

**TERMINAL EVALUATION REPORT**  
**OF**  
**CONSERVATION OF HABITATS AND SPECIES**  
**IN ARID AND**  
**SEMI-ARID ECOSYSTEMS IN BALUCHISTAN**

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## **List of Acronyms**

APR	Annual Project Report
ADR	Assessment of Development Results
BAP	Biodiversity Action Plan for Pakistan
BCS	Baluchistan Conservation Strategy
BRSP	Baluchistan Rural Support Programme
CBD	Convention on Biological Diversity
CBNRM	Community Based Natural Resource Management
CPRM	Common Property Resource Management
CBO	Community Based Organization
CCS	Chagai Conservation Society
CHAS	Conservation of Habitat and Species (Short name for this Project)
CITES	Convention on International Trade in Endangered Species of wild Flora and Fauna
COs	Community Organizations
FWD	Forest and Wildlife Department
GEF	Global Environment Facility
GOP	Government of Pakistan
IUCN	The World Conservation Union
LFA	Log Frame Analysis
MACP	Mountain Areas Conservancy Project
M&E	Monitoring & Evaluation
MoE	Ministry of Environment
MOU	Memorandum of Understanding
MTE	Midterm Evaluation
NCS	The Pakistan National Conservation Strategy
NCCW	National Council for Conservation of Wildlife

NGO	Non Governmental Organization
NoC	No Objection Certificate (Clearance Certificate)
NPD	National Project Director
PA	Protected Area
PCOM	Project Cycle Operation Manual
PIR	Project Implementation Review
PMC	Project Management Committee
PSC	Project Steering Committee
RUGs	Resource User Groups
SMART	Specific Measurable Attainable Relevant Timely
STEP	Society for Torghar Environmental Protection
SUSG	Sustainable Use Specialist Group
SUSG-CAsia	Sustainable Use Specialist Group- Central Asia
TPR	Tri-Partite Review
UN	United Nations
UNDP	United Nations Development Program
UNDP CO	UNDP Country Office
UNDP SGP	UNDP Small Grants Programme

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## **EXECUTIVE SUMMARY**

The “Conservation of Habitat and Species in Arid and Semi-Arid Ecosystem of Baluchistan” Project implemented in two districts (Qila Saifullah and Noshki) of Baluchistan over a period of seven years has been co-funded by GEF, UNDP, Provincial Government of Baluchistan and Society for Torghar Environment Protection (STEP). The project aims to assist local communities to cease ecologically harmful practices, develop livelihoods and lifestyles that are ecologically sustainable, and practise natural resource conservation.

The focus of the project is to stop hunting and over-collection of wildlife, overgrazing of native vegetation and collection of fuel wood from native trees; and to develop agricultural and pastoral practices and other income-generating activities that contribute to ecosystem conservation. Other practices include community based conservation of natural resources in ways that are ecologically sustainable and which generate income for both the conservation program and for local livelihoods and community development. Furthermore, project made efforts to develop legal framework for participatory and integrated conservation and development to be owned and managed by the local community, with political and legal backing and technical assistance from provincial government agencies.

The purpose of this Final Evaluation, which has been conducted in accordance with established UNDP and GEF procedures and ‘Guidelines for GEF Agencies in Conducting Terminal Evaluations’ is to undertake a systematic and impartial examination of progress (quality & quantity) against the physical targets, realization of project outcomes and objectives as per project documents and present findings on the project design, implementation and effectiveness and efficiency, and present findings and recommendations for improvement and sustainability of such interventions at local, national or globally.

### **Findings**

The project design, as illustrated by the Project Proposal, is basically quite sound. It is well laid out and in general easy to follow. Therefore this evaluator’s judgement is that “the project has been carefully designed to meet the national (BAP, NCS, BCS, etc.) and international (MEAs) obligations to meet its objectives”.

Project has already achieved almost all of its targets timely and in due budget with the participation of multiple stakeholders while using a flexible approach to implementation. The Project also introduced some innovative ideas such as the development of community-based reptiles conservation and trade controlling???. This is though still not successful due to some administrative/bureaucratic hurdles. Water is severely scarce in the area and conservation/development of water resources can boost economic activities in the area. Project activities in water sector



are admirable. Therefore, overall the performance of the Project has been ranked as Highly Satisfactory.

Program partners i.e. CCS, STEP and FWD including other provincial organizations also benefited handsomely from program support in terms of availability of resources, capacity building, etc. Significant contributions have been made by the program to promote partnership, build capacity of partner organizations, creating enabling environment. However, in view of the wider scale and persistence of issues, there is still a long road to be covered to finally achieve the impact.

A key reason for the Project's success has been a dedicated and experienced SUSG-CAsia Chair and NPM who has been engaged in the Project since the time of project development. In that sense, the success of the project is personality-driven.

### **M&E System:**

The Project prepared monthly progress reports for its internal consumptions while quarterly reports for UNDP and Annual Project Reports for UNDP and GEF. Annual Project Report (APR) were presented to PSC, clearly documenting progress in implementation, plus stating reasons for delays and any other issues or special directives. The Government of Baluchistan also required progress on quarterly and annual basis. Therefore, the same reports prepared for UNDP and GEF were shared with the GoB. Other monitoring mechanisms included field visits and inspection of field activities and feedback from the communities and various visits by the NPD and members of partner organisations.

The M&E Specialist reported that all Monthly and Quarterly Review Meetings have been conducted regularly. Monthly Review Meetings have been chaired by the NPM at the project level. Whereas, Quarterly Planning and Review Meetings were generally chaired by the NPD and PSC meeting chaired by the Federal Secretary of Environment Ministry. The M&E system is rated as Satisfactory.

### **Mission Recommendations:**

Following are few recommendations for future follow-ups.

1. SUSG- CAsia shared with the mission that project model has already been used in several ways for replication in other areas of Baluchistan. These areas include Shah Noorani, Saroona and Surghar etc and the approach devised by Habitat and Species Conservation project possesses promising features for wider replication.
2. There was a complete unanimity among the stakeholders consulted by the mission that there should be a continuation of initiative and the mission agrees. If there is no follow-up there is a risk that the investment made by SUSG-CAsia will

slowly disappear. So mission strongly recommends that organisations involved (UNDP, SUSG-CAsia, STEP, CCS, GoB) should either discuss the possibilities of a GEF large grant initiative or explore any other window to replicate this initiatives in the potential hotspots of the country in general and province in particular;

3. The CHAS Project areas natural resources should not be seen in a local context but they are contributing to all strata of environmental responsibilities i.e. local, provincial, national and global. Therefore, funding must be made available from Federal and provincial budgetary allocations as well as continuation of assistance from the foreign donor agencies.
4. Social mobilization is a continuous process, so efforts to mobilise the community should be continued during post project scenario;
5. Though the trophy hunting especially in Torghar is working accordingly however partner organisations such as STEP and CCS should diversify income generation opportunities especially exploring other options;
6. For the better synergies linkages between the VCC level and the Government functionaries, civil society organisations and the private sector should be encouraged;
7. Strong political will is required to facilitate the policy and legal reform necessary to empower local communities to manage and make sustainable use of natural resources.
8. A holistic, ecosystem approach must be followed involving all the stakeholders to generate sufficient goodwill and ownership among stakeholders;
9. The Log Frame Matrix should be continued by the STEP and CCS as a planning and diagnostic tool – setting the course and the targets, and assessing progress towards them using carefully selected indicators while a comprehensive and detailed monitoring and evaluation strategy should be designed and adopted soon after the termination of the project identifying who will do what, and when;
10. A detailed fundraising strategy and Prospectus should be prepared and adhered accordingly. Different donors should be contacted by the respective organisation for their inputs. SUSG-CAsia should take a lead in facilitating such get together;
11. Mission recognises the efforts of the project in training of partner organisations/VCC members in different disciplines however that should not be discontinued after the June 30, 2012. The selected office bearers of partner organisations/ VVC members should be given training in participatory monitoring

and survey techniques, organisational management, institutional strengthening and the documentation of case studies/ anecdotes of their successes and failures;

12. Project has designed number of good quality awareness material for the communities however certain key documents such as Torghar case study should be translated into Urdu. The mission suggests giving distribution of material a serious thought before it is lost in archives;
13. The mission also believes that project assets should be handed over to the SUSG-CAsia and partner organisations so that they could continue the efforts for the natural resource conservation accordingly.

# **1. INTRODUCTION**

## **1.3 Background**

The Protected Areas (PAs) system in Pakistan covers only 11.4 % of the total area of the country and many critical ecosystems and habitats are not included in this system. The main challenges faced by formal PAs include: lack of sufficient government financing for the effective management of PAs; limited technical and managerial capacity within related government departments; failure to incorporate effective strategies for management of buffer zones whereby pressure on habitats and over-exploitation of resources is leading to degradation of buffer zones and PAs; a failure to include local community participation within PA management which has led to conflicts between communities and PA management; and lack of access and incentives available to local communities to benefit from sustainable use of biodiversity.

While donors and Federal/provincial governments are supporting the management and strengthening of PAs through other projects, the objective of this project is to pilot a community based resource management approach that strengthens community institutions, knowledge and expertise for sustainable use of biodiversity within broader landscapes that will be managed as community conservation areas. The project will thus contribute a new and innovative approach to biodiversity conservation and sustainable use which directly responds to the BAP recommendations that instead of a further expansion of the formal Protected Areas network more attention should be accorded to community based conservation and sustainable use within important ecosystems and habitats. Through the establishment of the two conservancies, the project will also make a significant contribution towards increasing the area under some form of conservation management in Baluchistan province. The lessons and experience from this project can be extremely useful in replicating community based conservation management models elsewhere in the country.

## **1.4 The Project**

The Conservation of Habitats and Species in Arid and Semi-arid ecosystems of Baluchistan (CHAS) Project was originally a 5-year initiative of the Government of Pakistan jointly funded by the Global Environmental Facility (GEF), UNDP, Government of Baluchistan and communities of STEP implemented by the United Nations Development Programme (UNDP) and executed by the Sustainable Use Specialist Group for Central Asia (SUSG-CAsia). The Project Document was approved by the Government of Pakistan and UNDP/GEF in January, 2004. However, the project commenced in December 2004 with the disbursement of the first instalment, whereas, the actual implementation started in August 2005 with the arrival of National Project Manager. Implementation delays led to the extension of the project till June, 2012.

The project, with a total budget of US\$1.192 million later enhanced to US\$1.458, is designed to target the conservation of species and sustainable use of the globally significant Habitats of Torghar and Chagai (now Noshki) ecosystems in Baluchistan. These were threatened by the rapid expansion in human and livestock population, over and un-regulated extraction of natural resources (wild animal, reptiles and plants) without any sustainable and substantial benefit to the local communities.

Lack of awareness at all levels about the fragile nature of these ecosystems, increase in human population, and breakdown of traditional institutions of common property resource management are the major underlying causes for loss of biodiversity. The state agencies responsible for conservation lack capacity and resources. Furthermore, the enforcement of laws is weak due to the tribal nature of the society. In view of the above, the only viable option to conserve the biodiversity in these areas is to demonstrate economic and ecological benefits of conservation and to promote the empowerment of the local communities in order to make them custodians of the biodiversity.

The CHAS Project has supported the sustainable development of resources through a participatory management framework; the establishment of conservancies and species protection programmes; a diversified and improved rural livelihoods system; and increased awareness of the needs and benefits of local communities.

The Project has the five following outcomes:

- To raise awareness of local communities and stakeholders about biodiversity conservation and sustainable use of natural resources.
- To create an enabling environment for community based biodiversity conservation and natural resources management.
- To build institutional capacity of local communities, NGOs, and government institutions to conserve and make sustainable use of biodiversity.
- To strengthen the Conservancies and establish management regimes for conservation and sustainable use of biodiversity.
- To diversify and improve rural livelihoods and reduce pressure on habitats through better agro-pastoral practices and sustainable resource use alternatives.

The project falls in GEF's Operational Programme 1: Arid & Semi-arid Ecosystems: It deals with the conservation and sustainable use of endemic biodiversity in dryland ecosystems including grasslands, and in Mediterranean-type ecosystems, where biodiversity is threatened by increased pressure from more intensified land use, drought, and desertification.

The project remains relevant today in spite of the new Strategic Priorities of GEF for Biodiversity (Strategic Objective 1 on Protected Areas and Strategic Objective 2 Mainstreaming Biodiversity into Productive Sectors).

The Project objectives were in commensuration with the National Conservation Strategy (NCS) which accords great importance to sustainable uses of wild living resources that ensure their viability and preservation. Similarly, it also accentuated to the Baluchistan Conservation Strategy (BCS) that stresses for promotion of an understanding of sustainable use and urges the government to ensure that an appropriate policy environment is in place to enable sustainable use initiatives to flourish. The BCS also places emphasis on conserving biodiversity and promoting sustainable use and recommends strengthening of in situ conservation through active community participation. The BCS recommends entrusting management of wildlife on non-state lands to individuals and communities owning the habitat rather than considering this as state property. The Project also kept in mind the recommendations of Biodiversity Action Plan (BAP) for Pakistan.

In addition, the project contributed to Pakistan's response to the obligations it took on when it signed a number of international conventions and agreements such as the Convention on Biological Diversity (CBD), the Convention on International Trade in Endangered Species (CITES) and the Ramsar Wetlands Convention.

### **1.4.1 The Evaluation Mission**

#### **1.4.2 Evaluation objectives and Terms of Reference**

This evaluation was commissioned by the UNDP Country Office in Pakistan as the GEF Implementing Agency for the Conservation of Habitat and Species of Global significance in Arid and Semi Arid Ecosystems of Baluchistan (CHAS) Project, as required by the procedures of the GEF, the main funding source.

The overall purpose of this evaluation is to measure how successful the implementation of the project has been, what impacts it has generated, if the project benefits will be sustainable in the long term and what the lessons learnt are for future interventions in the country, region and other parts of the globe where UNDP-GEF provides assistance. The objectives of this Terminal Evaluation are to be found in the Terms of Reference in Annex II

Following are the purpose of the evaluation based on the Terms of Reference:

- 1 To promote accountability and transparency, and to assess and disclose levels of project accomplishment.
- 2 To synthesize lessons that may help improve the selection, design, and implementation of future GEF activities.

- 3 To provide feedback on issues that are recurrent across the portfolio and need attention, and on improvements regarding previously identified issues.
- 4 To contribute to the GEF Evaluation Office databases for aggregation, analysis, and reporting on the effectiveness of GEF operations in achieving global environmental benefits and on the quality of M&E across the GEF system

### **1.4.3 Mission activities**

Work on this evaluation commenced on Friday 15 June 2012 from home base with assignment planning, preparation of the schedule of work, interpretation of the Terms of Reference, documents review and websites searches. Tuesday 19th June was taken up with introductory meeting with UNDP Country Office and signing of contract in Islamabad. on Thursday 21st June the evaluator travelled to Quetta where the project office is based. The same day a series of briefings, meetings with the current NPD and ex NPD and on Friday 22nd June the evaluator had meetings with the Chief Conservator Forest Baluchistan, ex Chief Conservator and another ex NPD. The Evaluator had a meeting with the community organization of Chagai Conservation Society (CCS) the same day. The next day 23rd June 2012, travelled to Nushki and visited several sites and hamlets to see the physical interventions of the project in the field. On Sunday 24th June, the Evaluator had a detailed meeting with the community activists of Torghar Community at Qila Saifullah. Due to security concern and non clearance from the project authorities and local administration, field visit to Torghar,s physical activities could not be accomplished.

The time in Quetta was devoted to an extensive programme of consultations with project personnel, stakeholders and others. On returning to Islamabad, the evaluator spent a further time during which he conducted further consultations with key stakeholders and undertook the drafting of the Evaluation Report.

The full Schedule of Field Visit for this assignment is in Annex III.

## **1.4 Methodology of the evaluation**

### **1.4.1 The approach adopted**

Overall guidance on GEF terminal evaluation methodologies is provided by the “Guidelines for GEF Agencies in Conducting Terminal Evaluations”. The Evaluation Team based its approach on this guiding document together with the TORs, consultation with UNDP in Islamabad, as well as on the experience of the evaluator.

This has been a participatory evaluation and information were obtained through the following activities:

- Desk review of relevant documents and websites
- Discussions with UNDP Pakistan senior management
- Consultation meetings with Federal and Provincial Government and other stakeholders and partners
- Visit to the project office in Quetta and field sites; detail discussions with project personnel, government officials, community members and other stakeholders were held

The other guiding document was UNDP Handbook on Monitoring and Evaluation. According to the UNDP Handbook on Monitoring and Evaluation, “Project evaluations assess the efficiency and effectiveness of a project in achieving its intended results. They also assess the relevance and sustainability of outputs as contributions to medium-term and longer-term outcomes. Project evaluation can be invaluable for managing for results, and serves to reinforce the accountability of project managers. Additionally, project evaluation provides a basis for the evaluation of outcomes and programmes, as well as for strategic and programmatic evaluations and ADRs, and for distilling lessons from experience for learning and sharing knowledge. In UNDP, project evaluations are mandatory when required by a partnership protocol, such as with the Global Environment Facility”. As a result, all full and medium size projects supported by the GEF undergo a terminal evaluation upon completion of implementation.”

#### **1.4.2. Documents reviewed and consulted**

The mission reviewed a large number of documents related to the project, including:

- A considerable number of technical reports, please give examples of the leading documents;
- The MTR Report;
- The Project Document;
- Project Progress Reports
- Publications

The list of salient documents reviewed and/or consulted by the evaluator is in Annex-IV which also contains a reference to the websites which were visited and reviewed.

#### **1.4.3. Limitations and constraints of the Mission**

The findings and conclusions in this report rely primarily on a desk review of project documentation, a field mission to project sites as well as extensive discussions at provincial level, Project staff, communities and project sites. The sites of the project



are very large, and it was difficult to deviate from the planned itineraries and activities, due to the time constraints. The other major constraint was security concern in the project field sites due to which some field visits were curtailed.

The Mission assessed whether the project met its objectives, as laid down in the project document, and whether the project initiatives are, or are likely to be, sustainable after completion of the project. The very nature of the project, which focuses on awareness raising, capacity building, on bringing about legal frameworks, on mainstreaming community based conservation, on diversifying livelihoods makes it extremely difficult to measure, and to express in concrete digital terms the level of such achievements.

It also pulling together and analyses lessons learned and best practices obtained during the implementation of the project which could be further taken into consideration during the development and implementation of other similar GEF projects in Pakistan and elsewhere in the world.

#### **1.4.4 Structure of this report**

This report is intended primarily for UNDP CO in Pakistan and the GEF. It is structured in three main parts. Following the Executive Summary, the first part of the report comprises an Introduction which also covers the methodology of the evaluation and the development context of the project. The next part covers the findings and is made up of a number of discrete but closely linked sections following the scope proposed for project evaluation reports by the UNDP guidelines. The final part comprises the Conclusions and Recommendations. A number of annexes provide additional, relevant information.

## **2. THE PROJECT AND ITS DEVELOPMENT CONTEXT**

### **2.1 Project Design**

The project design, as the version available to the evaluator, is basically quite sound. It is well laid out and in general it is easy to follow. The project is well-conceived and timely initiative, highly relevant for Baluchistan, Pakistan and neighbouring states with regions of similar dry-land ecosystems subject to unsustainable land use. The project is well-regarded and supported at national, provincial and local levels, and forms an important pilot initiative in co-management or community-based management of natural resources for the Baluchistan Provincial Government and the two local Districts, as well as for the then Federal Ministry of Environment dissolved under 18<sup>th</sup> constitutional amendment and now reconstituted as Ministry of Climate Change. One can judge that *“the project has been carefully put together”*.

The project structure is logical. According to the text and the Log Frame, the project has one overall development objective, Five Immediate Objectives, and under each of the five components, a number of outputs are identified under each objective and various activities are prescribed for each output.

The original project brief was approved by GEF and Government of Pakistan in early 2004. The project began in December 2004 but actual start took place in August 2005. Originally designed as a five year project, it was extended by two years following a recommendation made by MTR in 2008. Funding for the project was provided by the Global Environment Facility (GEF) (US\$ 767,000), UNDP (US\$ 100,000), Provincial Government of Baluchistan (GoB) (US\$ equivalent 110,000), and STEP (US\$ 215,000). For the extended period GoB committed another US\$ 116,279 while UNDP US\$ 150,000. Therefore, the total cost enhanced from the original US\$ 1.192 million to US\$ 1.458 million.

As noted above, there are five immediate objectives, five outcomes and 90 activities and sub activities. Activities are actions or tasks that must be carried out in order to achieve a specific output. The project formulators may have provided more detail than was absolutely necessary in determining so many activities, and in so doing the ProDoc could have constrained the flexibility of the project manager in planning for project implementation. However, all the activities appear relevant and practical and mostly obvious if the respective outputs were to be achieved.

The biggest strength of the project design is the recognition of "poverty-environment nexus" to be addressed at two levels: 'first, concern was to focus more on the provincial and district levels of the country, in keeping with the devolved nature of development issues. The second concern was focusing on national needs and responding to global environmental concerns'. This project reinforces on doing so. Therefore, this project improved province-led prioritization from its very inception and ensured the involvement of local communities to address environmental concerns while providing alternate income sources for reducing pressure on the natural assets.

## **2.2. Main stakeholders and partners**

The project was to involve stakeholders in project planning and implementation, and was to emphasize inter-agency coordination and cooperation on implementation and to explore mechanisms for more incentive based conservation measures.

The National Project Directorate from the Provincial Forestry & Wildlife Department was responsible to work closely with the provincial departments, line agencies and Federal Government. Provincial Secretary for Forest and Wildlife Department worked as ex-officio National Project Director (NPD). SUSG-CA being implementation agency was to work on the project activities, required consultations

with various government agencies, and this at three levels: Federal Government and UNDP, Provincial and local (district and conservancy level). STEP and CCS were the local registered organization responsible for the conservancy level coordination, awareness raising and implementation partners.

At the Federal Level the then Ministry of Environment (MoE), the Ministry of Economic Affairs (MOEA), the Ministry of Planning & Development were seen as vital partners in the project's work. They were represented on the Project Steering Committee (PSC).

The project already had well established links with the Ministry of Environment and the Provincial Forest & Wildlife Department since UNDP's SGP phase of the project, regarding management of individual conservancy that fall under the remit of those agencies.

The provincial government and local partners had been consulted at project planning meetings at all levels. Allocation of specific responsibilities was also done during the SGP period. Education departments, schools and research were also involved as required. The project was to operate a website, and was expected to be proactive in seeking media coverage for awareness raising and publicizing results, descriptions of activity, discussions of the important problems and possible solutions in policy and practices that affect protected areas (the website was not functional at the time of Terminal Evaluation). Television, radio and print media were also to be involved at provincial levels.

Besides above main stakeholders, communities of Torghar and Nushki areas are the major stakeholders of the project wherein agreement and confidence of these communities is the pre-requisite for any success in their areas.

### **3. FINDINGS: The Mid Term Evaluation and Project adjustment**

#### **3.1. The Mid Term Evaluation**

The Mid-Term Evaluation (MTE), held in July 2008, concluded that the project in the three years from mid-2005 to mid-2008, the project team has conducted a series of substantial activities in the two project areas of Torghar and Noshki, the surrounding Districts and more widely in the Province and other parts of the country. The numerous activities form an impressive range of developments that are relevant or highly relevant to the project purpose. They appear to have been highly cost-effective, carried out efficiently and diligently, and achieving a good standard of execution. It is clear that the project Manager and team have done an excellent job in establishing, explaining and promoting the project concept and purpose among the diverse stakeholders, who include the local communities in the Qilla Saifullah

and Noshki Districts, officials in local, Provincial and national government agencies, and a variety of NGO programs involved in conservation and rural development.

The MTE found that project execution was organised efficiently and diligently. SUSG-CA has established pleasant and efficient office premises and facilities in Quetta to administer and support the range of project activities. A small team of project staff has been well-led and coordinated by a dedicated Manager working closely with the Chair of SUSG-CA, and has developed good quality facilities for transport, field bases and equipment, and operations in the two project areas. The MTE reviewed the arrangements in place for project monitoring, information, reporting and evaluation, and noted that the reporting schedule is being adhered to, but that routine monitoring and information management should be strengthened. The M&E system is weakened by the poorly-developed project plan and performance indicators. For the second half of the project, pin-pointing the key Outputs to be achieved and preparing a SMART operational plan for each will also help to strengthen monitoring and evaluation.

The MTE considered that some project actions could have been more effective and achieved greater impact if there had been greater clarity and precision in the project plan. A general concern for the MTE was that the project has made only limited progress towards establishing an overall system that will be sustainable and replicable without further outside assistance. The Evaluator agrees with the concern of MTE. The key outcome from the project is to establish the institutional and policy arrangements required for such a system, in order to deliver long term, community-based and collaborative natural resources management, biodiversity conservation plus sustainable livelihoods and development benefits for the local community.

The main recommendation from the MTE was for the project to give higher priority to facilitating establishment of the institutional and policy framework, especially at District and Provincial levels. Elements of the system that are not yet securely in place include institutional arrangements for community-based and collaborative management of integrated conservation and development programs, within Conservancies; and sustainable financing mechanisms to support both the conservation and livelihood development programs. Other recommendations of MTE are descriptive in nature and due to the limited space available to the evaluator, these cannot be reproduced here. Therefore these recommendations are summarised in this section. Detail of these recommendation and project response is given at Annex-V.

- 1) Project planning and focus
- 2) Project supervision
- 3) Extension of project duration
- 4) Budget revisions

- 5) Environmental awareness, education, training
- 6) A common strategy for a national system of Conservancies
- 7) Conservancy Management Plans
- 8) Community and government institutional development
- 9) Strengthening of participatory processes
- 10) Sustainable wildlife use integrated with rural development

As can be seen from the tabulated response in Annex -IV, the project assented to most of the recommendations made by the MTE and satisfied most of the requirements. The Log Frame was revised and most of the recommendations implemented, even if only partly for some of them. To some recommendations, the project authorities did not agree and gave their explanation. Another reason given for not implementing some of MTE recommendations was the project peculiar location and local conditions. This was especially the case with recommendations related to fully participatory processes (8.1). This evaluator agrees with the reasons provided by the Project authorities in implementing this particular recommendation keeping in view the tribal customs and traditions.

One other recommendation of MTE that appears to have been beyond the geographical and financial jurisdiction of this project is regarding the extension of model to entire Baluchistan though the project implemented this partially in the shape of draft Forest Act and Forest Policy for the entire Baluchistan. Furthermore, the Project tried to replicate this model in few places in Baluchistan like Shah Noorani, Saroona and Surghar etc

### **3.2. The logical framework and indicators**

The log frame is seen as the most important single tool for guiding project implementation, and the basis for adaptive management. Normally it provides a comprehensive summary of the project scope and component elements, as well as indicators to measure progress towards the objectives or outcomes. Monitoring against the log frame is an effective way of gauging project progress. The log frame allows for fine-tuning in the course of the project, to reflect changing circumstances, experience gained, and shifts in priorities. Revisions of the log frame are a good manifestation of adaptive management.

The Evaluator feels that the log frame is reasonably good, well laid down and easy to follow. Furthermore it has clarity as to how the outcomes are expected to be achieved. Moreover, there are strong indicators that helps in determining how the activities that are needed in order to achieve outputs and outcomes.

## **4. COMPONENT WISE ASSESSMENT**

Following the GEF Terminal Evaluation Guidelines, this portion presents a detailed analysis of the key performance aspects of Relevance, Effectiveness, Efficiency, and Sustainability for each of the five project Outcomes.

#### **4.1 Outcome 1: Awareness raising of the stakeholders on the environmental, economic, and social benefits of conservation**

Component 1 proposed activities to raise awareness widely among the stakeholders and sensitise them about benefits of conservation and resultant economic/social uplift. Consequently, the following activities were carried out:

##### **Activity 1.1. Preparation of popular scientific knowledge and awareness materials.**

- 1.1.1. Educational and interpretation materials developed
- 1.1.2. Educational tools and information boards established in community centres
- 1.1.3. Environmental education tools such as posters and mini projects developed for local primary and secondary schools, for members of the community in general and for other stakeholders.

##### **Activity 1.2. Awareness raising campaigns.**

- 1.2.1. Training of community based outreach volunteers and provision of tools.
- 1.2.2. Public Awareness and Participation Action Plan developed and implemented in the project area.
- 1.2.3. Community outreach - ensuring project staff visit local families and schools in the project area on a regular basis.
- 1.2.4. Ensure participation from the grassroots level by regularly holding meetings with local people/families in the project area.

##### **Activity 1.3. Sustainable land use demonstration in Chagai Conservancy.**

- 1.3.1. Develop consensus-based grazing/land use plans for the limited-use zones and border areas, including (if appropriate) protection of remnant vegetation areas and incentives for biodiversity management.
- 1.3.2. Management agreements reached with local agriculturists/herders over access to limited-use zones in the conservancies.
- 1.3.3. Demonstrations will be conducted on 1-3 selected sites in the conservancy to show that such a land use would be not only environment friendly but economically more productive. Results will be disseminated to increase buy-in of communities, and replicated in other sites for wider audience and acceptance through the project period

#### **4.1.2. Relevance**

Activities proposed under Outcome1 were relevant to the situation prevailing at the time of Project design as its majority stakeholders were not at the same wavelength regarding conservation, collaborative management of resources. Also, due to limited

awareness and understanding of participatory NRM, there has been little support in the policy and decision-making levels. Annex -VI gives details about the activities implemented under all outcomes.

### 4.5.3. Effectiveness

The project ran a comprehensive campaign of awareness raising through different mode, media and approaches. These included Project documentaries, environmental interviews, project talks on local TV & radio, articles & features in magazines, workshop with journalists; celebrated various Environment Days; staff talks given on the project and conservation. Linkages developed with Education Sector and developmental organizations; teachers trained in Environmental Education; students' exposure tours and study camps; Nature clubs established and supported in girls and boys schools in both Conservancies; plants were provided to the farmers in Torghar and Noshki Nature clubs. Exposure visits for local govt / FWD officials, community members to Kyber Paktunkhwa and Sindh.

Furthermore promotional material prepared and disseminated (stickers, calendars, greeting cards); case study of Torghar finalized and printed; Office used as local resource centre; books, relevant research publications and literatures procured and project personnel participated in international conferences.

### 4.5.4. Efficiency

Under Outcome1, the Project has undertaken all planned activities in a timely manner and within the allocated budget. Some activities were more than the planned activities. Also, the activities have been undertaken in collaboration with various stakeholder institutions including various provincial departments, universities, and research institutions and NGOs and institutions in other provinces.

The main efficiency of this component is related to the effectiveness of the Project to develop participatory NRM practices and sensitizing members of line sectoral agencies and stakeholders.

**Box-1 Rating Outcome 1**

Relevance	Highly satisfactory
Effectiveness	Highly satisfactory
Efficiency	Highly satisfactory
Sustainability	Likely

**4.6. Outcome 2: Creating an enabling environment for community based management through learning and development and promoting policy change.**

Outcome 2 was the one of basic component of the project considered as pre-requisite for the sustainability of project created environment. It proposed activities to facilitate an enabling policy environment for mainstreaming of collaborative resource management and conservation Practices in future projects and programs. Therefore, the following actions were proposed:

**Activity 2.1 Networking and sharing of experiences and advocacy support for community empowerment.**

- 2.1.1. Undertake an assessment of community based management experiences elsewhere in Pakistan and legal framework.
- 2.1.2. Undertake a site visit to the MACP project in order to discuss their experience in community based conservation
- 2.1.3. Support the establishment of community councils using successful models developed elsewhere in Pakistan/other similar places. This will include ensuring meetings are transparent and open to local observers.
- 2.1.4. Regular quarterly meetings of community councils FWD staff and other stakeholders.
- 2.1.5. Create linkages with community councils for two conservancies.
- 2.1.6. Link to other similar communities in similar situations and provide support to increase number of community councils operating in such a set-up.
- 2.1.7. Support at the local/state level for networking and information exchange between and within local governments.

**Activity 2.2: Facilitate review and reforms in polices and regulations for community empowerment:**

- 2.2.1. Undertake a comprehensive review of the existing Forest Laws, policies and regulations dealing with community empowerment.
- 2.2.2. Necessary/felt needs for changes in existing Forest Law, policies and regulations discussed in transparent council meetings with involvement of all stakeholders.
- 2.2.3. Appropriate changes are made in the Forest Law, policies and regulations to effectively empower the communities.

**4.2.4. Relevance**

Activities proposed under Outcome 2 were necessitated to enable the community based conservation as there has been little conscious consideration for community based natural resource management (CBNRM) practices in major government policy and planning instruments at provincial level. Also, due to limited awareness and understanding of CBNRM there has been little support for enabling environment at policy and decision-making levels. Therefore, this component was very much relevant to the project activities.

**4.2.5. Effectiveness**



In order to harmonize provincial national sectoral policies for adoption of CBNRM practices, the Project revised the provincial forest act and policy to accommodate the partnership and community based approaches for management and conservation of natural resources. The draft forest act and policy has been vetted by the provincial Law Department and its formal approval from the cabinet is awaited.

Besides this partnerships established with key stakeholders, Land use plans developed for each Conservancy; Common Property Resource Management Plans prepared for Torghar; Noshki and conducted Ethno-botanical studies of Torghar and Noshki

#### **4.2.6. Efficiency**

The project was able to undertake all planned activities under outcome 2 efficiently and within the stipulated time and budget. During execution of these activities all partner stakeholders were either involved or they were assigned the activities depending on their technical strength or relevance. For some activities like revising the Forest Act, international experts were also involved keeping in view their experience and knowledge of the area/region.

The only inefficiency of this component is related to the ineffectiveness of the Project to approve the revised Forest Act and Policy from the Provincial Cabinet during its life time (Project) though it was revised quite earlier. The project has spent time and financial resources on unsuccessfully influencing the relevant quarters to take it to the cabinet to make it a law. In the absence of such law the project induced activities will become inefficient and not sustainable.

#### **Box-2 Rating Outcome 2**

Relevance	Highly satisfactory
Effectiveness	Highly satisfactory
Efficiency	Satisfactory
Sustainability	Moderately Likely

#### **4.7. Outcome 3: Strengthening Capacity of communities, NGOs, and government institutions to support conservation and sustainable use of biodiversity**

This Outcome was designed to build organizational capacity within the Government, Implementing Partners, Participating Communities, and other stakeholders. Activities related to this Outcome are:

##### **Activity 3.1. Establishment of CO's and RUGs for Conservation and sustainable use**

- 3.1.1 Raise awareness of the tribal leaders for the need to conserve biodiversity (coordinate with Activity 1.2), and promote dialogue and discussion among them.
- 3.1.2. Support the establishment of Conservation Organizations (COs) at tribe and sub-tribe levels.
- 3.1.3 Organize resource user groups (RUGs) build their capacity and support them to act collectively for a common interest

**Activity 3.2. Strengthening Capacity of Local NGOs for Conservation and Sustainable use.**

- 3.1.1. Undertake a comprehensive training needs analysis of local NGOs.
- 3.1.2. Provide technical advice to NGOs on biodiversity/community considerations/participations in ecosystem management.
- 3.1.3. Train local NGO experts in rudiments of biodiversity conservation and community stewardship techniques.

**Activity 3.3. Capacity building of local government and FWD in participatory approaches for biodiversity conservation.**

- 3.2.1. Comprehensive training needs analysis for staff of FWD, local government and relevant stakeholders.
- 3.2.2. Targeted on-the-job training in ecosystem management, biodiversity survey, assessment and monitoring and community outreach are envisaged.
- 3.2.3. Build resource requirements for on-going human and technical capacity-building into sustainable use plan for the conservancies.
- 3.2.4. Review of most efficient and cost-effective means of improving networking and communications for conservancy staff over wildlife monitoring and inspection.
- 3.2.5. Implementation of approach with agreement and cost-sharing from Government of Pakistan.

**Activity 3.4. Planning and Management of Common Property Resources**

- 3.4.1 Undertake participatory resource appraisal to assess the resource condition and identify threats to biodiversity
- 3.4.2 Prepare common property resource management plans (CPRM)
- 3.4.3. Identify the training and financial requirements for implementation and monitoring of the plans

**4.3.4. Relevance**

Activities under Outcome 3 were relevant to develop an understanding of the importance of conservation management in the country as most of the state run

NRM projects and programs mostly focus on productivity without attention to CBNRM.

Annex-VI provides details of activities undertaken under all components.

Proposing outcome on capacity building is relevant and effective as capacity building is a precondition for the sustainability of programme and has relevance to all Project Outcomes. These measures have ensured practical learning while implementing various Project activities.

#### **4.3.5. Effectiveness**

To identify capacity gaps of provincial and local organisation the Project carried out a Training Needs Assessment (TNA) in its initial years. Resultantly, several trainings and workshops were organized for these target audiences. Major activities undertaken are capacity needs assessments carried out for community organizations; several committees strengthened at Torghar; Establishment of 13 Cos and RUGs for conservation and sustainable use, Chagai Conservation Society (CCS) strengthened, Training planned and implemented for FWD, District Government, local NGOs and community members; sponsored two M.Sc forestry and one B.Sc forestry courses, two person were trained as dispenser while two in animal husbandry. The detail of training and capacity building can be seen at Annex-VI.

#### **4.3.6. Efficiency**

Major activities under this outcome have been undertaken in a timely manner within the available budget. Although, initial results look promising, it is too early to assess the impact of this activity. Because, one of the person trained in livestock health care has already left the area. Similarly, the person trained as dispenser is also not very effective as he was expected carryout his activities without support of the project. The local person trained as M.Sc Forestry is still available to the STEP and project but there is very much likelihood that he might join other organisation or Provincial Forest Department. However, the rest of the capacity building activities are commendable.

#### **Box-3 Rating Outcome 3**

Relevance	Highly satisfactory
Effectiveness	Highly satisfactory
Efficiency	Satisfactory
Sustainability	Likely

#### **4.8. Outcome 4. Strengthening of Conservancies and establishment of**

## **management regimes for conservation and sustainable use of biodiversity**

Outcome 4 was indispensable component of the project to establish an efficient regime for conservation and management based on sound knowledge and information, data coupled with some physical works for rehabilitation of degraded resources and environment. The the following activities were proposed:

Annex-V provides details of activities undertaken under all components alogb with the targets and achievements.

### **Activity 4.1. Surveillance to check grazing, fuel-wood cutting and poaching etc.**

- 4.1.1. Review of resource-use policies, incentives, and regulatory framework.
- 4.1.2. Patrolling protocols and procedures developed and implemented and their results monitored.
- 4.1.3. Training for appropriate community members in the techniques of patrolling, biodiversity survey and monitoring.

### **Activity 4.2. Restoration of degraded habitats**

- 4.2.1. Survey the conservancy areas for selection of sites.
- 4.2.2. Select pilot sites for restoration and rehabilitation in the conservancy's core area(s).
- 4.2.3. Implementation of simple restoration and rehabilitation measures, management and regular monitoring of results – especially in relation to wildlife population responses.
- 4.2.4. Policies developed for management and maintenance of restored areas by the communities.

### **Activity 4.3 Preparation and implementation of conservation and sustainable use plans**

- 4.3.1. Socio-economic and biodiversity assessment, mapping and zoning proposals to support different types of land-use options in conservancies
- 4.3.2. Meetings conducted with the stakeholders to arrive at a consensus on the preparation and implementation of sustainable use plans.

### **Activity 4.4. Biodiversity assessment and monitoring**

- 4.4.1. Enhance and improved maintenance of biodiversity information base to store information gathered under the project.
- 4.4.2. Evaluate the feasibility of putting framework on-line, with links to other conservancies/PAs, research institutions and universities.
- 4.4.3. Build monitoring and assessment resource requirements into the conservancy's sustainable use plan.
- 4.4.4. Strengthen the underlying policy framework.

4.4.5. Review current policy and institutional framework that supports the work of the SPA Management Authority.

4.4.6. Promote any necessary regulatory/institutional changes

#### **4.4.1. Relevance**

All activities carried out under this component of projects are highly relevant due to the basic need of the project and building future management regime and proposing conservation measures in the area. Moreover, different surveys conducted for ungulates and reptiles were helpful for devising conservation measures. Similarly, physical works for conservation of water resources, distribution of solar lamps in the area helped to enhance the involvement of communities.

#### **4.8.2. Effectiveness**

Meetings with community organisations and activists and field visits confirmed that the Project has received high community acceptance for some key activities at each of the conservancy as these are directly linked to economic gains and their impact was demonstrated in the short-term. For instance, the construction of earthen bunds and nawars in Noshki area and rehabilitation of springs in Torghar, distribution of plants and plantations on community land are activities for which economic impact is either visible (Nawars or springs) or to be seen in the next three to five years.

In addition to the above socio-ecological baseline studies; vegetation baseline assessment in both conservancies; range management survey and ungulates survey in Torghar; reptile & small mammal survey; ethno-botanical study; anthropogenic studies. Surveillance of reptile collecting and other hotspots; vendors for Reptile sustainable trade formally contacted; Plant nursery established at Torghar, native plant seeds broadcast in Torghar and in Noshki. Construction of flood protection bund and construction of roads were the major activities undertaken.

Another positive aspect of the above measures is the ability of community to replicate some of the activities undertaken by Projects. Although some activities are high cost like rain water harvesting, check dams, considering their economic impact, communities have already shown the willingness of replicating them using individual or communal resources.

#### **4.8.3. Efficiency**

The activities completed more than 100% under this Component at the time of the Terminal Evaluation are a sign of time and administration efficiency. Also, in some cases, achievements have outstripped the planned target activities and in few cases they were not planned initially like flood relief and assessment in Noshki and

assisting FWD and Ziarat Juniper Project in conducting survey in Ziarat and Hazarganji National Park.

However, it can be noted that some of the activities under this outcome were more relevant with the Outcome 5 instead of doing under this component. Furthermore, project sites at both the conservancy are high risk areas due to security conditions and preventing physical access of project staff and technical experts. Therefore, the project is relying on the two local organisations in both the conservancies to take lead role in discharging the activities. This arrangement might prevent conduction of future surveys especially for biodiversity assessment.

#### **Box-4 Rating Outcome 4**

Relevance	Highly satisfactory
Effectiveness	Highly satisfactory
Efficiency	Highly satisfactory
Sustainability	Moderately Likely

#### **4.9. OUTCOME 5: Diversification and Improvement of rural livelihoods through improved agro-pastoral practices and sustainable resource use alternatives:**

This component of the project was focusing on improving and diversifying the livelihood of the local communities. This was fundamental for sustainability of project interventions and making the custodian communities self reliant for carrying out the conservation activities. The following major activities were proposed for this component. Detail can be seen at Annex-VI along with targets and achievements.

##### **Activity 5.1: Improvements in livestock and range management practices:**

- 5.1.1. Survey of wildlife/livestock interactions and competition for grazing land and water resources.
- 5.1.2. Review current grazing regulatory and incentive regimes in order to refine understanding of underlying causes of management issues.
- 5.1.3. Work with individual families to review and map traditional livestock Grazing patterns.
- 5.1.4. Regular consultations with herders/local or community custodians, focused on potential conflict resolution mechanisms and issues-based discussions.
- 5.1.5. Establish monitoring program to assess impacts on forage base and globally significant biodiversity values

##### **Activity 5.2. Development of sustainable agriculture production**

- 5.2.1. Disseminate alternative land-use models and improved agricultural techniques.
- 5.2.2. Review current agricultural practices in areas in and around the conservancies particularly the small-scale production of vegetables and fruits.
- 5.2.3. Working with communities develop potential mechanisms for improvement in production and establishment of appropriate downstream processing
- 5.2.4. Assess the feasibility of establishing a cooperative organization among the conservancy community to collect and market raw livestock products (wool, meat, milk) thereby increasing income and potentially reducing herd size requirements

**Activity 5.3. Value added processing of medicinal plants and other resources**

- 5.3.1. Review impact of harvesting medicinal plants on ecosystem and species and clarify the underlying causes of management issues.
- 5.3.2. Identify commercially viable plants and those that can be cultivated in a cost effective manner.
- 5.3.3. Carry out basic feasibility studies and market surveys
- 5.3.4. Carry out a training programme covering all aspects of management and marketing

**Activity 5.4. Community managed Trophy hunting, reptile trade and snake venom collection enterprises to support conservation and reduce pressure on habitats**

- 5.4.1. Improve existing trophy hunting programme in Torghar Conservancy through strengthening capacity
- 5.4.2. Design trust fund and mechanisms for management and redistribution of trophy hunting revenues
- 5.4.3. Undertake detailed feasibility study and market surveys of reptile trade and venom collection in Chagai Conservancy
- 5.4.4. Identify and bring on board institutions/NGOs with experience in management/marketing of reptiles and venom
- 5.4.5. Undertake pilot activities using local NGOs/CBOs as business incubators to provide support to household/collective enterprises
- 5.4.6. Carry out a training programme covering all aspects of management and marketing
- 5.4.7. Develop a sustainable extension programme to be run by the local NGOs for on-going technical and commercial advice

**Activity 5.5. Improving access to micro-credit**

- 5.5.1. Carry out a detailed design for the micro-credit fund ensuring it will be community-driven and sustainable.
- 5.5.2 Identify field-level conservation performance indicators to guide investment strategy.
- 5.5.3. Provision of sewing machines to the women folk

#### **4.5.1. Relevance**

The activities undertaken for this component of projects are much relevant due to the basic need of the communities and building their confidence in project intervention. Exploring marketing avenues for reptiles and distribution of wheat seed and rehabilitation of Karezes were vital for diversifying and improving the livelihood base for the area. Moreover, the successful activities will not only improve the living conditions of the poor but will enable the area people to self generate income for the sustainability of conservation practices. .

#### **4.9.2. Effectiveness**

Due to the livelihood activities Project had great impact and acceptance with in the communities organisations/ local people. The economic gain associated with the project activities demasnrated immediate impact in some activities like wheat seed distribution and rehabilitation of Karezes in Torghar area. Similarly, Latbandi in Noshki area had immediate result and impacting improvement in local livelihood. Some of these activities were personally visited by this evaluator and local people appreciated the effectiveness of the activities.

Furthermore the range of activities carried out under this component included: Livestock vaccination and drench in both conservancies. Explore different marketing avenues (Reptile Marketing), Lamb fattening demonstrations in both conservancies. Identification of Vulnerable Women and girls for the provision of sewing machines in both conservancies. Development of Livestock and range management study report Provision of water channel of PVC pipe in Torghar, Earth work (Latbandi) for water harvesting to improve agro-pastoral activities of the communityund and construction of roads were the major activities undertaken.

However, while project was successful in exploring avenues of marketing reptiles, there was a setback caused by National Council for Conservation of Wildlife (NCCW) for not allowing requisite number of reptile as asked by the project and provincial Forest Department despite clear directives from the Project Steering Committee (PSC). The Project authorities told that the NoC was granted by NCCW only for 1/10<sup>th</sup> of the original request that they forwarded. This made the vendor to retreat from further business as it was not viable economically and technically for the vendor.



### 4.5.3 Efficiency

The Project was able to complete all activities under this component within the stipulated time and budget. This shows high efficiency on the part of the Project. The activities under this section should not be viewed in isolation rather they were carried out simultaneously with other activities in collaboration of communities and other participating partners and stakeholders. Furthermore, as said earlier that some of the activities under this component and the preceding component were overlapping as for as their objectives were concerned.

**Box-5 Rating Outcome 5**

Relevance	Highly satisfactory
Effectiveness	Highly satisfactory
Efficiency	satisfactory
Sustainability	Moderately Likely

## 5. MONITORING AND EVALUATION

The project makes strong provision for impact monitoring, and indicators have been developed during project formulation to assess performance. As per requirement the project is subject to standard UNDP and GEF project monitoring and evaluation procedures. UNDP requirements include progress reporting on quarterly basis and also Annual Project Reports (APR). This APR is presented in the annual meeting of Project Steering Committee meeting. GEF also requires reporting on progress and activities once in a year. The implementing agency, in close consultation with the partner organisations especially NPD office is responsible for ensuring these requirements are met. There is also provision for midterm evaluation and project terminal evaluation. The Project contributed to any monitoring or evaluation requirements requested of UNDP as a GEF Implementing Agency.

The Project prepared monthly progress reports for its internal consumptions while quarterly reports for UNDP and Annual Project Reports for UNDP and GEF. Annual Project Report (APR) were presented to PSC, clearly documenting progress in implementation, plus stating reasons for delays and any other issues or special directives. The Government of Baluchistan also required progress on quarterly and annual basis. Therefore, the same reports prepared for UNDP and GEF were shared with the GoB. Other monitoring mechanisms included field visits and inspection of field activities and feedback from the communities and various visits by the NPD and members of partner organisations.

The M&E Specialist reported that all Monthly and Quarterly Review Meetings have been conducted regularly. Monthly Review Meetings have been chaired by the NPM at the project level. Whereas, Quarterly Planning and Review Meetings were generally chaired by the NPD and PSC meeting chaired by the Federal Secretary of Environment Ministry.

**M&E Rating:** The evaluator concludes that the M&E system stick on to the reporting schedule. Based on the quality of M&E design and quality of M&E implementation, the M&E system is rated as **S: Satisfactory**

## **6. Institutional Sustainability**

Even though more work is needed in the field of legislation pertaining to participatory approaches in NRM and community owned financially self reliant protected areas, the basic work of revising draft Provincial Forest Act and formulating draft Provincial Forest Policy, is in place to deal with the above issues. Therefore the evaluator is confident that institutional sustainability of the actions undertaken by the project is **likely**.

At provincial level, attention has also been given to institutional strengthening by providing quite extensive capacity building and awareness by the project through training as well as the provision of needed equipment.

It is recommended that more attention and support should be given to the local communities to sustain the conservation efforts and a continuation of initiatives. If there is no follow-up there is a risk that the investment made by SUSG-CAsia will slowly disappear. So mission strongly recommends that organisations involved (UNDP, SUSG-CAsia, STEP, CCS, GoB) should either discuss the possibilities of a GEF large grant initiative or explore any other window to replicate this initiatives in the potential hotspots of the country in general and province in particular;

## **7. Financial Sustainability**

Institutional sustainability provides the mechanism for the continuation of project activities but it does not make them happen. It is the financial resources that will enable them to be operational. And, ownership and commitment also mean responsibility on the part of the Provincial Government and local organisations. GoB funds were made available to the project but experience shows that Government funds are mostly limited and erratic. It remains to be seen whether and to what extent the institutional commitment is complemented by the commitment of financial resources. While it is reasonable for the partners to expect assistance to continue the good work of the project, it cannot rely on such assistance in the long term.

It is recommended that the CHAS Project areas natural resources should not be seen in a local context but they are contributing to all strata of environmental responsibilities i.e. local, provincial, national and global. Therefore, funding must be made available from Federal and provincial budgetary allocations as well as continuation of assistance from the foreign donor agencies.

In addition, the STEP in the form of Torghar Model has good potential to be self-funding to a great extent but under present law and order situation in both the conservancies' trophy hunting and reptile trade became a distant possibility.

A key reason for the Project's success has been a dedicated and experienced SUSG-CAsia Chair, NPM who has been engaged in the Project since the time of project development. In that sense, the success of the project is personality-driven. This raises serious concerns for sustainability of a program-based approach in the future.

It was told during the briefing and discussion with the project authorities that for continuation of project intervention, some financial commitment has been obtained from PPAF. Similarly, during interview with the present NPD, he assured all possible financial help for the post project continuation of conservation activities.

Therefore the evaluator is convinced that financial sustainability of the actions undertaken by the project is **moderately likely**.

## **8. Knowledge management**

The project has produced a considerable data base, through the numerous studies that have been taken place in the past, as well as those undertaken by the project as well as by other institutions. The list of key publications, technical reports, leaflets, posters, videos and other educational materials is considerable. This has added to the growing information base on protected areas, biodiversity, services, management. Through the various training materials to various institutions have also gained experience and know how, and will in turn support the need for their sound management and/or conservation.

Part of the legacy of the project is the impressive information and knowledge that it has generated and accumulated, the reference materials in the library that it has established, the website it has set up, and the network of contacts and sources it has acquired. The project has also set up the systems for managing this valuable resource, particularly its mapping on a GIS platform. It is essential that the SUSG-CAsia prepare the way for the preservation or handing over of these assets to organisations and trained individuals who will manage and augment it for the benefit of all who live and work on these fields.

The mission suggests giving distribution of material a serious thought before it is lost in archives; The mission also stresses for documents such as Torghar case study should be translated into Urdu.

In view of the above, the Mission feels that sustainability of knowledge management is **very likely**.

## **9. MAJOR CONCLUSIONS AND LESSONS**

Overall, the performance of the Project has been **Highly Satisfactory**. Key reasons for this ranking are that the Project has already achieved almost all of its targets timely and in due budget with the participation of multiple stakeholders while using a flexible approach to implementation. The Project also introduced some innovative/new ideas such as the development of community-based reptiles conservation and trade though still not successful due to some administrative/bureaucratic hurdles. Water is severely scarce in the area and conservation/development of water resources can boost economic activities in the area. Project activities in water sector are admirable.

### **Program design and adherence to objectives**

1. The project design, as illustrated by the Project Proposal version available to the evaluator, is basically quite sound. It is well laid out and in general it is easy to follow. One can judge that “the project has been carefully designed to meet the national ( BAP,NCS,BCS,etc) and international (MEAs) obligations to meet its objectives”.
2. The project structure is logical. Although there is some confusion as pointed out by the MTE regarding implementing and executing agencies but this is clarified during discussion with the NPD and SUSG-C Asia

### **Suitability and use of Program Indicators**

3. Number of indicators were outlined both for objectives and outcomes in document to measure program objectives and outputs.
4. Although a dedicated SUSG Chair, NPM and M&E Specialist of the project continued for the entire life of the project but the project was consistently hit by the in and out of the newly recruited staff.

### **Consistency with country context**

5. The Project was found highly relevant, timely and was very much consistent with prevailing ecological, social, economical and political context of the country.
6. Safeguarding the environment and conserving species in a rugged, volatile geopolitical condition is a daunting challenge.

### **Technical adequacy of program**

7. The technical adequacy of the program in highlighting and addressing the issues was at the highly satisfactory level.
8. Involvement of relevant stakeholders and advocacy and building capacities to deal with prevailing issues was adequate.

9. Working in the rural areas under poor Law & order situation and practical insurgency in some areas of Baluchistan is a challenge.

### **Identification process of beneficiaries**

10. Program partners i.e. CCS, STEP and FWD including other provincial organizations also benefited handsomely from program support in terms of availability of resources, capacity building etc.

### **Achievement of Program Objectives**

#### **1) Promotion of participation in governance**

11. Program established effective collaborations with partners to promote participation.
12. Building capacities of partners and involved communities for due participation in the overall governance.

#### **2) Gender-based activities**

13. The program has little for the gender based activities and only fractions of activities like sewing machine were distributed among the deserving and poor woman folk.
14. In a tribal and traditional societies like Baluchistan, project respected the local traditions and culture.

#### **3) Enhancing livelihood and capacity**

15. The program provided due attention and resources to deal specifically with the issues of economic security.
16. Specific initiatives were piloted to raise confidence and capacity of locals and to land as a means to economic development

#### **4). Constitution and legal frameworks**

17. The Project was successful in formulating new Forest Act for Baluchistan and Provincial Forest Policy and vetted from the Provincial Law Deptt: Final approval from the Cabinet is awaited.
18. Necessary technical and facilitation support was provided to involved partners institutions to include principles of community participation in managing/conserving NRs.

#### **5. Access to easy health facilities and education**

19. Technical training and facilitation support was provided to participating communities to facilitate access to health facilities within the community areas.
20. At the community level support was provided through STEP for schooling.

## **6. Advocacy and capacities**

21. The Project was able to contribute towards building the capacities of partner's organizations and local communities and disseminating information and running a campaign through local newspaper, Radio and TV, etc.

## **Major Program Implementation issues**

22. Delays in availability and transfer of funds in initial year.
23. Lack of effective coordination among stakeholders
24. Weaker capacities of partners i.e. monitoring and evaluation, participatory approaches, etc.
25. Difficulties in partnering with some of the state institutions.
26. The legal and policy reform process is slow and frustrating
27. Non-follow up of PSC directives (NoC by NCCW).

## **Sustainability of the Program**

28. Despite availability of human resources, expertise and influence, most of the partner organizations especially STEP and CCS heavily depend on sustained flow of external resources to pursue their agenda.
29. In the absence of external support either they have to scale down or even end their interventions.

## **Impact of the program**

30. Although there some impacts of activities are visible but as a whole it is too early to assess impacts at this stage
31. Significant contributions have been made by the program to promote partnership, build capacity of partner organizations, creating enabling environment.
32. In view of the wider scale and persistence of issues, there is still a long road to be covered to finally achieve the impact

## 10. RECOMMENDATIONS

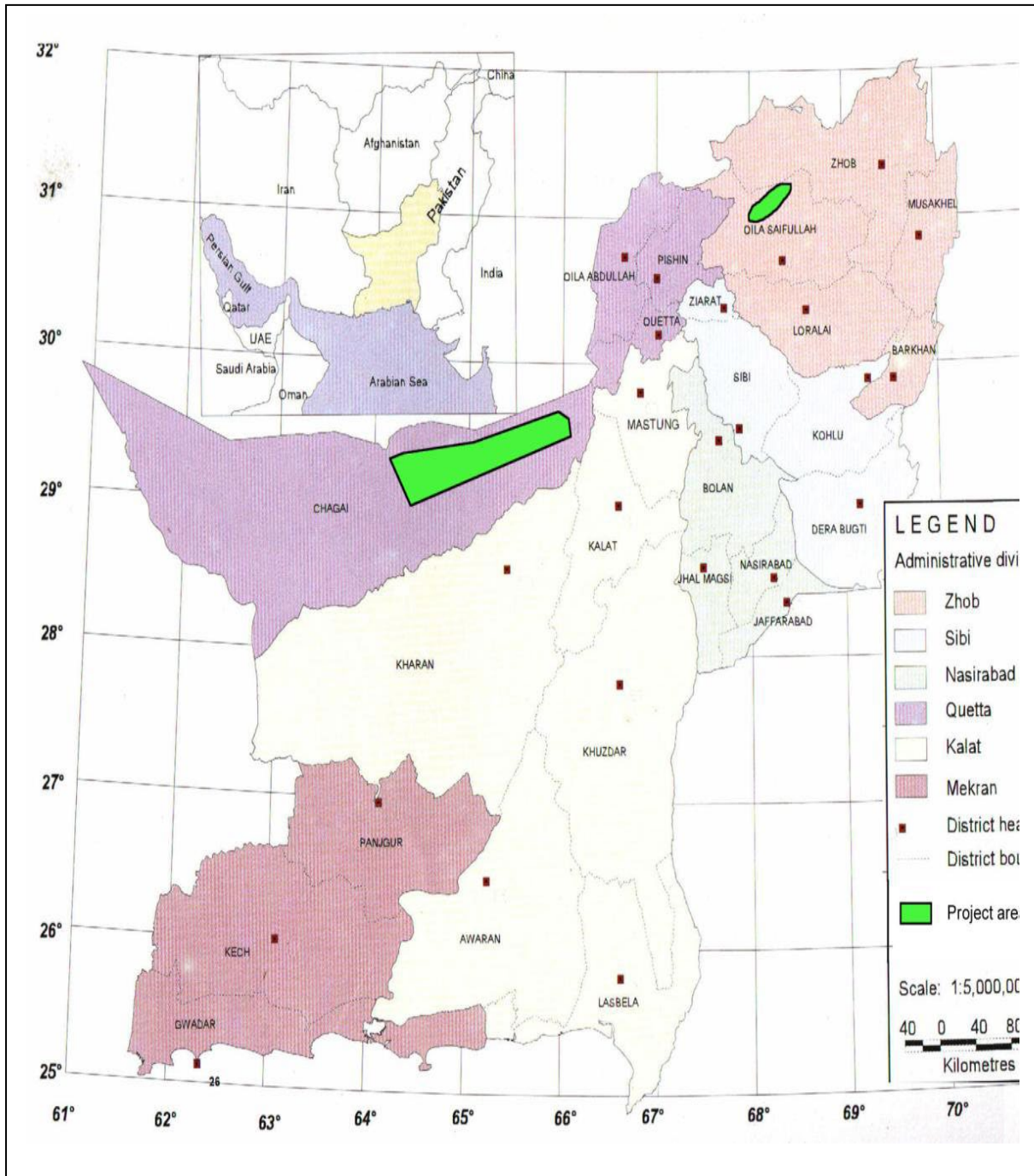
Following are few recommendations for future follow-ups.

14. SUSG- CAsia shared with the mission that project model has already been used in several ways for replication in other areas of Baluchistan. These areas include Shah Noorani, Saroona and Surghar etc and the approach devised by Habitat and Species Conservation project have a tendency to be replicated even wider in Pakistan, in the region, and even in mountain areas globally.
15. There was a complete unanimity among the people/stakeholders consulted by the mission that there should be a continuation of initiative and the mission agrees. If there is no follow-up there is a risk that the investment made by SUSG-CAsia will slowly disappear. So mission strongly recommends that organisations involved (UNDP, SUSG-CAsia, STEP, CCS, GoB) should either discuss the possibilities of a GEF large grant initiative or explore any other window to replicate this initiatives in the potential hotspots of the country in general and province in particular;
16. The CHAS Project areas natural resources should not be seen in a local context but they are contributing to all strata of environmental responsibilities i.e. local, provincial, national and global. Therefore, funding must be made available from Federal and provincial budgetary allocations as well as continuation of assistance from the foreign donor agencies.
17. Social mobilization is a continuous process, so efforts to mobilise the community should be continued during post project scenario;
18. Though the trophy hunting especially in Torghar is working accordingly however partner organisations such as STEP and CCS should diversify income generation opportunities especially exploiting other options;
19. For the better synergies linkages between the VCC level and the Government functionaries, civil society organisations and the private sector should be encouraged;
20. Strong political will is required to facilitate the policy and legal reform necessary to empower local communities to manage and make sustainable use of natural resources.
21. A holistic, ecosystem approach must be followed involving all the stakeholders to generate sufficient goodwill and ownership among stakeholders;



22. The Log Frame Matrix should be continued by the STEP and CCS as a planning and diagnostic tool – setting the course and the targets, and assessing progress towards them using carefully selected indicators while a comprehensive and detailed monitoring and evaluation strategy should be designed and adopted soon after the termination of the project identifying who will do what, and when;
23. A detailed fundraising strategy and Prospectus should be prepared and adhered accordingly. Different donors should be contacted by the respective organisation for their inputs. SUSG-CAsia should take a lead in facilitating such get together;
24. Mission recognises the efforts of the project in training of partner organisations/VCC members in different disciplines however that should not be discontinued after the June 30, 2012. The selected office bearers of partner organisations/ VVC members should be given training in participatory monitoring and survey techniques, organisational management, institutional strengthening and the documentation of case studies/ anecdotes of their successes and failures;
25. Project has designed number of good quality awareness material for the communities however certain key documents such as Torghar case study should be translated into Urdu. The mission suggests giving distribution of material a serious thought before it is lost in archives;
26. The mission also believes that project assets should be handed over to the SUSG-CAsia and partner organisations so that they could continue the efforts for the natural resource conservation accordingly.

Map of Baluchistan Province showing location of the Project Areas in Noshki (Chagai District) and Torghar (Qilla Saifullah District) with inset map of Pakistan



Source: Reproduced from MTE Report

**Terms of Reference for Terminal Evaluation Mission**

**CONSERVATION OF HABITAT AND SPECIES OF GLOBAL SIGNIFICANCE IN  
ARID AND SEMI ARID ECOSYSTEMS IN BALUCHISTAN**

**1.0 BACKGROUND**

**1.1 Country Programme Action Plan**

In Country Programme Action Plan (CPAP), UNDP amongst other foci also targeted support for the management of the environment and natural resources. UNDP tackles environment at two levels, one at the local level and second to respond to the global environmental challenges. UNDP-Pakistan's environment programme supports upstream policy advice at the federal and provincial levels and also keeping in view the devolved nature of development issues, on-ground activities are carried out through local institutions and communities. The "Conservation of Habitat and Species of Global Significance in Arid and Semi Arid Areas of Baluchistan" funded by the Global Environment Facility (GEF), UNDP, Government of Baluchistan and Society for Torghar Environment Protection (STEP), is operational since 2005, for which an in-depth evaluation is to be undertaken.

**1.2 Global Environment Facility (GEF)**

GEF is a mechanism for international cooperation for the purpose of providing new, and additional grant and concessional funding to meet the incremental costs of measures to achieve agreed global environmental benefits. GEF operational programmes must fit within the focal areas of: biological diversity, climate change, international waters and ozone layer depletion. In carrying out its mission, the GEF adheres to key operational principles based on the four conventions (the Convention on Biological Diversity, Framework Convention on Climate Change, Convention on Desertification, Stockholm Convention on Persistent Organic Pollutants (POPs), the GEF Instrument, and Council decisions. It also establishes operational guidance for international waters and ozone activities, the second being consistent with the Montreal Protocol on substances that deplete the Ozone Layer, and its amendments. The UNDP GEF Programme in Pakistan is mainstreamed with UNDP's Country Programme Action Plan (2004-10). The main UNDP GEF Programme in Pakistan was introduced in the early 90's by way of workshops and seminars outlining the GEF funding mechanism and identifying focal areas. In early 1995, field implementation of the first GEF project in Pakistan began in the area of biodiversity conservation with the initiation of the rural community-based biodiversity conservation project in the northern mountainous areas. The fuel efficiency project in the focal area of climate change was the second to role off. GEF project development activities in Pakistan have gathered considerable momentum since it's launching., with a current portfolio of \$ 25.0 million and a pipeline of \$ 40.00 million.

**1.3. Introduction to Monitoring and Evaluation Policy in UNDP/GEF**

The mid-term project evaluation is a UNDP requirement for all GEF full size and medium size projects and is intended to provide an objective and independent assessment of project implementation and impact, including lessons learned to guide

future conservation efforts. The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iv) to document, provide feedback on, and disseminate lessons learned. The mid-term evaluation is intended to identify potential project design and implementation problems, assess progress towards the achievement of planned objectives and outputs, including the generation of global environmental benefits, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP projects including GEF co-financed projects), and to make recommendations regarding specific actions that might be taken to improve project implementation and the sustainability of impacts, including recommendations about replication and exit strategies. The MTE is also expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from regular project monitoring. The mid-term evaluation thus provides a valuable opportunity to assess early signs of ultimate project success or failure and prompt necessary adjustments in project design and management. UNDP also views the midterm evaluation as an important opportunity to provide donors, government and project partners with an independent assessment of the status, relevance and performance of the project with reference to the Project.

## **2.0. Project context and background: Conservation of Habitat and Species of Global significance in Arid and Semi Arid:**

Baluchistan Province has an arid climate, but contains many species and habitats of global significance. Conservation efforts have been limited and not very effective in much of the area, the notable exception being private community initiatives such as in *Torghar*, and a few other areas protected with community support. The government has limited reach in the frontier areas of the province, and little capacity or resources to undertake conservation activities. As a result critical habitats continue to be degraded and many species of global importance have either become extinct or are critically endangered. Although conservation of arid ecosystems is essential to maintain an ecological balance and conserve biodiversity, these are generally considered „waste“ lands due to their limited productive potential. Therefore the region has received very little attention of the government as well as non-governmental organizations for conservation. Overgrazing, cutting of scanty vegetation by outsiders for sale or for fuel (*Noshki/Chagai* Conservancy only), indiscriminate hunting and trade in wild species are common practices and have caused large-scale environmental degradation and loss of biodiversity. The PDF-A proposal included planning for conservation of the four habitats and ecosystems: 1. Chagai Desert – habitat of endemic reptiles; 2. Phab Range, Khuzdar- habitat of Baluchistan Bear; 3. Toba Kakar Range- habitat for Straight-horned Markhor and Afghan Urial; and 4. Arid sub-tropical thorn ecosystem in southern Baluchistan-habitat of various ungulates and cat species. Based on the review of secondary information and consultations with the stakeholders during the inception workshop for the PDF A, two sites were prioritized for inclusion in this Medium Size Project

(MSP). These are: Chagai Desert- hereinafter referred to as **Naushki-Chagai Conservancy** and Toba Kakar Range – hereinafter referred to as **Torghar Conservancy**. The Project is premised on the rationale that community based resource management is the most effective way to conserve threatened and endemic habitats and species in Torghar and Chagai conservancies rather than keeping communities out. The project proposes test a model of collaborative management by making the local residents the guardians of the wildlife resources and actively promoting their sustainable use. The project will explore ways to strengthen the local community management through the creation of an enabling environment and policy framework, as well as training, awareness raising, empowerment and organization of communities, NGOs and local authorities. Though the project was signed in January 2004, the actual operations started in August 2005 after the induction of Project Staff. Reporting year was mainly focused on fulfilling the administrative procedures i.e. establishing the project and field offices, induction of staff, identification of hotspots, community organization, and strengthening and institutionalization of the local institutions (Project Steering Committee, Project Management Committee. District Conservation Committees, Community Organizations, Procurement committees, procurement of necessary equipment etc). As project has started addressing the technical aspects, it is hoped that next reporting period will be more outcome oriented than the current one. The **Development Objective** of this project is the conservation of critically endangered habitats and species of global significance in selected arid and semi-arid ecosystems of Baluchistan. The **Project Objective** is to promote conservation and sustainable use of globally significant habitats and species in the Torghar and Chagai Conservancies. The Project has five planned outcomes:

1. Awareness of stakeholders about environmental, economic and social benefits of conservation enhanced.
2. An enabling environment created for community based conservation and sustainable use of biodiversity through learning and development, and promoting policy changes.
3. Capacity of communities, local NGOs, and government institutions strengthened for conservation and sustainable use of the biodiversity.
4. Conservancies strengthened and management regimes established for conservation and sustainable use of biodiversity.
5. The livelihoods of local people improved and pressure on habitats reduced through better agro-pastoral practices and development of sustainable resource use alternatives.

Other GEF projects relevant to this one include the following. A GEF Small Grants Project is under implementation for conservation of Black Bear in Phab Range. The sub-tropical thorn ecosystem in southern Baluchistan is covered under the World Bank/GEF project "Protected Area Management Project". Furthermore, the four sites were spread out geographically and would have resulted in operational difficulties. In view of the above and keeping in view the global biodiversity significance, chagai and Torghar conservancies were unanimously selected by all the stakeholders for inclusion in MSP.

### **3.0. Purpose:**

The terminal evaluation must provide a comprehensive and systematic account of the performance of a completed project by assessing its project design, process of implementation, achievements vis-à-vis project objectives endorsed by the GEF including any agreed changes in the objectives during project implementation, and any other results. Terminal evaluations have four complementary purposes:

- a. To promote accountability and transparency, and to assess and disclose levels of project accomplishment
- b. To synthesize lessons that may help improve the selection, design, and implementation of future GEF activities.
- c. To provide feedback on issues that are recurrent c. across the portfolio and need attention, and on improvements regarding previously identified issues
- d. To contribute to the GEF Evaluation Office databases for aggregation, analysis, and reporting on the effectiveness of GEF operations in achieving global environmental benefits and on the quality of M&E across the GEF system

4. Terminal evaluations should not be used as an appraisal, preparation, or justification for a follow-up phase of the evaluated project.

#### **4.0. Scope of the Evaluation**

The terminal evaluation of should properly examine and assess the perspectives of the various stakeholders. The following areas should be covered in the terminal evaluation report:

##### **4.1. General Information about the Evaluation**

The terminal evaluation report should include information on when the evaluation took place; places visited; who was involved; the key questions; and, the methodology. The terminal evaluation report will also include the evaluation team's TOR and any response from the project management team and/or the country focal point regarding the evaluation findings or conclusions as an annex to the report.

##### **4.2. Assessment of Project Results**

The terminal evaluation will assess achievement of the project's objective, outcomes and outputs and will provide ratings for the targeted objective and outcomes. The assessment of project results seeks to determine the extent to which the project objective was achieved, or is expected to be achieved, and assess if the project has led to any other short term or long term and positive or negative consequences. While assessing a project's results, the terminal evaluation will seek to determine the extent of achievement and shortcomings in reaching the project's objective as stated in the project document and also indicate if there were any changes and whether

those changes were approved. If the project did not establish a baseline (initial conditions), the evaluator should seek to estimate the baseline condition so that achievements and results can be properly established.

Assessment of project outcomes should be a priority. Outcomes are the likely or achieved short-term and medium-term effects of an intervention's outputs. Examples of outcomes could include but are not restricted to stronger institutional capacities, higher public awareness (when leading to changes of behaviour), and transformed policy frameworks or markets. An assessment of impact is encouraged when appropriate. The evaluator should assess project results using indicators and relevant tracking tools.

To determine the level of achievement of the project's objective and outcomes, the following three criteria will be assessed in the terminal evaluation:

- **Relevance:** Were the project's outcomes consistent with the focal areas/operational program strategies and country priorities?
- **Effectiveness:** Are the actual project outcomes commensurate with the original or modified project objective?
- **Efficiency:** Was the project cost effective? Was the project the least cost option? Was the project implementation delayed and if it was, then did that affect cost effectiveness? Wherever possible, the evaluator should also compare the costs incurred and the time taken to achieve outcomes with that of other similar projects.

The evaluation of relevancy, effectiveness and efficiency will be as objective as possible and will include sufficient and convincing empirical evidence. Ideally the project monitoring system should deliver quantifiable information that can lead to a robust assessment of the project's effectiveness and efficiency. Outcomes will be rated as follows for relevance, effectiveness and efficiency:

**Highly Satisfactory (HS):** The project had no shortcomings in the achievement of its objective, in terms of relevance, effectiveness or efficiency.

**Satisfactory (S):** The project had minor shortcomings in the achievement of its objective, in terms of relevance, effectiveness or efficiency.

**Moderately Satisfactory (MS):** The project had moderate shortcomings in the achievement of its objective, in terms of relevance, effectiveness or efficiency.

**Moderately Unsatisfactory (MU):** The project had significant shortcomings in the achievement of its objective, in terms of relevance, effectiveness or efficiency.

**Unsatisfactory (U)** The project had major shortcomings in the achievement of its objective, in terms of relevance, effectiveness or efficiency.

**Highly Unsatisfactory (HU):** The project had severe shortcomings in the achievement of its objective, in terms of relevance, effectiveness or efficiency.

When rating the project's outcomes, relevance and effectiveness will be considered as critical criteria. If separate ratings are provided on relevance, effectiveness and efficiency, the overall outcomes rating of the project may not be higher than the lowest rating on relevance and effectiveness. Thus, to have an overall satisfactory rating for outcomes, the project must have at least satisfactory ratings on both relevance and effectiveness.

The evaluators will also assess other results of the project, including positive and negative actual (or anticipated) impacts or emerging long-term effects of a project. Given the long term nature of impacts, it might not be possible for the evaluators to identify or fully assess impacts. Evaluators will nonetheless indicate the steps taken to assess long-term project impacts, especially impacts on local populations, global environment (e.g. reduced greenhouse gas emissions), replication effects and other local effects. Wherever possible, evaluators should indicate how the findings on impacts will be reported to the GEF in future.

## **1. Assessment of Risks to Sustainability of Project Outcomes**

The terminal evaluation will assess the likelihood of sustainability of outcomes at project termination, and provide a rating for this. Sustainability will be understood as the likelihood of continued benefits after the GEF project ends. The sustainability assessment will give special attention to analysis of the risks that are likely to affect the persistence of project outcomes. The sustainability assessment should explain how the risks to project outcomes will affect continuation of benefits after the GEF project ends. It will include both exogenous and endogenous risks. The following four dimensions or aspects of risks to sustainability will be addressed:

- **Financial risks:** Are there any financial risks that may jeopardize sustainability of project outcomes? What is the likelihood of financial and economic resources not being available once the GEF assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining the project's outcomes)?



- **Socio-political risks:** Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?
- **Institutional framework and governance risks:** Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? Are requisite systems for accountability and transparency, and required technical know-how, in place?
- **Environmental risks:** Are there any environmental risks that may jeopardize sustainability of project outcomes? The terminal evaluation should assess whether certain activities will pose a threat to the sustainability of the project outcomes.

Each of the above dimensions of risks to sustainability of project outcomes will be rated based on an overall assessment of the likelihood and magnitude or the potential effect of the risks considered within that dimension. The following ratings will be provided:

Likely (L): There are no or negligible risks that affect this dimension of sustainability.

Moderately Likely (ML): There are moderate risks that affect this dimension of sustainability.

Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability.

Unlikely (U): There are severe risks that affect this dimension of sustainability.

All the risk dimensions of sustainability are critical. Therefore, the overall rating for sustainability will not be higher than the lowest rated dimension. For example, if a project has an 'Unlikely' rating in any dimension, then its overall rating cannot be higher than 'Unlikely'.

## 2. Catalytic Role

The terminal evaluation will also describe any catalytic or replication effect of the project. If no effects are identified, the evaluation will describe the catalytic or

replication actions that the project carried out. No ratings are requested for the catalytic role.

### **3. Assessment of Monitoring and Evaluation System**

The terminal evaluation will assess whether the project met the minimum requirements for project design of M&E and the implementation of the project M&E plan. GEF projects must budget adequately for execution of the M&E plan, and provide adequate resources during implementation of the M&E plan. Project managers are also expected to use the information generated by the M&E system during project implementation to adapt and improve the project. Given the long duration of many GEF interventions, projects are also encouraged to include long-term monitoring provisions to measure mid-term and long-term results (such as global environmental effect, replication effects, and other local effects) after project completion. The terminal evaluation report will include separate assessments of the achievements and shortcomings of the project M&E plan and of implementation of the M&E plan.

**M&E design.** Projects should have a sound M&E plan to monitor results and track progress towards achieving project objectives. An M&E plan should include a baseline (including data, methodology, etc.), SMART (specific, measurable, achievable, realistic and timely) indicators and data analysis systems, and evaluation studies at specific times to assess results and adequate funding for M&E activities. The time frame for various M&E activities and standards for outputs should have been specified.

**M&E plan implementation.** The terminal evaluation should verify that: an M&E system was in place and facilitated timely tracking of progress towards the project objective and outcomes by collecting information on chosen indicators continually throughout the project implementation period; annual project reports were complete, accurate and with well justified ratings; the information provided by the M&E system was used during the project to improve performance and to adapt to changing needs; and, the project had an M&E system in place with proper training for parties responsible for M&E activities to ensure data will continue to be collected and used after project closure.

**Budgeting and funding for M&E Activities.** In addition to incorporating information on funding for M&E while assessing M&E design, the evaluators will determine whether M&E was sufficiently budgeted for a the project planning stage and whether M&E was funded adequately and in a timely manner during implementation.

Project monitoring and evaluation systems will be rated as follows on quality of M&E design and quality of M&E implementation:

**Highly Satisfactory (HS):** There were no shortcomings in the project M&E system.

**Satisfactory(S):** There were minor shortcomings in the project M&E system.

**Moderately Satisfactory (MS):** There were moderate shortcomings in the project M&E system.

**Moderately Unsatisfactory (MU):** There were significant shortcomings in the project M&E system.

**Unsatisfactory (U):** There were major shortcomings in the project M&E system.

**Highly Unsatisfactory (HU):** The Project had no M&E system.

The overall rating of M&E during project implementation will be based solely on the quality of M&E plan implementation. The ratings on quality at entry of M&E design and sufficiency of funding both during planning and implementation stages will be used as explanatory variables.

#### **4. Monitoring of Long-Term Changes**

The monitoring and evaluation of long-term changes is often incorporated in GEF supported projects as a separate component and it may include determination of environmental baselines, specification of indicators, provisioning of equipment and capacity building for data gathering, analysis and use. This section of the terminal evaluation report will describe project actions and accomplishments toward establishing a long-term monitoring system. The review will address the following questions:

Did this project contribute to the establishment of a long-term monitoring system? If it did not, should the project have included such a component?

What were the accomplishments and shortcomings in establishment of this system?

Is the system sustainable – that is, is it embedded in a proper institutional structure and does it have financing?

Is the information generated by this system being used as originally intended?

#### **5. Assessment of Processes that Affected Attainment of Project Results**

When relevant, the evaluation team should consider the following issues affecting project implementation and attainment of project results. Note that evaluators are not expected to provide ratings or separate assessments on these issues, but these could be considered in the performance and results sections of the report:

**Preparation and readiness.** Were the project's objectives and components clear, practicable and feasible within its timeframe? Were the capacities of the executing institution(s) and its counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in the project design? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project approval? Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?

**Country ownership/drivenness.** Was the project concept in line with the sectoral and development priorities and plans of the country? Are project outcomes contributing to national development priorities and plans? Were the relevant country representatives, from government and civil society, involved in the project? Did the recipient government maintain its financial commitment to the project? Has the government approved policies or regulatory frameworks that are in line with the project's objectives?

**Stakeholder involvement.** Did the project involve the relevant stakeholders through information sharing, consultation and by seeking their participation in the project's design, implementation, and monitoring and evaluation? For example, did the project implement appropriate outreach and public awareness campaigns? Did the project consult with and make use of the skills, experience and knowledge of the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in the design, implementation and evaluation of project activities? Were perspectives of those who would be affected by project decisions, those who could affect the outcomes and those who could contribute information or other resources to the process taken into account while taking decisions? Were the relevant vulnerable groups and powerful supporters and opponents, of the processes properly involved?

Gender perspective: To what extent did the project account for gender differences when developing and applying project interventions? How were gender considerations mainstreamed into project interventions?

**Financial planning.** Did the project have the appropriate financial controls, including reporting and planning, that allowed management to make informed decisions regarding the budget and allowed for timely flow of funds? Was there due diligence in the management of funds and financial audits? Did promised co financing materialize? **(Please complete the cofinancing table in Annex 1).**

**GEF Agency supervision and backstopping.** Did UNDP staff identify problems in a timely fashion and accurately estimate their seriousness? Did UNDP staff provide quality support and advice to the project, approve modifications in time and restructure the project when needed? Did UNDP provide the right staffing levels, continuity, skill mix, and frequency of field visits for the project?

**Co financing and Project Outcomes and Sustainability.** If there was a difference in the level of expected co financing and the co financing actually realized, what were the reasons for the variance? Did the extent of materialization of co financing affect the project's outcomes and/or sustainability, and if so, in what ways and through what causal linkages?

**Delays and Project Outcomes and Sustainability.** If there were delays in project implementation and completion, what were the reasons? Did the delays affect the project's outcomes and/or sustainability, and if so, in what ways and through what causal linkages?

## **6. Lessons and Recommendations**

The evaluators will present lessons and recommendations in the terminal evaluation report on all aspects of the project that they consider relevant. The evaluators will be expected to give special attention to analyzing lessons and proposing recommendations on aspects related to factors that contributed to or hindered: attainment of project objective, sustainability of project benefits, innovation, catalytic effect and replication, and project monitoring and evaluation.

Evaluators should refrain from providing recommendations to improve the project. Instead they should seek to provide a few well formulated lessons applicable to the type of project at hand or to GEF's overall portfolio. Terminal evaluations should not be undertaken with the motive of appraisal, preparation, or justification, for a follow-up phase. Wherever possible, the terminal evaluation report should include examples of good practices for other projects in a focal area, country or region.

## **7. Products expected from the evaluation**

The key product expected from the evaluation is a comprehensive analytical report. The length of the terminal evaluation report shall not exceed 50 pages in total (not including annexes). The report shall be submitted to the UNDP Pakistan CO. See Annex 2 for a suggested outline of the report.

**Schedule of Field Visit**

<b>Date</b>	<b>Location</b>	<b>Itinerary/Activity</b>
19 <sup>th</sup> June Tuesday	Islamabad	Introductory meeting with UNDP Country Office and signing of contract in Islamabad.
20 <sup>th</sup> June Wednesday	Islamabad	Tried to Depart for Quetta but Air ticket not confirmed
21 <sup>st</sup> June Thursday	Departure for Quetta	<ul style="list-style-type: none"> <li>i) Arrival in Quetta</li> <li>ii) Briefing/Presentation by the Project NPM and other staff on project in Project Office</li> <li>iii) Meeting and Interview of the present NPD at his office</li> <li>iv) Meeting and interview with Ex-NPD at Project office</li> <li>v) Watched two videos prepared by the Project</li> <li>vi) Photographic presentation by the Project</li> </ul>
22 <sup>nd</sup> June Friday	Quetta	<ul style="list-style-type: none"> <li>i) Meeting and interview of Chief Conservator of Forest (North) Baluchistan</li> <li>ii) Meeting with Community organisation and activists of CCS</li> <li>iii) Meeting and Interview of another Ex-NPD</li> <li>iv) Meeting with ex-Chief Conservator of Forest Baluchistan</li> <li>v) Attended meeting at IUCN Quetta office on Juniper Project</li> </ul>
23 <sup>rd</sup> June Saturday	Noshki	i) Field visit to different sites in Noshki (CCS) are for Project physical interventions.
24 <sup>th</sup> June Sunday	Qila Saifullah	i) Field visit to meet the Torghar Communities and STEP at Qilla Saifullah
25 <sup>th</sup> June Monday	Departure for Islamabad	<ul style="list-style-type: none"> <li>i) Meeting with DFO Research Baluchistan at the Quetta Airport</li> <li>ii) Arrived in Islamabad</li> </ul>

## **List of Documents**

1. A considerable number of technical reports;
2. The MTE Report 2008
3. The Project Document September 2002;
4. Project Annual Progress Reports 2008 to 2011
5. Case Study on Torghar
6. Video/ Documentaries prepared by the project
7. Presentation prepared by the CHAS Project
8. GEF Guidelines for Project Terminal Evaluation
9. Handbook on Monitoring and Evaluating for Results (2002) United Nations Development Programme Evaluation
10. UNDP and GEF Web sites

## MTE Recommendations and Project Response

S #	MTE Mission's Recommendation	Project's Compliance
<p><b>Recommendation [1]</b></p> <p><b>Project planning and focus; SMART Outputs – planning, baseline, monitoring and information system</b></p>		
1.1	<p>For the second half of the project, the strategy and operational plan should be more tightly focused than they were at the outset. Following the MTE, the project team should define objectives and targets more-specifically and precisely. This will involve revising the logical framework and using it for the remainder of the project as the principal guide to project implementation, monitoring, information management, reporting and evaluation.</p>	<p>Objectives and targets were defined more-specifically and precisely by revising the logical framework in a workshop facilitated by an international consultant. The revised indicators helped in smooth implementation and monitoring of agreed initiatives as per the recommendation of the MTE.</p>
1.2	<p>In several sections of the report, the MTE concludes that the five component Outcomes are ill-defined and confusing, and the crucial middle-level Output objectives are poorly-developed. The MTE suggests <u>not</u> changing the main project Outcome structure, but does recommend defining more precisely and narrowly the scope of each of the five Outcomes (refer to relevant sections of the report, below). The main recommendation is to pin-point the key Outputs that need to be achieved under each Component, and prepare a straightforward operational plan for each, including a SMART<sup>1</sup> objective, target and indicator.</p>	<p>This recommendation seemed similar to the 1.1 so the compliance has already been made accordingly.</p>
1.3	<p>Clearer definition of the planned Output targets and indicators will also provide a</p>	<p>As per the recommendation of the MTE project developed an</p>

<sup>1</sup> The SMART acronym is a useful reminder that each objective plus its more precise target and indicator should be Specific, Measurable, Achievable/ Appropriate, Realistic and Time-bound.



	<p>more precise focus for baseline surveys and for monitoring, reporting and evaluation of project performance. A simple system for information management should be introduced across the project, consisting of routine recording of the basic data needed to monitor and report on progress towards each Output. The aim should be for the revised logical framework to be linked simply and directly to the Outputs budget, monitoring and information system, quarterly and annual reporting, and periodic evaluations of progress.</p>	<p>information management system mainly to record and analyze the basic data and to produce different reports by using the existing LFA.</p>
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## Recommendation [2]

### Project supervision; facilitating the project and developing the system

<p><b>2.1</b></p>	<p>In a number of ways, the project is being expected to achieve too much, and in trying to meet these expectations is spreading itself too thinly and reducing its effectiveness. The recommendation of the MTE is for the project management to focus rigorously on achieving the key results that are required of the project – pilot and demonstrate an effective local scheme of community-based management of habitat conservation, sustainable wildlife use and livelihood development – which is being termed a Conservancy in this and other current projects in Pakistan. It is important to maximise the effectiveness of the project as a short, intensive mechanism for bringing about change. Managers and supervisors need to maintain the distinction between, on the one hand, the project and on the other, the overall system and programs for natural resource management, conservation and rural development, or Conservancies, in Baluchistan and Pakistan. The project's purpose is to bring about changes to strengthen the system, not to try to <u>be</u> the system.</p>	<p>Though we disagree with this recommendation in principle however revised our strategy by engaging the partner organizations and giving them more role in the implementation and monitoring of the project initiatives.</p>
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<b>2.2</b>	<p>The main stakeholder agencies on the PMC and PSC should themselves take on the task of proactively and systematically establishing and developing the broader system that is needed to govern and support the creation and management of Conservancies in Baluchistan and elsewhere in Pakistan. The national Ministries, Provincial Departments and UNDP in particular should ensure that their projects and programs work closely and creatively together to develop the required policy and regulatory framework, community institutions, financing mechanisms, government and aid agency programs and services.</p>	<p>The recommendation shared with PSC and PMC and compliance was made accordingly.</p>
<b>2.3</b>	<p>One body only should be made responsible for direct supervision of the project. For a UNDP project, this committee is formally known as the Tri-Partite Review (TPR), and comprises senior representatives from the major stakeholders governing and financing the project, which in this case includes UNDP Pakistan, Government of Pakistan, Government of Baluchistan, and the local NGO STEP, because of its significant financial contribution directly to the project. It is recommended that the PSC should be the project governing committee, the TPR, equivalent to a Board of Directors or Governors, and its members' made aware of this specific function.</p>	<p>One of the MTE mission findings revealed that project is over supervised and at contrary they are suggesting another committee for supervision. So after the consultation of UNDP a consensus developed that PMC is an effective body and will not be replaced with TPR.</p>
<b>2.4</b>	<p>The other committees do not have a project supervisory role and instead should work as the project's constructive partners. The Provincial PMC, District Conservation Committees, Village Conservation Committees and Resource Use Groups should be regarded as the permanent institutions, COs and GOs, responsible for development and maintenance of conservation and natural resource</p>	<p>District Conservation Committees, Village Conservation Committees and Resource Use Groups were/are regarded as the permanent institutions to supervise the project initiatives.</p>

	<p>management programs at different geographic scales and political levels. The project's role is to facilitate the functioning of these committees so that they form an effective system for resource management and conservation. For example, the Project Management Committee members should be encouraged and enabled by the project to develop their programmatic role, as a mechanism for reaching out to engage other agencies and programs in the broader initiative to strengthen biodiversity conservation, natural resource management and sustainable development.</p>	
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**Recommendation [3]**

**Extension of project duration**

<p><b>3.1</b></p>	<p>In view of the delayed start and the length of time that will be required to achieve some of the planned results, the MTE recommends extending the project duration and completion date. Five years from August 2005 takes the completion date to mid-2010. This will not be sufficient for the project to bring about lasting institutional change, and it is recommended that a further two years should be added to the project timetable, for a new completion date of mid-2012.</p>	<p>As per the recommendation the project got two years extension with additional funds of USD 266,000.</p>
<p><b>3.2</b></p>	<p>For this recommendation to be approved and implemented, the project management should revise the forward work plan and budget, based on the re-defined Outputs (recommendation [1]), and make provision for (a) the next 2 years (mid-2008 to mid-2010) to be concentrated on proving and demonstrating "the Conservancy model" of local community-based and collaborative management of integrated conservation and development; to be followed by (b) two further years (mid-2010 to mid-2012)</p>	<p>A compliance of the first part conducted however couldn't move beyond the geographical limits agreed in the project document.</p>

	<p>concentrated on “mainstreaming the Conservancy model” in the two pilot Districts and elsewhere in Baluchistan. The latter phase will work mainly on institutional development, linking with other projects, strengthening the policy and regulatory framework and the capacities of agencies and stakeholders to organise and support a system of Conservancies.</p>	
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**Recommendation [4]**

**Budget revisions**

<p><b>4.1</b></p>	<p>As part of the revision of the overall project plan, with key Outputs determined for the remainder of the project (recommendation [1]) plus an extension period (recommendation [3]), it is recommended that an Outputs budget should be drawn up for the remainder of the project. The Outputs plan and budget should be used through the remainder of the project, with further revisions if necessary, to guide implementation and monitoring of expenditure and results. Output budget planning and expenditure recording in this way should also be done retrospectively for the \$472,000 that has been disbursed to date, in order to provide management with an accurate record of expenditure against each of the planned Outputs or results achieved.</p>	<p>For project budget and expenditure, the UNDP officials and project staff properly specified the budget lines with particular budget codes that are enlisted under the relevant components. Therefore, all the expenditures have been charged under appropriate budget heads, allocated by UNDP.</p>
<p><b>4.2</b></p>	<p>Noting that 80% of the current project funding is aimed towards conserving natural resources and wildlife, the MTE concludes that the project will be successful only if it manages to attract significant other funding into the proposed Conservancies, for the development of community welfare, livelihoods and government services (notably education, health and infrastructure). In this regard, the MTE considers that it may have been more</p>	<p>9.7 million direct while 3 million indirect investment from different line departments, NGOs were ensured for the project. The additional amount was spent mainly on infrastructure scheme.</p>

	<p>appropriate for 100% of the funds from STEP, rather than the current 55%, to have been allocated to Component 5. It is recommended that for the remainder of the project, a greater proportion of the energies of the project management and partner agencies should be devoted to attracting the essential development services into the project areas; in other words, using the project to promote and facilitate creation of an integrated conservation and development program in each Conservancy.</p>	
<p><b>4.3</b></p>	<p>In drawing up the Outputs plan and budget, it is recommended that the project office, working with UNDP finance officers, should take the realistic step of creating a 6<sup>th</sup> Component against which to allocate a proportion of the budget as genuine “core costs”, such as running the office, other facilities and human resources that contribute in general ways to activities across several or all of the substantive Components of the project. However, this proportion should be kept low, at perhaps 15-20% maximum of the total budget, as the real purpose of the project is not to run the project but to achieve the substantive results. It is more important to properly plan and budget for each substantive Output.</p>	<p>Project disbursed funds for planned activities under pre-specified budget lines, hence the components having these lines as per their nature of execution. Whereas the component specified as “operation and management”, specified by UNDP in project budget, include such heads that are primarily relevant to the field oriented activities, however list under the said component as per nature of description, such as salaries of M&amp;E officer and conservation officers, field equipments and its maintenance, travel contingencies and management fee of implementing agency etc. Such type of expenditures incurred for purpose of implementation support to other components rather than running project office to raise the core cost.</p>
<p><b>4.4</b></p>	<p>A further reason for revising the remainder of the project budget is that the budget was planned originally more than 5 years ago, and no subsequent review or adjustment has been made. Besides the details of the planned activities, the underlying costs of the inputs have changed since the original</p>	<p>The issue rectified accordingly.</p>

	<p>budget was made. The MTE was advised of the project's difficulty in attracting and retaining good staff, in large part because the contracts and salaries offered are based on old costings. This difficulty needs to be rectified as part of the budget re-planning, during which the projected costs need to be re-calculated and the budget brought up-to-date. Once the Outputs, forward work plan, budget and staff grades have been revised, there may be a need for the project to organise additional human resources – staff or consultants with specific skills and expertise.</p>	
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**Recommendation [5]**

**Environmental awareness, education, training**

<p><b>5.1</b></p>	<p>Environmental awareness, education and training are the types of activities which the MTE recommends should be more tightly focused. The project should not be aiming to raise “environmental awareness” in any general sense; it does not have the time or resources to have an impact in this area. Instead the project team should plan a small number of awareness-raising/ education / training actions with precise objectives to contribute to the re-defined key Outputs (recommendation <b>[1]</b>).</p>	<p>Compliance made accordingly.</p>
<p><b>5.2</b></p>	<p>The top priority for this project is to bring the model “Conservancies” into existence as collaborative conservation programs that are supported satisfactorily by both local community and government institutions. The priority targets for awareness raising and training are therefore for local leaders, household members, and government leaders and officials to have a good understanding of the <u>what</u>, <u>why</u> and <u>how</u> of having a Conservancy – co-management, sustainable use, livelihoods, integrated conservation and development; their</p>	<p>The compliance of the recommendation ensured by revising the indicators and training plans accordingly.</p>

	respective roles; and the costs and benefits to them. Impacts on these targets of understanding and attitude can be measured directly, using SMART indicators and polling.	
<b>5.3</b>	Similarly, while it is plain that there is a major need to improve school facilities, teachers, the curriculum and learning resources, especially in remote rural areas like the Torghar Hills, it is not realistic for the project itself to try to provide adequate schooling for the project area communities. It is recommended that instead, the project should work more “strategically”: it should assist the local communities and the Education Department to draw up a comprehensive plan for the development of education programs in the project areas, and then assist them to progressively implement the strategy.	MTE got a wrong impression that project tries to indulge it directly in providing the schooling to the rural poor. Actually it was the brain child of STEP and all the hardware and software (teacher) were provided by the STEP. Project only linked the communities with the education department and few projects such as ISRA to address the said issue accordingly.

### Recommendation [6]

#### A common strategy to enable a national system of Conservancies; areas of integrated conservation and development

<b>6.1</b>	The purpose of the proposed “networking” under project Component 1 is to forge a strong alliance of projects, programs and organisations working on community-based and collaborative mechanisms for conserving Pakistan’s biodiversity and natural resources. The MTE recommends more directed action by the project in this area, to formally establish a coherent multi-agency program dedicated to establishing a country-wide system of Conservancies as the principal model for protected areas and biodiversity conservation in Pakistan. At least four founding partners are immediately available to work in concert with the Habitats and Species Conservation project and make solid contributions to such a common strategy: the Mountain Areas	We did not consider it a practical recommendation in our context.
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	Conservancy Program; Pakistan Wetlands project; Juniper Ecosystem Conservation Project; Protected Areas Management Program	
6.2	The current project has links to other conservation projects and organisations, to village- and District-level Conservation Committees, and to Provincial and Federal government departments concerned with natural resources management and conservation (MoE, DFW, NCCW). The project has also spent considerable effort but in a more ad hoc manner on encouraging GOs, NGOs and private businesses involved in rural development, livelihoods, credit, or community development to work in the proposed Torghar and Nushki Conservancies. The strong recommendation from the MTE is for all parties involved in natural resources management and conservation in Baluchistan to resolve to work on a common strategy, adopting a common agenda, timetable, coordinating mechanism, terminology and resources such as a GIS/database.	Proper MoUs and agreements were signed with the concerned organizations to carry out agreed tasks that should negate the impression of adhocism. Adopting a common agenda, timetable, coordinating mechanism, terminology, use of each other's resources are taken in to account during signing the MoUs /agreements.

## Recommendation [7]

### Conservancy Management Plans

7.1	It is important for the project to work out – with the local community groups and the VCCs, DCCs and FWD – a simpler more straightforward mechanism for preparing Conservancy Management Plans, i.e. for deciding on measures for conservation, sustainable resource use and ecologically-sound community and economic development in the model Conservancies. At present there is no apparent guiding strategy or clear standard mechanism. The project is working with an array of disconnected plans – <i>land use plans, common property resource management plans, Conservancy management plans, habitat</i>	Compliance made accordingly.
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	<p><i>rehabilitation plans, species management, harvesting and recovery plans.</i> It is recommended that all planning should be developed clearly within a common overall umbrella framework. This should be a local community-based area plan for integrated conservation and development, that will be the X... Conservancy Management Plan, ratified under appropriate legislation.</p>	
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**Recommendation [8]**

**Community institutional development; fully participatory processes**

<p><b>8.1</b></p>	<p>The MTE recommends also that fully participatory processes are employed in all aspects of both project and Conservancy management. Currently this is not the case. Most decisions are made by select groups of individuals on behalf of the whole community. There is insufficient transparency, and opportunities for building capacity through participation are being lost. The challenge for the project is to ensure that there is genuine representation of all individuals' interests in the "community institutions" that are being set up to plan and govern the management of the communal Conservancy areas – the natural resources, sustainable wildlife uses, community development projects, livelihoods and private enterprise support. A fully participatory approach could be used to much greater effect in all areas of project activity, including research, awareness raising, education, business support, institutional development.</p>	<p>We disagree with this recommendation arguing that we should be flexible enough in addressing the social issues. We were of the opinion that at that stage fully participatory approach could have created lot of issues for the management as well as the STEP. Selective group members were selected as per the advice of the STEP and through a participatory process. Even the selected members of the respective sub-clan were accountable before their communities.</p>
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**Recommendation [9]**

**Sustainable wildlife use integrated with rural development**

<p><b>9.1</b></p>	<p>An underlying concern of the MTE is that despite its widespread promotion, there are</p>	<p>Project had a significant progress towards "community-based</p>
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	<p>still aspects of “the Torghar model” that need resolving. Although the project was given a significant head start by the previous work of SUSG-CA and STEP with local hunters in Torghar, the MTE noted a number of issues that it had expected would have been addressed during the past three years of project activity. The project does not appear to have made much progress towards the principal objective of developing trophy hunting as a “community-based enterprise integrated with conservation and development” in the Torghar Conservancy area. Even less progress has been made in replicating the model, based on reptile capture or farming, in the second project area.</p>	<p>enterprise integrated with conservation and development as the reasonable proceeds were already allocated for the conservation and development by the STEP. Due to the efforts of the project the trophy fee of Markhor was raised from USD 33,000 to 60,000. This increase provided more room in spending the resources on conservation and development.</p>
<p><b>9.2</b></p>	<p>Based on these concerns, it is recommended that the project, in the two years following the MTE, should make a more focused and urgent effort to establish an effective <u>livelihoods and community development mechanism</u> in the Torghar and Nushki Conservancies, linked to natural resource uses. This will mean addressing the following sets of resource-use and business development issues, which are central to the whole program:</p> <ul style="list-style-type: none"> <li>• The biological sustainability of harvesting local wildlife populations.</li> <li>• Legalisation of harvesting, processing and export of wildlife. Practicalities of harvesting, handling and processing techniques; marketing wildlife products.</li> <li>• Governance of all aspects of the mechanism; the representativeness, legal status and authority of and inter-relationships between the “community organisations” involved – STEP, CCS, Resource User Groups, Village Committees, Supreme Council.</li> </ul>	<p>Compliance of the recommendation made accordingly.</p>

- Clear, transparent “community ownership”; formalisation of procedures for revenue-raising from trophy hunting/ wildlife harvesting, and for disbursement of benefits to “the local community”; questions of resource access rights and mechanisms for equitable benefit sharing.
- The Conservancy business model: economic viability of sustainable use businesses; the feasibility of balancing disbursements with revenue. What are the potential sources of revenue (trophy hunting, government grants, CO enterprises, resource rentals)? What are the revenue projections from each source (and their variability) for the next 10, 20, 30 years? What are the planned disbursements of the projected revenues; what range of private and public purposes will be financed in and around the Conservancy area? Will the revenue be used to provide income to individuals and households (on what distribution basis?); to develop and maintain community infrastructure (roads, water management, power generation, waste disposal); to pay for conservation and management measures (reforestation, survey and monitoring, etc.); to fund a micro-credit scheme for local enterprises; to administer STEP?

## Detail of Project Activities, Targets and Achievements

<b>Out Come 1:</b>				
<b>Awareness raising of stakeholders about environmental, economic and social benefits of conservation raised</b>				
<b>Project Activities</b>	<b>Targets</b>	<b>Achievements</b>	<b>Comments if any</b>	<b>Marks</b>
Articles, features and interviews were printed in different newspapers.	15	19		
Printing and distribution of table calendars.	5000	5000		
Distribution of greeting cards	3000	3000		
Study camp for the students of Noshki Conservancy	4	6		
Exposure tour of the students of Nature Club	4	5		
Conduct walks to conserve the migratory birds and natural resources	5	5		
Conduct seminars on biodiversity conservation	2	3		
Conduct talks for the students of Baluchistan and Women University	5	8		
Broadcast talks in local languages through Radio Pakistan.	1	3		
Telecast programs on PTV Bolan (Brahvi and Pushtoo)	1	2		
Establish information Center	1	0	Place for the information center identified but the then district government failed to handover the building for the said purpose as agreed in the DCC meeting	

<b>Project Activities</b>	<b>Targets</b>	<b>Achievements</b>	<b>Comments if any</b>	<b>Marks</b>
Conduct workshop with the journalists.	2	3		
Conduct Project Steering Committee Meetings.	7	6	The last meeting will be conducted after the terminal evaluation.	
Conduct Coordination meetings with the Forest Officials.	24	24		
Celebration of World Environment days.	3	3		
Establish Natures Clubs in two Schools of each conservancies	4	4		
Conduct Teachers training Workshop in Environmental Education.	1	1		
Develop linkages with line departments	2	4		
Preparation of facts sheets	8	11		
Procure books relevant research Publications and literatures.	72	72		
Case study on Torghar conservancy	1	1		
Sponsor students for 6th National Conservation Meet. 2007, Islamabad.	3	3		
Exposure Visits of different community managed PAs	2	2		
<b>Out Come 2:</b>				
<b>Enabling environment for community based conservation Management Developed</b>				
<b>Project Activities</b>	<b>Targets</b>	<b>Achievements</b>	<b>Comments if any</b>	<b>Marks</b>
Prepare draft Forest Act	1	2	NRM policy was also developed and shared	

			for further processing	
Establish Formal partnership with the key stakeholders for implementation of project initiatives.	3	3		
Establishment of Land use plan of both conservancies.	2	2		
Preparation of Common Property Resource Management Planes of both conservancies.	2	2		
Signed MOUs with stakeholders	6	6		
Conduct Ethno-botanical studies of Torghar and Noshki.	2	2		
<b>Out Come 3: Conservancy management established and operationalized through capacity building of local communities, NGO and Government institutions</b>				
<b>Project Activities</b>	<b>Targets</b>	<b>Achievements</b>	<b>Comments if any</b>	<b>Marks</b>
Establishment of 13 Cos and RUGs for conservation and sustainable use.	13	13		
Conduct GIS Training.	1	1		
Agriculture extension training for the farmers of both conservancy	4	4		
<b>Project Activities</b>	<b>Targets</b>	<b>Achievements</b>	<b>Comments if any</b>	<b>Marks</b>
Conduct training of Wildlife Watches in surveillance techniques of both Conservancies.	2	2		
Conduct Watershed Management Training for Community members of Torghar.	1	1		
Conduct training on pre and post handling of medicinal and economic plants.	1	1		
Training of Wildlife survey techniques for FW&D.	1	1		

Training workshop on sustainable use initiative.	1	1		
Training on Financial Management software for the financial staff of CCS and STEP.	1	1		
Sponsor two students for M.Sc and one student for B.Sc Forestry to Pakistan Forest Institution Peshawar.	3	3		
Sponsor diploma in livestock in in Animal Science Institute for students of Torghar conservancy.	2	2		
Sponsor diploma in dispenser course for the students of both conservancies	2	2		
Conduct Training on livestock management for stakeholders.	1	1		
<b>Out Come 4: Biodiversity conservation measures initiated</b>				
<b>Project Activities</b>	<b>Targets</b>	<b>Achievements</b>	<b>Comments if any</b>	<b>Marks</b>
Detailed GIS mapping of Toghar	1	1		
Installation of communication system in Torghar	1	1		
Broadcast Native seed species in the degraded habitat	500 Kg	1000 Kg		
Distribution of solar lamps in both conservancies	500 No	500 No		
Construction of Bandat on both conservancies	50 No	50 No		
Rehabilitation Nawars (Earthen water reservoir)in Noshki Conservancy.	20 No	20 No		
Excavation of Nawars(Earthen water reservoir)	15 No	15 No		
Construction of check dams in Torghar Conservancy	500	771		
Construction of Water storage dams	2	2		

Construction of Water reservoirs in Torghar	3	3		
Excavation of Water Wells in both conservancies.	30	34	4 Extra wells excavated in Torghar by the especial request of STEP	
Plantation of Native species in both conservancies.	10,000	10,000		
Reptilian & small mammal surveys in Noshki	2	3	The NCCW required a new survey in order to issue the NOC for the reptile trade	
<b>Project Activities</b>	<b>Targets</b>	<b>Achievements</b>	<b>Comments if any</b>	<b>Marks</b>
Conduct Ungulate survey in Torghar conservancy	4	4		
Develop detailed socio-economic baseline studies for both conservancies.	2	2		
Induction of community activists and wildlife watchers in different areas.	32	32		
Provision of tree plants to Nature Clubs	500	500		
Complete earth filling for road in Noshki Conservancy.	3200ft	3200ft		
Rehabilitate springs in Torghar.	10	10		
Conduct Range management survey in Torghar.	1	1		
Raise a potted nursery in Torghar conservancy	33000	33000		
Conduct Vegetation baseline assessment in Torghar conservancy	1	1		
Assisted F&WD and Ziarat Juniper Project in conducting the surveys of HCNP and	0	2	Both surveys were not	



Ziarat.			planned in the Annual workplans.	
Establish field camp in Torghar conservancy.	1	1		
Flood assessment and provision of relief items in Noshki		75 families	Activity conducted on humanitarian bases and to build the trust among the targeted communities.	
Construct Flood Protection bund	4593cft	4593cft		
Construction of road in Torghar.	27Km	27Km		
<b>Out Come 5: Livelihood sources of local communities diversified</b>				
<b>Project Activities</b>	<b>Targets</b>	<b>Achievements</b>	<b>Comments if any</b>	<b>Marks</b>
Livestock vaccination and drench in both conservancies.	60,000	60,000		
Explore different marketing avenues (Reptile Marketing)	2	2		
Provision of improved variety seeds of wheat to the farmers of both conservancies	2800	2800		
Lamb fattening demonstrations in both conservancies.	10	10		
Identification of Vulnerable Women and girls for the provision of sewing machines in	160	160		
Development of Livestock and range management study report	1	1		
Rehabilitation of Karez in Torghar for irrigation purpose.	160ft	160ft		
Provision of water channel of PVC pipe in Torghar	4115ft	4115ft		
Earth work (Latbandi) for water harvesting to improve agro-pastoral activities of the	212000cft	212000cft		

**List of People met, interviewed or consulted**

<b>#</b>	<b>Name</b>	<b>Designation</b>
1	Gul Najam Jami	Chief Environment and Climate Change Unit, UNDP, Pakistan
2	Saleem Ullah	Program Officer, Environment and Climate Change Unit, UNDP, Pakistan
3	Ms. Naveed Nazir	Program Associate, UNDP, Environment and Climate Change Unit
4	Sardar Naseer Tareen	Chair-SUSG-CAsia
5	Mr. Tahir Rasheed	National Project Manager CHAS
6	Mr. M. Anwart	M& E Specialist CHAS
7	Mr. Paind Khan	President STEP
8	Sardar M. Asif Mengal	Chief of Mengal Local Tribe
9	Shuja Jamaldin	General Secretary CCS
10	Ahmed Jan	President CCS
11	Ahmed Ali Durrani	NPD CHAS and Secretary Forest & Wildlife Baluchistan
12	Abdul Wahid Musa Khel	Chief Conservator Forest (North) Baluchistan
13	Dr. Saleem Sherani	Ex-NPD CHAS (now retired)
14	Habibullah	Ex-NPD CHAS (now retired)
15	Ghulam Mohammad	Conservator Forest Baluchistan
16	Manzoor Ahmed	Ex-Chief Conservator Forest Baluchistan (now retired)
17	Syed Yar Mohammad	DFO Research Baluchistan Forest Department
18	Nawab Zada Humayun Jomezai	Chief of local ruling family Qila Saifullah
19	Inam Ullah Khan	Ziarat Juniper Project IUCN
20	Naeem A. Raja	Director Biodiversity Ministry of Climate Change

**List of Activists and Community Organization in  
Chagai Conservation Society**

<b>No#</b>	<b>Name</b>	<b>Designation</b>
1	Sardar M. Asif Mengal	Chief of Mengal Local Tribe
2	Shuja Jamal dini	General Secretary CCS
3	Ahmed Jaan	President CCS
4	H. Munir Ahmed	Chairmen Esacha
5	Nasir Ahmed Badini	Office Secretary
6	Jaan M.	Member CCS
7	Mujeeb ur Rehman	Field Assistant
8	Allah Noor	SUSG Wildlife watcher Chairmen
9	A.Wahab	Game Watcher
10.	A. Samad	SUSG Wildlife watcher
11	Shah Muhammad	Chairmen Wildlife watcher
12	Mr.Amin ur Rasheed	Member CCS
13	M. Jasim	Member CCS
14	Mujeeb Rehman	Assistant
15	Mehmood ul Hassan	Student
16	Nako Shah	Farmer
17	Faiz Baloch	Member CCS
18	Mujeeb ur Rehman	Office men
19	Mehmood ul Hassan	Student
20	Abdul Ghani	Member CCS
21	Abdul Wahab	Member CCS
22	Nisar Baloch	Office secretary
23	Ihtesham Mengal	CCS
24	Amin ur Rasheed	Member CCS

**List of Torghar Community Members Met**

<b>S#</b>	<b>Name</b>	<b>Kabila</b>
1)	Muhammad Afzal	Ahmad Khail
2)	Muhammad Eisa	Arab Khail
3)	Khushal Khan	Arab Khail
4)	Malik Abdul Wahid	Arab Khail
5)	Mosa Kaleem	Arab Khail
6)	Abdul Sattar	Arab Khail
7)	Bari Daad	Surmast Khail
8)	Dawood Khan	Pehlwan Khail
9)	Dolat Khan	Mehrab Khail
10)	Mula Abdul Kareem	Ali Khail
11)	Abdul Haleem	Arab Khail
12)	Muhammad Sher Dil	Arab Khail
13)	Khan Muhammad	Hazar Khail
14)	Nazar Khan	Arab Khail
15)	Ahmad Jan	Arab Khail
16)	Muhammad Paidn Khan	STEP
17)	Sikandar Khan	STEP