assistance of UNEP for this evaluation. Based on the suggestions of UNEP which were discussed in the meetings of the Governing Council in November 2001 and February 2002, the present review panel was constituted. The composition was

R. Rajamani (Chair)	Former Secretary, Ministry of Environment and Forest, Government of India
Dr. Atiq Rahman (member)	Executive Director Bangladesh Centre for Advanced Studies BCAS, Bangladesh
Dr. D. Nesiiah (member)	Ex – Secretary, Ministry of Transport, Environment and Women's Affairs, Sri Lanka

1.11 The review panel was asked to keep in mind the four objectives earlier stated and suggest a strategy to strengthen the Programme. The scope was defined as follows in the Terms of Reference:

- a. Study the Mission Statement to address the regional aspects in terms of social, economic and environmental aspects to be in line with world's focus towards Sustainable Development and suggest on the mission to focus on the regional needs;
- b. Address the "ownership" from the member countries and suggest to strengthen the Secretariat in line with the responses from the member countries;
- c. Study the background and the 2-decade process since the inception of SACEP and address the inter-agency relationships, especially the SAARC-SACEP linkages;
- d. Suggest on the re-structuring / strengthening of the Secretariat's Organization;
- e. Study the existing financial status of the Secretariat and suggest on measures to build on the core viz., project/internal funding;
- f. Review the Strategy Programmes of SACEP and the status, strengths, weaknesses and recommendations in the implementation strategies;
- g. Highlight the institutional position within the region and to suggest the linkages and mechanisms to strengthen the interaction and participation to implement the regional issues;
- h. Suggest on the possible 'Support Group' for the Secretariat who could initially guide and support the Secretariat to implement the Secretariat's mission as well as to negotiate with the member countries for their enhanced support;
- i. Address and strengthen the role of SACEP to interact with the other regional programmes within Asia Pacific and other regions;

- j. Strengthen the Secretariat towards supporting the implementation of International Conventions and MEA's within the region;
- k. Study the potential of SACEP as 'storehouse of information' for use by the member Governments and other interested organisations *

Progress of the Panel

- 1.12 The panel met in Colombo on 18th June to devise its work processes and schedules. It also met representatives of Government of Sri Lanka, members of the Consultative Committee, donors and sister organizations in Colombo. It also interacted with the Director General and staff of SACEP secretariat.
- 1.13 The members of the review panel took note of the short time given for the finalization of their report and decided to share the work of visits to member countries. The team leader R. Rajamani and Dr. Nesiah visited Delhi and Kathmandu to meet the relevant Ministry officials of the Government of India in Delhi, the Minister for Population and Environment HMG Nepal and his Advisor, and Secretary General SAARC and his deputies in Kathmandu. Dr. Nesiah also met the Minister of Environment Maldives and relevant officials on 14 July. Interaction with Mr. Surendra Shrestha, Director UNEP-RRG/AP took place in Kathmandu on 18 July. Dr. Rahman held tele-conferencing with Hon. Dasho Nado Rinchen and other officials in Bhutan, since the visits to Bhutan were difficult because of the weather and planned schedule. In Pakistan, he met the Minister of Environment and others concerned.
- 1.14 The objective of these meetings was to sound the views of those concerned on the various issues pertinent to the review, on their perceptions of SACEP, its performance to date, its potential, and various aspect of the work and programme of SACEP. The panel took all this into consideration in the preparation of this Report.

CHAPTER 2 - SACEP THEN & NOW

- 2.1 In chapter 1 the vision of the promoters of SACEP, viz. the member countries of South Asia, was brought out in the principles declared by them in the Articles of Association. Two basic commitments were:
- a. To work out a harmonized balance between the processes of development and resources of nature and
 - b. Fostering programme for human welfare, development and amelioration of poverty in the region.
- 2.2 The readiness of the countries to cooperate and extend mutual assistance to each other in matters of environmental concern was to be built upon through application of the resources of the countries, the work of the Focal Points, support of UNEP and donors and international financing agencies and others.
- 2.3 How much has happened to translate this vision in over two decades is sketched in greater detail in the next two chapters which also look at the constraints and bottlenecks. But it is fair to record the overwhelming impression that SACEP has so far delivered results below its potential. In chapter 1, the frequent shift in priorities and programmes and the linking up of much fewer programmes than intended have been mentioned. It is also noticeable that SACEP has not been able to enthuse the focal points to do better and promote projects for which SACEP could have assisted even at the margin. It has not forged many linkages with other regional organisations.
- 2.4 SACEP was the earliest among the regional environmental programme organizations in the world. The backing by the South Asian Governments, especially in the run up to the Earth Summit in 1992 after the Stockholm Conference in 1982 has not been inadequate. Yet it has languished organizationally and in programmatic content behind somewhat similar regional organizations promoted later like ASOEN, SPREP, ICIMOD, etc. The Colombo Plan Organization, somewhat older, has managed to sustain itself and its activities over a long period. But SACEP has had to be content with a very small secretariat with no significant infusion of technical talent for twenty years, and has taken up just a few programmes in the areas of environmental management, law, training education and biodiversity. No doubt it has catalyzed and pushed two important sub-regional programmes, viz. South Asian Seas and Male Declaration on Transboundary Air Pollutions. But it has not covered ten out of fourteen priority areas and none of the programmes so far taken up have impinged on poverty alleviation which continues to be the central task of South Asian countries.
- 2.5 The image of SACEP as a regional environmental organization has not been built up to a point where the promoting countries wish to be more involved and supportive. The donors and international organizations that were to support as intended have shown little interest barring a few honourable exceptions, notably UNEP and NORAD.

2.6 Thus the perception of what has happened so far in SACEP is not very clear even in South Asia. It gets further clouded when a close look is taken at what could have happened in terms of the vision of the promoters, Articles of Association and programmes envisaged but not taken up. In short there is not enough effort or material to project a positive image of SACEP to enable it to perform better and nearer its potential.

2.7 In this context it is necessary to look at the strengths and weaknesses as we do in the ensuing chapters. Based on those, we expect to make recommendations for improvement, for we are convinced, on the material before us, that SACEP has great potential for contributing to environmental and socioeconomic benefit to the region and that this should be harnessed. This is also the finding of the NORAD review in 1998. It is useful to highlight some of the findings in this report:

- i. It is obvious that SACEP has a clear *raison de'être* which is recognized by the member countries and their institutions along with various international agencies and donor organizations.
- ii. The overall focus of SACEP programmes including SSPI & II funded by NORAD as well as the regional Seas programme and SENRIC has led to important and positive contributions towards addressing crucial environmental issues in the South Asian region although still modest in their magnitude and reach.
- iii. The precarious question of SACEP's institutional financial viability to be addressed. The following points have been made in this context.
 - a. The organizational structure of SACEP is still in embryonic form;
 - b. Inadequacy of skill stems from lack of institutional and project funding;
 - c. Member countries have not always paid pledged contributions;
 - d. The consultative committee where diplomatic missions are represented has not always proved business like with understanding of environmental issues;
 - e. SACEP could develop South Asian Agenda 21 by pooling South Asian expertise and resources;
 - f. There is need to pay the staff better and also induct technically competent programme officers;
 - g. SACEP should charge projects for overhead and administrative costs and build up a trust fund;
 - h. The inter-se roles of SAARC and SACEP should be defined to avoid duplication of efforts between two organizations which are intergovernmental in the region. SAARC can deal with policy question and SACEP with technical issues and coordination of implementation. There should be a working arrangement spelling out the specialized agency functions which SACEP should undertake;

- i. SACEP should cover in 2001-2006 issues of air pollution, agriculture, management of fresh water resources, waste management and sustainable land use and desertification;

2.8 Having looked at what SACEP was then and is now and discussed with a number of functionaries and institutions in the region we find there is force in the findings of the NORAD review. We also feel that the constraints can be overcome and the potential of SACEP can be fully realized in the coming years to address environmental issues as well as sustainable development and equity. We shall make the recommendations for the Governing Council based on this framework and the coverage in ensuing chapters.

CHAPTER 3 - SACEP: STRENGTHS AND OPPORTUNITIES

- 3.1 The primary strength of SACEP as an organisation flows from it being a recognized intergovernmental organisation in South Asia working in the field of environment. It has extensive contacts with several government organisations, Ministries and others built up over a period. One may caution, though, that this very strength could be a weakness if the support from the regional member countries is inadequate, and even in areas of common environmental concerns the Governments look elsewhere. Though this has not happened so far the Governments have not actively ensured realization of the full potential of SACEP. SACEP should do more to build on this advantage.
- 3.2 SACEP also has developed some programmes in fields like Trans boundary Air Pollution, South Asian Seas, Environmental Education, Environmental Law, SoE Reporting and Training which have proved useful, not only in policy making but also in addressing some common concerns of member countries.
- 3.3 SACEP has been able to build some bridges with donors and international organisations like UNEP, NORAD, IMO and SIDA that augurs well for future support to its programmes. Being an organisation spurred by the efforts of UNEP from early on, it has the advantage of recognition in the UN system. This will be further strengthened by working arrangements with SAARC which is the apex policy body for regional cooperation in South Asia. Attracting attention and support of international organisations and multilateral agencies like the World Bank, Asian Development Bank, GEF, etc. are very much on the cards.
- 3.4 SACEP has benefited from the work of some focal points in the fields of biodiversity and environmental management. There is an opportunity here to strengthen it further by cementing more contacts with the focal points and pushing those who are lagging behind to do better. The mechanisms of the Consultative Committee and Governing Council are strengths that can be used in this context.
- 3.5 SACEP has been building up some synergy with institutions in the third track like Industry, NGO's, Academia, Media and Civil Society. This is as yet weak and the linkages can be forged stronger with the help of UNEP and in partnership with SAARC.
- 3.6 SACEP can work closer with other organisations in the region like Colombo Plan and also harness the potential in IUCN and other international organisations working in the field. In specific environment and poverty related programmes SACEP can work closer with UNDP and other relevant agencies.
- 3.7 SACEP can play an important role in the exchange of information and case studies of successes within the region among all member countries. It can galvanize the work of its publication of programmes findings to disseminate positive and useful information and data.
- 3.8 With some changes in organisational structure and funding patterns SACEP can play an even more fertile programmatic role to address common problems of member countries under the leadership of the Governing Council.

- 3.9 Above all SACEP with its linkages in the region, within the Governments networks and outside, could help in promoting human resource development for environmental conservation. This can be done by continuing to hold seminars and training workshops for Governments, people in industry, NGO's etc.. The cross fertilization of ideas this can provide will help in policy making and implementation of environmental management measures. Exchange programmes to use the talents and skills available in the some countries for the benefit of other can be promoted better by SACEP in partnership with UNEP.
- 3.10 SACEP should also demonstrate its capacity and strength to overcome the weaknesses mentioned earlier and in the next chapter, and also convert threats to its existence and work into opportunities for establishing cooperative platforms of a very objective kind.

CHAPTER 4 – WEAKNESSES AND THREATS

- 4.1 What are the weaknesses and threats SACEP has to overcome to be a most visible and dynamic organization?
- 4.2 The primary weakness arises if the member countries do not deliver on their promises in areas like financial contributions or effective management of focal points. The present situation creates a feeling that member countries, though owners, do not show enough interest in the organization.
- 4.3 Too many project and programme areas were identified even though capacity to implement all of them was lacking. The primary areas were also changed frequently as seen earlier. The focal points did not evince enough interest to carry forward the programmes to a meaningful stage. It is in the nature of the problems of each country of the region that different types of solutions will be sought. But it should have been possible to delimit and prioritise the areas of common concern for the promotion of SACEP projects. Specific country problems could be solved by programmes which have national budgetary or donor support and need not be included in the SACEP programmes unless atleast two or three other member countries are involved.
- 4.4 Staffing of SACEP has been very poor in relation to the required range of expertise. In the year of peak expenditure of US\$452,385, the Secretariat was managed with US \$ 59,560 of which nearly half was the salary of the Director General. The cadre is inadequate even for supervision of programmes on hand, and this hampers the efforts to secure more funds and undertake more projects.
- 4.5 Accountability of the staff to the Consultative Committee and Governing Council did not meet the standard norms of reporting of major events, developments in programmes and feedback on interactions in conferences attended or donors contacted. This was expressed by the Consultative Committee in their discussion with the panel.
- 4.6 Communication with the focal points is also inadequate. The seeming apathy of several focal points is also a matter of concern; this does not seem to have been addressed systematically.
- 4.7 The technical capacity to develop projects and programmes and seeing them through is very weak. Hired consultants could have supplemented this but there is no indication that this was resorted to. There is a need for technical personnel well versed in programme formulation and monitoring who could keep eyes on the work of consultants engaged and on institutions implementing programmes.
- 4.8 The changes in personnel functioning as Director General following the principle of rotation seems to have engendered discontinuity in management, particularly when SACEP had to accept any nominee of the Government without any independent assessment of their competence and motivation to carry SACEP forward.

- 4.9 On the programme front, frequent shift of priorities should be avoided. Greater attention needs to be given to specific problems of South Asia, especially the linkages between poverty eradication and environmental improvement.
- 4.10 Complicating these organizational inadequacies, especially in programmes, has been the growing impression that SAARC with its subgroup on environment is emerging as a kind of competitor. This issue has been repeatedly raised by Ministers of some member countries as well as donors.
- 4.11 On the financial front the failure of member countries to deliver pledged contributions, delays in payments and even revising downward their commitments has created hurdles in having a sustainable organization with a well oiled secretariat. This was further aggravated by the failure to recover service charges or overheads on programmes taken up. Such charges could have supplemented member country contributions to build up an adequate corpus fund supporting a viable Secretariat.
- 4.12 In this milieu, external contributions have also been halting. The apprehensions of donors have been brought out in the NORAD Review report mentioned earlier.
- 4.13 Some of the problems could have been overcome by augmenting networking by SACEP with private sector industries, technical research and academic institutions, NGO's, etc in the region who could have been helped in giving content and back up to programmes, as also bringing in some amount of financial support. This has not been done so far.
- 4.14 Finally the image of SACEP is somewhat at a discount for various reasons, some of which have been highlighted already. These problems could have been addressed by promptly bringing out publications, interactions with media, promotion of communications like the web page, proper information gathering, and dissemination, etc. all of which have been casualties of inherent organizational and financial weaknesses. If SACEP is to survive and flourish, its image will have to be built up on not only solid performance but also proper publicity to its achievements.

CHAPTER 5 - VISION FOR FUTURE PROGRAMMES

- 5.1 In the last two decades there have been many global and regional developments of relevance to the work of SACEP. In fact the considerations that promoted the very inception of SACEP, viz. deteriorating environmental scenario and its correction with due regard to the socio economic setting and intergenerational and intragenerational equities, have been taken up at regional and global level quite seriously. Thus the foresight of those who established SACEP has been vindicated.
- 5.2 After the Stockholm Conference on Human Environment (and as seen in South Asia, even before) the need for better Environmental Management was recognized by the Governments every where and by Civil Society. Independent thinking of scientists who studied the state of natural resources and of members of civil society who clearly perceived the deteriorating quality of life, especially among the socially and economically disadvantaged, as a result of environmental degradation came to the fore. Issues of development verses environment were raised in the context of projects and programmes which seemed to pollute air, water and soil and effect livelihoods of some while benefiting others. The need to conserve natural resources for posterity was also at the back ground of these thoughts and the actions that followed for atleast partial correction.
- 5.3 Mention may be made of the Poverty Commission set up by SAARC in 1990, which made a number of suggestions to ameliorate poverty in the region. From the point of view of Sustainable Development, addressing problems of poverty should get primacy as the environment suffers if the poor suffer and vice-versa.
- 5.4 The inseparability of conservation and development has been universally accepted in principle, especially in the run up and the range of follow up to the Earth Summit at Rio de Janeiro in 1992. Further, regional cooperation on conservation and sustainable development (of which SACEP was the very first move) has also received global recognition. Within South Asia SAARC has been established and various inter governmental groups have emerged in every continent. In this context the establishment of SACEP, even though it has achieved only a small part of its true potential was timely. It will be a great pity indeed if this is not recognized clearly, especially by the member countries. SACEP needs to be helped to play a positive role in South Asia.
- 5.5 We have seen the SACEP mission statement which reads as follows:
- " to promote and support the conservation and management of the environment, both natural and human, in the member states of the south asian region in a co-operative manner, to achieve sustainable development."
- 5.6 The Mission statement of SACEP needs some realignment in the context of the progress towards sustainable development and the continuing needs in the South Asia region to address the problem of poverty and socio-economic issues many of which impinge on environment. In this view we feel the Mission Statement for SACEP should be expanded to read:

" to promote regional cooperation in South Asia in the field of environment, both national and human, and on issues of economic and social development like poverty which also impinge on the environment and vice versa; to support conservation and management of natural resources of the region; and to work closely with all regional, national and international institutions, governmental and non-governmental, as well as experts and groups engaged in such cooperation and conservation efforts."

- 5.7 There are also signals too that the State, Regional and Global organizations can not function in isolation from the work of private and non-governmental organizations whether non-profit oriented or profit oriented. These organizations and even individual experts and humble people with social conscience including Women, Youth and disadvantaged people have demonstrated their value as partners of State Institutions and of Regional and Global Intergovernmental Organizations. Those state agencies and inter-governmental organizations that have not recognized the value of such partnerships have suffered and are bound to suffer. SACEP needs to face up to this challenge, not always easy to negotiate but which holds much potential benefit. The initiatives already taken in this field such as South Asian Forum on Environmental Cooperation between government and private sector (Delhi, July 2000) need to be vigorously followed up.
- 5.8 Another development is the rapid advance of research and technology. More than ever before, policy and plan formulation and implementation need to be based on expert knowledge and technologies, traditional and modern, and on research. As an example, in the field of environment, it is the painstaking work of scientists who studied natural phenomena in the atmosphere and among living creatures that led to the conventions on Global Climate Change and Biological Diversity. In turn, this has spurred research to look for Cleaner Technologies and for better conservation of species.
- 5.9 Policy makers, planners and implementers and even others outside governments or organizations upto the last house wife, need to draw in on the best available research, knowledge and technology, not only from within but also from outside state institutions. Such efforts should be networked by bringing in selected Universities, Research Institutions, Centres of Excellence as well as individuals with relevant expertise. The results of Research and Technology must also reach the unreached in all societies.
- 5.10 The other requirement for a sustainable future is transparency and effective communication. Those concerned, from within and outside the organizations are demanding that they be consulted and kept informed. An organization like SACEP has to pay heed to these trends and be transparent and consultative in programme formulation and in implementation. It has to improve the internal reporting system and pay more attention to publications and database which others could access. SACEP as an intergovernmental organization trying to enhance quality of environment and life in the region must have greater visibility and work towards it, helped by its Governing Council and Consultative Committee.
- 5.11 With in the South Asian region and among Colombo based organisations, SACEP can identify the intergovernmental agencies like the Colombo Plan, IWMI and IUCN which have

had some success in their efforts. SACEP could learn from them and graft relevant practices of those organizations in its own working.

- 5.12 In its programmes, SACEP has generally kept in mind the vision of member countries in terms of priority areas of common interest and also absorbed the principles spelt out in Agenda 21 or other global multilateral and bilateral initiatives for sustainable development. Greater focus on linkages between poverty and environment will be required in its programmes. But its priorities also should be fine tuned to its capacities to deliver both by itself and with networked partners. The Governing Council should address this while inducing organizational changes (suggested later) that will help SACEP to play an even better role in the region.
- 5.13 The framing of projects and programmes should be in a mode acceptable not only to the management of SACEP but also its partners. No doubt projects attracting donor assistance may sometimes be donor driven but there should be a serious effort to anchor the basic features of the project in the priorities dictated by South Asian cooperation. Attempts should be made to formulate programmes using South Asian institutions expertise and even funding, which would focus on areas of gaps in knowledge in the region or are linked to advocacy for better performance based on a mutual appreciation of success and failures.
- 5.14 As mentioned in the earlier chapters, serious efforts should be made harness the energy for policy making and follow up in SAARC for SACEP programmes and, in turn, give feedback from technical assessments to SAARC policy makers. There will be savings in resources and mutual benefit if SAARC and SACEP function as complementary organizations. Even without any formal or legal changes, this can be achieved by dialogue and working arrangements as both organisations are driven by the same group of governments, and reflect South Asian hopes and aspirations.
- 5.15 The carrying forward of the vision for SACEP will not be possible without ensuring not only organizational change but also functional viability. While a large sized organization is not necessary, there should be funding available independent of donor support to adequately maintain the secretariat and also have a core group of specialist planner and performers carefully selected from within the abundant talent in the region. It is desirable that country contributions are augmented for this purpose and flow in based on clearly agreed commitments rather than on a voluntary basis. The member countries are sure to recognize that their contributions to SACEP to improve its performance will still be minimal compared to the large budgetary support for environmental conservation that they provide at home. There is bound to be recognition of the cost effective value additions that SACEP programmes can make to each country if they are put on a more viable, sustainable and dynamic platform.
- 5.16 We shall delineate in the next chapter how this vision can get translated in operational steps and strategies.

CHAPTER 6 – IMPLEMENTATION STRATEGIES AND MEASURES FOR IMPROVEMENT IN THE WORKING OF SACEP

- 6.1 The narrative in the previous chapters clearly establishes that a strategy has to be evolved for improving the work of SACEP. It is clear the organisation has relevance for regional sustainable development work to supplement the work of member countries in those areas where they can profitably work together. It is also clear that it has inherent and latent dynamism and potential to do better if a few measures are undertaken in the spheres of organisation, funding, networking, programmes perspective, support of donors and others, and information outreach. Based on the problems noticed and the experience of this organisation in the region as well as analysis of all the decisions of the Governing Council and Consultative Committee so far, SACEP needs to address the following issues in the manner indicated.

Organizational:

- 6.2 It is clear the organisation needs sustained direction keyed to the objectives of the organisation. The career development of persons seconded to the organisation may be important but it should not be a factor submerging the objectives and potential of the organisation. SACEP should have a Director General chosen into its objectives and with the dynamism and vision to carry the member countries and donors along in evolving and carrying forward programmes that enhance the prospects of sustainable development. The present arrangement is not very satisfactory in this regard. The rotational arrangements by which a Director General is nominated in turn by each member country for a term of three years can result in problems of discontinuity in management, as well as inadequacies in the persons selected who may not have all the qualities mentioned. This is no reflection on the persons who have held office so far as they were creatures of the circumstances then prevailing and other limitations like funding and lack of a second line of management which were not of their making. But it is noticeable that very few efforts have been made to arrest the slide in the performance and image of SACEP - an area in which the Director General could play a major role and has significant accountability.
- 6.3 While the rotational system may remain, it is necessary to devise a method by which the next country can send a panel of three or more names at least six months before the term of the incumbent DG is over for screening by a panel of three experts appointed by the Governing Council. This panel may interview the person with the best background and satisfy itself of his/her capacity to deliver on the objectives of SACEP. It should be open to the panel to call for a fresh list of names if none of the nominees is found satisfactory. In the choice of the panel of experts, the Governing Council may consider having inputs from organizations like SAARC and UNEP.
- 6.4 In addition to the institution of greater objectivity and goal orientation in the selection of the Director General, the Governing Council may consider making adhoc one time contributions to the extent of about US\$3,000,000 as a corpus fund from which a Director programmes and two Programme Advisors, one with Environmental Science background and the other in Life

Sciences, could be appointed on a renewable contract basis, again selected by the same panel of experts choosing the DG. This should be by advertisement in the region as well as following a search for talent procedure. The selection should be of persons having not only academic background but also experience in programme formulation, monitoring and an understanding the requirements of donors.

- 6.5 The corpus fund mentioned above, if properly invested, could yield about US\$80,000 to US\$90,000 for the year, from which it should be possible to fill these three positions. As the corpus fund swells with the adoption of suggestions made later, it should be possible to augment the salaries of the Secretariat staff commensurate with their workload and staff. On specific projects, contractual staff for the project period could be taken on.
- 6.6 Within the organization it is necessary to have a clear line of authority and responsibility flows and there should be transparency and accountability among all personnel from top to bottom. There should be a kind of clearing mechanism for free and frank discussions on the work and the programme of SACEP. Exchange of information within the organization should be full and complete.
- 6.7 The reporting to Consultative Committee and Governing Council should be accurate and cover all activities including tours of personnel. On key matters, the decisions of Governing Council should be obtained in unambiguous language.

Finances of SACEP

- 6.8 In regard to the funding the major infirmity we have noticed is the halting flow of member countries' support to the Secretariat. While the Government of Sri Lanka could be expected to upgrade host country contributions in line with the increases in cost of living, all member countries must pay their contribution in time and make a clear commitment in the GC of the level of their contributions. In fact, the pledges made years back were barely adequate to support even a weak secretariat, but if the GC wants SACEP to go forward, the member countries should pledge at the minimum to pay double the existing level of contributions. This would be a negligible fraction of the budgetary support for environmental moderation in all the countries, specially since 1992 and should not constitute a burden at all. Without this and the adhoc contribution mentioned earlier the GC may not expect any significant improvement in the performance of SACEP or its activity to convince donors and financing institutions like World Bank, ADB, GEF, etc.
- 6.9 But SACEP should insulate itself atleast marginally from the likely vagaries in either core or project funding. Its long term prospects of doing so will depend on its ability to transfer to a corpus fund service fees or overhead charges recovered from project or programme funding with the consent of the donors. As this is standard regional and international practice it should not be difficult to charge between 10% to 15%, depending on the level of service offered, of the project/programme outlay. If only this had been done in the past, SACEP would not be in such a sorry dependent state today. It should be easy for the Governing Council to endorse and mandate this.

Networking

- 6.10 The partnership of SAARC and SACEP should be harnessed in the interest of sustainable development of South Asia. SAARC, in its policymaking and follow-up, can back up SACEP programmes. SACEP in turn, can give feedback from its technical assessment to SAARC policy makers. This can be done easily by dialogue and informal arrangements.
- 6.11 The network SACEP has created so far with UNEP, NGOs and other organisations in the region demonstrates the willingness and ability of SACEP to do even more. The network with focal points is weak and should be strengthened by frequent interaction and linking progress reports so that members of CC and GC may know how their own focal points are performing. Reporting on the work of focal points should invariably figure in each GC meeting. The contacts with NGOs, expert institutions and individual experts within the region should be enhanced by not only having a database of talent but also frequent exchange of information, publications etc. The help of the UNEP-RRC.AP office at AIT, Bangkok could also be availed of.
- 6.12 The contacts and linkages with donors, especially multilateral institutions like UNEP, ADB and World Bank do not appear to be strong. So far there is no project of SACEP funded by these organisations. Even the approaches so far to other donors like Sida, CIDA, OECF, etc. appear to be fitful and unproductive. SAARC, the member countries of SACEP and UNEP could help in promoting this to some extent, but SACEP should do better equipped and more effective when the proposed organisational and functional changes are put through. In the meanwhile, the generous help of NORAD should continue to be availed of in the programmes and areas approved by GC.
- 6.13 SACEP can gain a great deal by interacting with the other regional organisations in Colombo, South Asia and Asia Pacific. Colombo Plan, WWF, IUCN, IWMI, ICRISAT, ASoEn, SDPI, BCAS, EPTRI, ICIMOD and the scientific institutions and major universities in South Asia must be approached, and collaborative work taken up.
- 6.14 In the case of NGO's of the region, selective contacts should be established to begin with to motivate them to work on SACEP programmes and even harness their help to formulate joint programmes with funding identified jointly. The industry associations, media, and Women's groups are among partners whom SACEP can profitably work with.

Programmes Perspective

- 6.15 SACEP would need to continue its productive engagement in major initiatives, notably South Asian Seas, Transboundary Air Pollution, Environmental Legislation and Awareness; to reorient the database to be more interactive; to help member states to develop common positions on MEAs; and to take on new projects in energy and water efficiency and other

areas identified as of high priority. The prioritisation of programmes should be reviewed annually, in the light of identified regional priorities and SoE Reports of the member countries. Each year, major programmes in four or five prioritised areas may be taken up. Programmes which have a bearing on common issues like poverty and environment and implementation of multilateral environment agreements or training programmes to cross fertilise skills in the region, could be add-ons to this.

- 6.16 In any case, SACEP should not continue listing an excessive number of areas in its annual or biannual programmes like SSPI and SSPII to end with funding only a few. Listing programmes should be on the basis of discussion in the Governing Council, dialogues with focal points to see if they will be effective in the priority areas, and a quick survey of donor proclivities to determine what will pass muster. In areas in which donors do not show an interest in SACEP programmes, the support of Governments, institutions, NGOs, and industries should be sought
- 6.17 The programmes need not all be of high visibility but, like the environment law seminars fill in a niche not filled so far and generate interest in professionals and NGO's in the region to carry forward this work. The image of SACEP will not diminish if it mainly concentrated on training and capacity building for some time but it must be linked to priority areas and be able to use the talent available in the national institutions of regional member countries. Programmes to network the work in the field of sustainable development and poverty alleviation by a number of NGOs with good track record should also be devised within the parameters of the prioritization by GC.

Support

- 6.18 It was very clear to us that SACEP needs more informed support from relevant institutions and experts to whom sustainable development is not a mere buzzword. ICIMOD has benefited from having a donor support group. Colombo Plan has international funding institutions taking part in policy governance. ASoEN and SPREP have excellent support from not only member governments but also outsiders, but in these cases the pull of some developed and prosperous countries within the region has also played a part. In the case of SACEP, there is a need for mechanisms of support that keep both member countries and donors interested. An Advisory Committee drawn from UNEP, SAARC, World Bank, ADB, Colombo Plan, IUCN and the expert panel for selection of personnel could meet once a year with inputs from the DG and Consultative Committee, and give its recommendations and analysis of weakness and strengths to the Governing Council. Donors like NORAD who are consistent supporters should also be in the Advisory Committee which should be serviced by the SACEP Secretariat with help from UNEP.

Information & Publicity

- 6.19 SACEP does not have a meaningful database giving information on the South Asian region not available on the internet or other formats. As a regional organization, it must build up a

centralised database taking the help of UNEP on all South Asian features and issues. Its Web page should be interactive and be able to feed information on its own projects and also answer queries from a wide cross-section. As its finances improve, SACEP should ensure regular issues of a quarterly news letter of its work and matters of interest to South Asian Governments, institutions and NGO's.

- 6.20 The publications of SACEP are not widely disseminated partly because of financial inadequacies. Efforts to improve publications by farming out the work to interested NGO's, publishing houses and media should be made and accelerated when the funds flow is on an even keel. The Governing Council should be informed of progress on this every meeting.
- 6.21 DG SACEP and the focal points could play a major role in not only publicizing not only the work of SACEP but also the achievements and success stories in the region. They should use the print and audio-visual media for this purpose and generate publicity through SAARC, which has strong ties with the media.

Strategy

- 6.22 To recap some of the essential strategy requirements spelt out elsewhere, there should be a sharper focus in project and programme identification, in resource mobilization, in institutional capacity building, in networking and collaboration, in harnessing South Asian skills, talents and innovative capacity, and in regular performance and evaluation of projects, programmes and personnel at all levels.
- 6.23 SACEP should take a five year (2003-2007) strategic approach and focus on a few priority areas. An annual performance evaluation of its programmes, projects and personnel should be undertaken. Further, an overall review of SACEP should be undertaken every five years.
- 6.24 The overall strategy to improve the performance of SACEP has to be based on the four pillars of member country interest, secretarial efficiency, support of donors and the help of the people of the region through institutions in the third track, viz., academia, scientific institutions, NGO's, community groups, etc. Some of the suggestions made cover the paths to be traverse to make all these pillars truly supportive of SACEP. If they are accepted and implemented in toto and reviewed constantly by the GC, CC, the proposed Advisory Committee and DG and his Secretariat, we have no doubt this pioneering organisation would show good results in assisting the member countries and their profile in their efforts to engage in sustainable and equitable development.

CHAPTER 7 - RECOMMENDATIONS

- 7.1 The Mission statement of SACEP needs some realignment in the context of the progress towards sustainable development and the continuing needs in the South Asia region to address the problem of poverty and socio-economic issues many of which impinge on environment. In this view we feel the Mission Statement for SACEP should be:
- * to promote regional cooperation in South Asia in the field of environment, both national and human, and on issues of economic and social development like poverty which also impinge on the environment and vice versa; to support conservation and management of natural resources of the region; and to work closely with all regional, national and international institutions, governmental and non-governmental, as well as experts and groups engaged in such cooperation and conservation efforts.*
- 7.2 While the rotational system of recruiting DG of SACEP may remain, the next country can send a panel of three or more names atleast six months before the term of incumbent DG is over for screening by a panel of three experts appointed by the Governing Council. This panel may interview the person with the best background and satisfy itself of his/her activity to deliver on the objectives of SACEP. It should be open to the panel to call for a fresh list of names if none of the nominees is found satisfactory. In the choice of the panel of experts, the Governing Council may consider having inputs from organizations like SAARC and UNEP.
- 7.3 The Governing Council may consider making adhoc one time contributions to the extent of about US\$3,000,000 as a corpus fund from which a Director Programmes and two Programme Advisors, one with Environmental Science background and the other in Life Sciences, could be appointed on a renewable contract basis, again selected by the same panel of experts choosing the DG. This should be by advertisement in the region as well as following a search for talent procedure. The selection should be of persons having not only academic background but also experience in programme formulation and monitoring, and an understanding of the requirements of donors.
- 7.4 As the corpus fund swells with the adoption of suggestions made later, it should be possible to augment the salaries of the Secretariat staff commensurate with their workload and staff. On specific projects, contractual staff for the project period could be taken on.
- 7.5 Within the organization it is necessary to have a clear line of authority and responsibility flows, and there should be transparency and accountability among all personnel from top to bottom. There should be a kind of clearing mechanism for free and frank discussions on the work and the programme of SACEP. Exchange of information within the organization should be full and complete.
- 7.6 The reporting to Consultative Committee and Governing Council should be accurate and cover all activities including tours of personnel. On key matters, the decisions of Governing Council should be obtained in unambiguous language.

- 7.7 While the Government of Sri Lanka could be expected to upgrade host country contributions in line with the increases in cost of living, all member countries must pay their contribution in time and make a clear commitment in the GC of the level of their contributions. If the GC wants SACEP to go forward member countries should pledge at the minimum to pay double the existing level of contributions.
- 7.8 SACEP should transfer to the corpus fund service fees or overhead charges recovered from project or programme funding with the consent of the donors. As this is standard regional and international practice it should not be difficult to charge between 10% and 15%.
- 7.9 The network with focal points should be strengthened by frequent interaction and placing progress reports before CC and GC so that members of GC may know how their own focal points are performing. Reporting on the work of focal points should invariably figure in each GC meeting. The contacts with NGOs expert institutions and individual experts within the region should be enhanced by not only having database of talent but also frequent exchange of information, publications etc. The help of UNEP-RRC.AP office at AIT, Bangkok could also be availed of.
- 7.10 The contacts and linkages with donors, especially multilateral Institutions like UNEP, ADB and World Bank do not appear to be strong. So far there is no project of SACEP funded by these organisations. Even the approaches so far to other donors like Sida, CIDA, OECF, APFED, etc., appears fitful and unproductive so far. SAARC, the member countries of SACEP and UNEP could help in promoting this to some extent but SACEP should be better equipped to be more effective when the proposed organisational and functional changes are put through. In the meanwhile, the generous help of NORAD should continue to be availed of in the programmes and areas approved by the Governing Council.
- 7.11 SACEP can gain a great deal by interacting with the other regional organisations in Colombo, South Asia and Asia Pacific. ESCAP, Colombo Plan, WWF, IUCN, IWMI, ICRISAT, ASoEn, SPREP, SDPI, BCAS, TERI, DA, CSE, EPTRI, ICIMOD and the scientific institutions and major universities in South Asia must be approached, and collaborative work taken up.
- 7.12 In the case of NGO's of the region, selective contacts should be established to begin with to motivate them to work on SACEP programmes and even harness their help to formulate joint programmes with funding identified jointly. The Industry Associations, Media, and Women's groups are among partners whom SACEP can profitably work with.
- 7.13 SACEP would need to continue its productive engagement in major initiatives, notably South Asian Seas, Transboundary Air Pollution, Environmental Legislation and Awareness; to reorient the database to be more interactive; to help member states to develop common positions on MEAs; and to take on new projects in energy and water efficiency and other areas identified as of high priority. The prioritisation of programmes each year within the overall framework of the work of focal points approved by GC should be done with the approval of CC. Each year major programmes in four or five prioritised areas may be taken up. Programmes which have a bearing on common issues like poverty alleviation, environment and implementation of multilateral environment agreements or

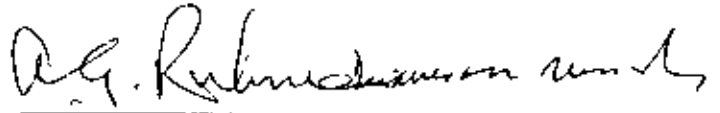
training programmes to cross fertilise skills in the region, could be add-ons to this. SACEP could analyse the priorities brought out in all the SoE reports of South Asian countries and suggest to the Governing Council a list of programmes that may be taken up on those environmental issues which are seen by the countries together as a common priority.

- 7.14 Listing programmes should be on the basis of discussion in the Governing Council, dialogues with focal points to see if they will be effective in the priority areas and a quick survey of donor proclivities to determine what will pass muster. In areas in which donors do not show an interest in SACEP programmes, the support of governments, institutions, NGOs, and industries should be sought.
- 7.15 The programmes need not all be of high visibility but, like the environment law seminars, could fill in a niche not filled so far and generates interest in professionals and NGO's in the region to carry forward this work. SACEP must be linked to priority areas and be able to use the talent available in the national institutions of regional member countries. Programmes to network the work in the field of sustainable development and poverty alleviation by a number of NGOs with good track record should also be devised within the parameters of the prioritization by GC.
- 7.16 An Advisory Committee drawn from UNEP, SAARC, World Bank, ADB, Colombo Plan, IUCN and the expert panel for selection of personnel could meet once a year with inputs from the DG and Consultative Committee and give its recommendations and analysis of weakness and strengths to the Governing Council. Donors like NORAD who are consistent supporters should also be in the Advisory Committee which should be serviced by the SACEP secretariat with help from UNEP.
- 7.17 SACEP needs to build up a centralised database with the help of UNEP on all South Asian features and issues. Its Web page should be interactive. As its finances improve, SACEP should ensure regular issues of quarterly news letter of its work and matters of interest to South Asian governments, institutions and NGO's.
- 7.18 Efforts to improve publications by farming out the work to interested NGO's, publishing house, and media should be made and accelerated when the funds flow is on an even keel. The Governing Council should be informed of progress on this at every meeting.
- 7.19 DG, SACEP and the focal points could play a major role in not only publicizing work of SACEP but also the achievements and success stories in the region. They should use the print and audiovisual media for this purpose and generate publicity through SAARC, which has strong ties with the media.
- 7.20 There is a need for sharper focus in project and programme identification, in resource mobilization, in institutional capacity building, in networking and collaboration, in harnessing South Asian skills, talents and innovative capacity, and in regular performance and evaluation of projects, programmes and personnel at all levels.

- 7.21 The overall strategy to improve the performance of SACEP could be based on the four pillars of member country interest, secretarial efficiency, support of donors and the help of the people of the region through academia, scientific institutions, NGOs, community groups, etc.,



R. Rajamani
Chair



Atiq Rahman
Member

D. Nesiah
Member

Bangkok

6 August 2022

ANNEX

List of individuals / institutions consulted by the Review Panel during June-July 2002

SRI LANKA

Consultative Committee, SACEP

H.E. Ashraf-UD-Doula, High Commissioner, High Commission of People's Republic of Bangladesh
Mr. V. Ashok, Counsellor, Economic and Commercial, High Commission of India
Mr. Tanveer A Khaikheili, Counsellor, High Commission of the Islamic Republic of Pakistan

Ministry of Environment and Natural Resources, Sri Lanka (MoENR)

Hon'ble Mr. Rulanan Senanayake, Minister
Mr. Thosapala Hewage, Secretary
Dr. S.M.S. Batagoda, Director, Global Affairs

Ministry of Foreign Affairs

Mr. N. Navaratnarajah, Addl. Secretary, UN, Multilateral Affairs & Human Rights
Mrs. Sarala Fernando, Director, SLIR

Colombo based organisations:

Dr. U. Sarath Chandran, Secretary General, Colombo Plan
Ms. Shireen Samarasinghe, National Coordinator, GEF/SGP, UNDP
Ms. Teresa L. Manlowe, Economic Officer & Commercial Attache, Embassy of USA
Dr. Herath Manthirithalake, IWM
Dr. P. Balakrishna, Head Regional Biodiversity Programme Asia
Dr. Ponna Vignarajah Vice-Chairman, Poverty Commission, SAARC

BANGLADESH

Ministry of Environment and Forest, Bangladesh

H.E. Mr. Shahjahan Siraj, Minister
Mr. Sabihuddin Ahmed, Secretary
Dr. Mahguzul Islam, Deputy Secretary
Mr. Lutfullah, Joint Secretary
Mr. Hedayatul Islam, Director General, Department of Environment
Mr. Omar Ali, Deputy Chief, Planning
Mr. Reazuddin, Director, Department of Environment
Mr. Q.S.I. Hashmi, Department of Environment

NGOs:

Mrs. Rezwana Hossain, Vice Chairman, Coalition of Environmental NGOs (CEN) and Director
Bangladesh Environmental Lawyers Association (BELA)
Dr. M. I. Sharif, Senior Fellow, BELA
Mr. M. Alam, Coordinator of SoE Bangladesh,
Bangladesh Centre for Advanced Studies (BCAS)
Dr. M. Eusuf, Former Chairman
Bangladesh Council for Scientific and Industrial Research
Dr. A. Nishat, Country Representative IUCN, Dhaka
Nasimul Haque, Coordinator, Climate Action Network South Asia (CANSA)

INDIA

Ministry of Environment and Forests, Government of India
Mr. K.C. Misra, Special Secretary
Ms. Archana Joshi, Director
Ms. Beena Bahr, Under Secretary

Ministry of External Affairs, Govt. of India
Mr R.G. Wallang, Joint Secretary

NGOs:

Mr.Kartikeya Sarabhai, Director, Centre for Environment Education, Ahmedabad, India

MALDIVES

Ministry of Home Affairs, Housing and Environment
Hon. Mr. Ismail Shafeeu, Minister
Dr. Mohammed Ali, Director, Environment Section

NEPAL

Ministry of Population and Environment (MoPE) HMG Nepal
Hon. P.L. Singh, Minister
Dr. Jigbar Joshi, Secretary IC
Dr. Ananda Raj Joshi, Advisor, MoPE and former DG, SACEP

SAARC, Kathmandu

Mr. Q.A.M.A. Rahim, Secretary General
Mr. C.A.H.M. Wijeratne, Director Environment

PAKISTAN

Ministry of Environment, Local Government and Rural Development
Hon. Barrister Shaheda Jamil, Minister
Mr. Javid Zafar, Secretary
Mr. Sheikh Ghazaufar Hussain, Additional Secretary
Mr. Jameel Ali Aha, Acting DG and Director PEPC, 9212022
Mr. Khalid Khan Toru, Deputy Secretary (EIA) Env&Atus
Mr. Kalimudah Shirgy, Deputy Secretary: Bio + Dessp CCD
Dr. Md. Khunshid, Section Officer
Mr. Arif Salahuddin, Executive Director ENERCON
Mr. Nawid Ahsan, Secretary, Econ. Relations Division

NGOs:

Dr. Saba Khattak, Executive Director, SDPI, Islamabad
Dr. Lubna, Fellow, SDPI
Dr. Tariq Banuri, Member Steering Committee,
Pakistan Commission on Higher Education

Bhutan

The committee members held discussions with the higher officials in Bhutan over telephone, since visit to Bhutan was not possible during the Consultations.

Hon. Dasho Nedo Rinchen
Deputy Minister, National Environment Commission

UNEP-RRCAAP, Bangkok
Mr. Susendra Srinathia, Director

SACEP:

Mr. Mahesh Elahi, Director General
Mr. Pradyumna Kumar Kotta, Project Coordinator, SENRIC
Mr. Prasanna Dias Abeygunawardene, Dy. Director of Programmes
Ms. Jacintha, S. Tissera, Administrative Officer
Ms. Nishanthi S. Perera, Programme Officer, SASP

ACRONYMS

ADB	Asian Development Bank
AIT	Asian Institute of Technology
ASOEN	ASEAN Organisation for Environment
BCAS	Bangladesh Centre for Advanced Studies
CC	Consultative Committee
CIDA	Canadian International Development Agency
DG	Director General
EIA	Environmental Impact Assessment
ESCAP	Economic, Social, Cultural Organisation for Asia Pacific
GC	Governing Council
GEF	Global Environment Facility
GIS	Geographic Information System
HMG Nepal	His Majesty's Government of Nepal
ICIMOD	International Centre for Integrated Mountain Development
ICRISAT	International Crop Research Institute for Semi Arid Tropics
IMO	International Maritime Organisation
IUCN	International Union for Conservation of Nature
IWMI	International Water Management Institute
MEA	Multilateral Environmental Agreements
NGO	Non-Governmental Organisations
NORAD	Norwegian AID Agency
OECD	Overseas Environment Cooperation Fund, Japan
SAARC	South Asian Association for Regional Cooperation
SACEP	South Asia Co-operative Environment Programme
SDPI	Pakistan Sustainable Development Institute
SEAMCAP	Strengthening Environment Assessment Capabilities in South Asia
SEI	Stockholm Environmental Institute
SENTRIC	South Asia Environment Natural Information Centre
SIDA	Swedish International Development Agency
SLR	Sri Lankan Rupees
SOE	State of the Environment
SPREP	South Pacific Regional Environmental Programme
SSP I	SACEP Strategy and Programme I
SSP II	SACEP Strategy and Programme II
SSP III	SACEP Strategy and Programme III
UNCED	UN Conference on Environment and Development 1992
UNEP	United Nations Environment Programme
UNEP-RRCA-AP	UNEP-Regional Resources Centre -Asia Pacific
WWF	World Wide Fund for Nature