

BCS-6

P. D.

PIEDAR

PAKISTAN INSTITUTE FOR ENVIRONMENT DEVELOPMENT ACTION RESEARCH

SUBMITTED TO:

Royal Netherlands Embassy, Islamabad
Development Section

Monitoring the Balochistan Conservation Strategy Balochistan, Pakistan

Mission #2

(July 29-August 18, 1998)

PERIOD COVERED: March 1998-August 1998

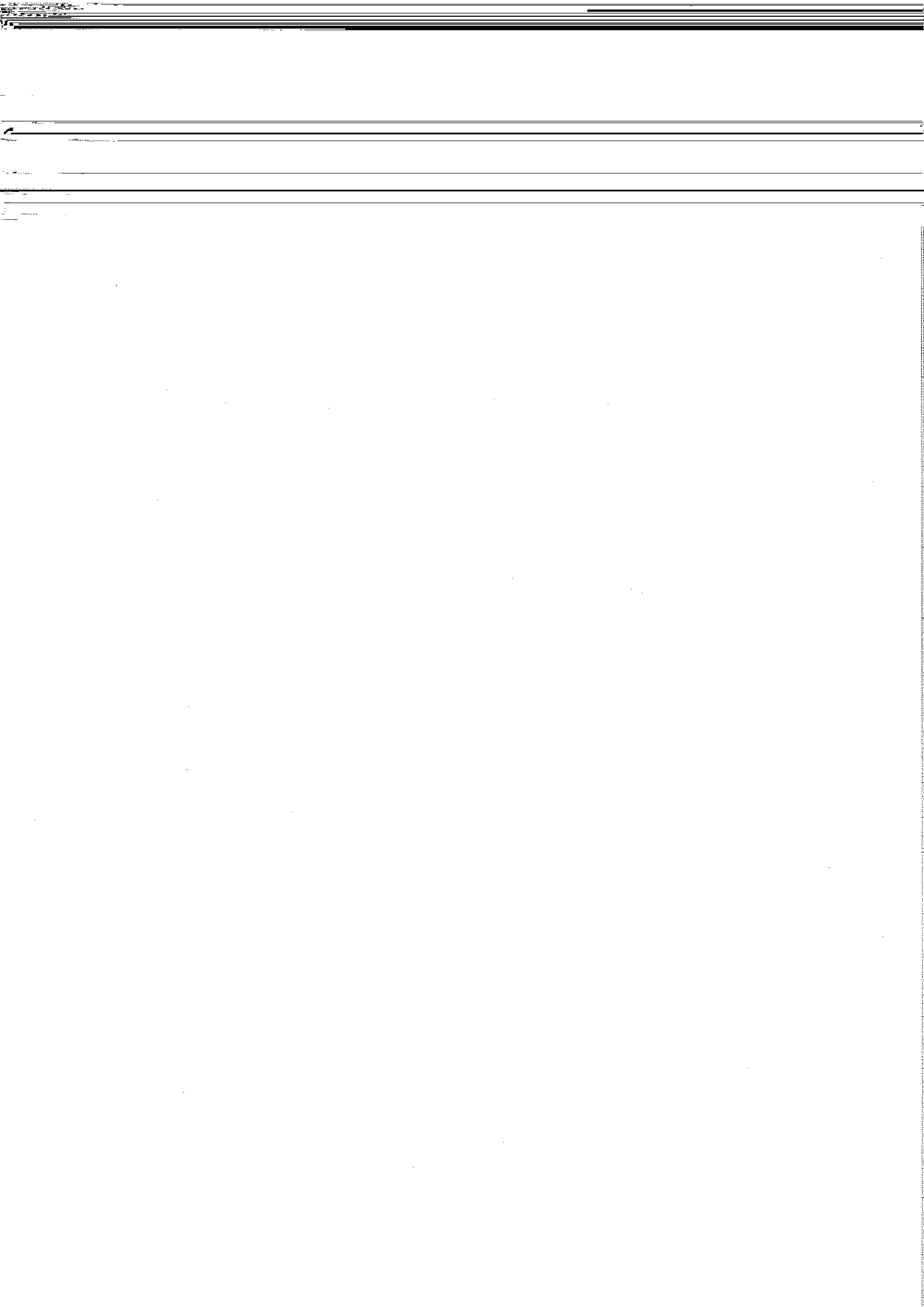
EXTERNAL MONITORING TEAM: Prof. Adil Najam and Mr. Nadeem Afzal

Second External Monitoring Report
August 1998



BCS-6

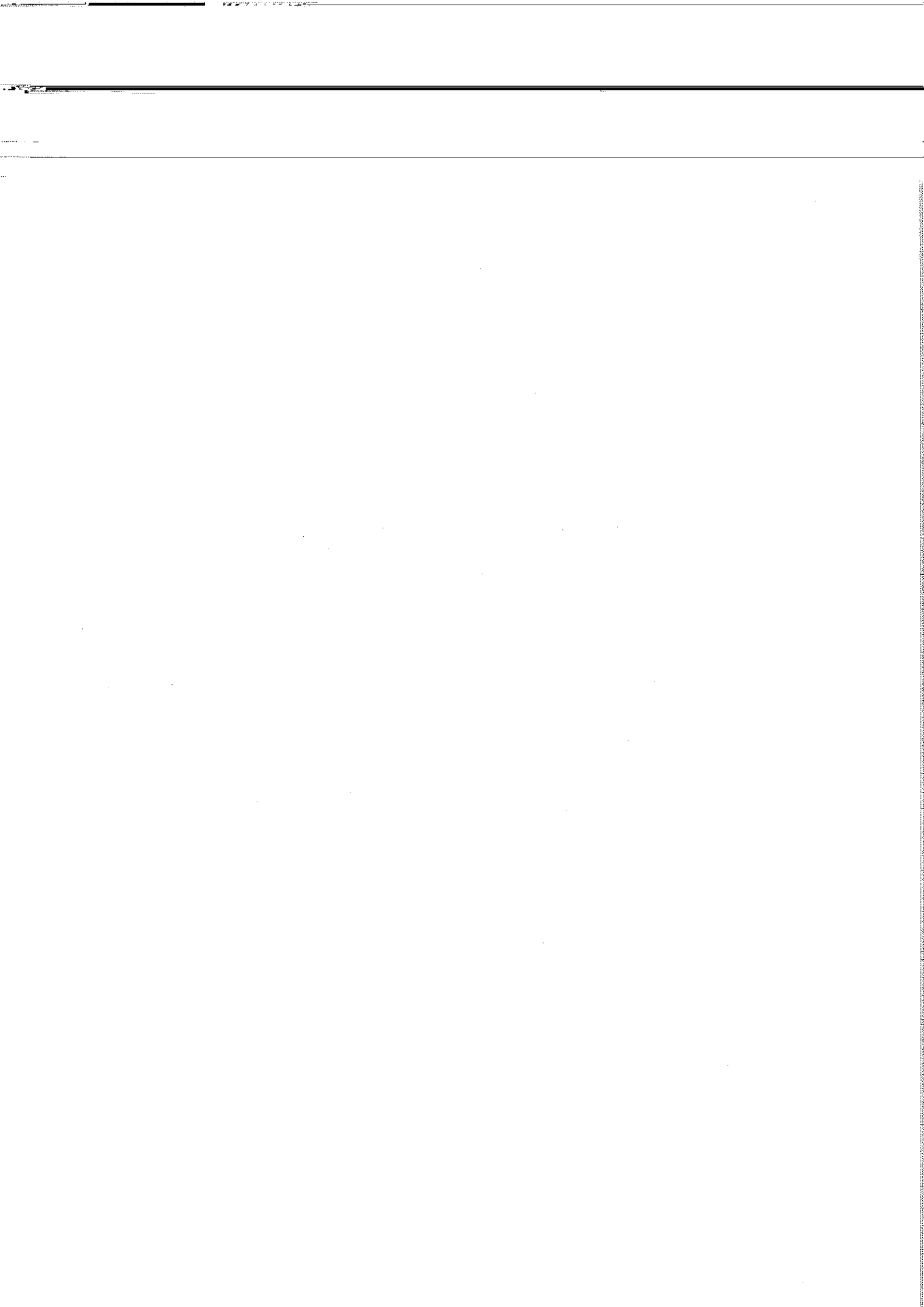
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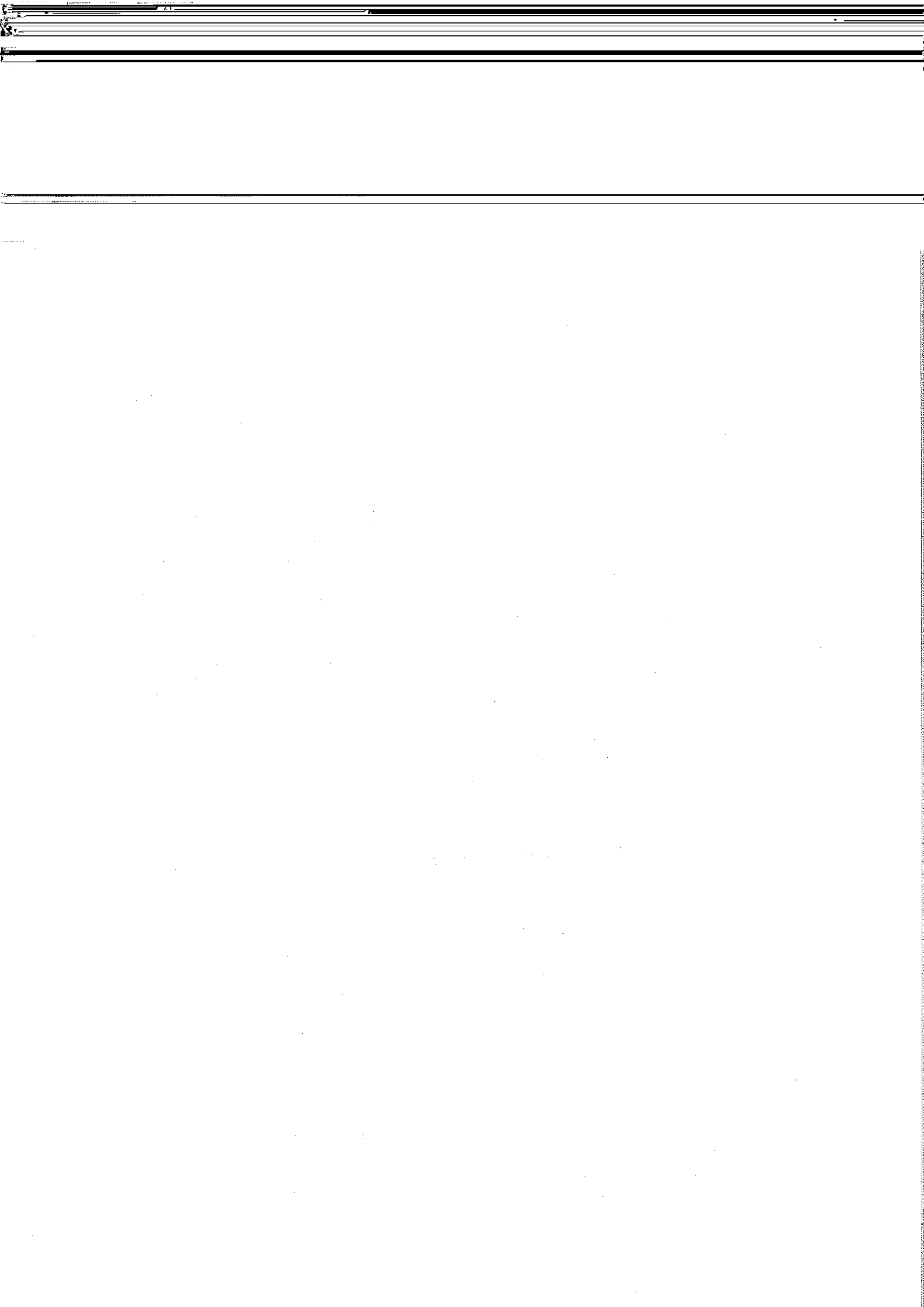
KEY FINDINGS



If they mean Things have since been streamlined administratively and generally accepted by the public

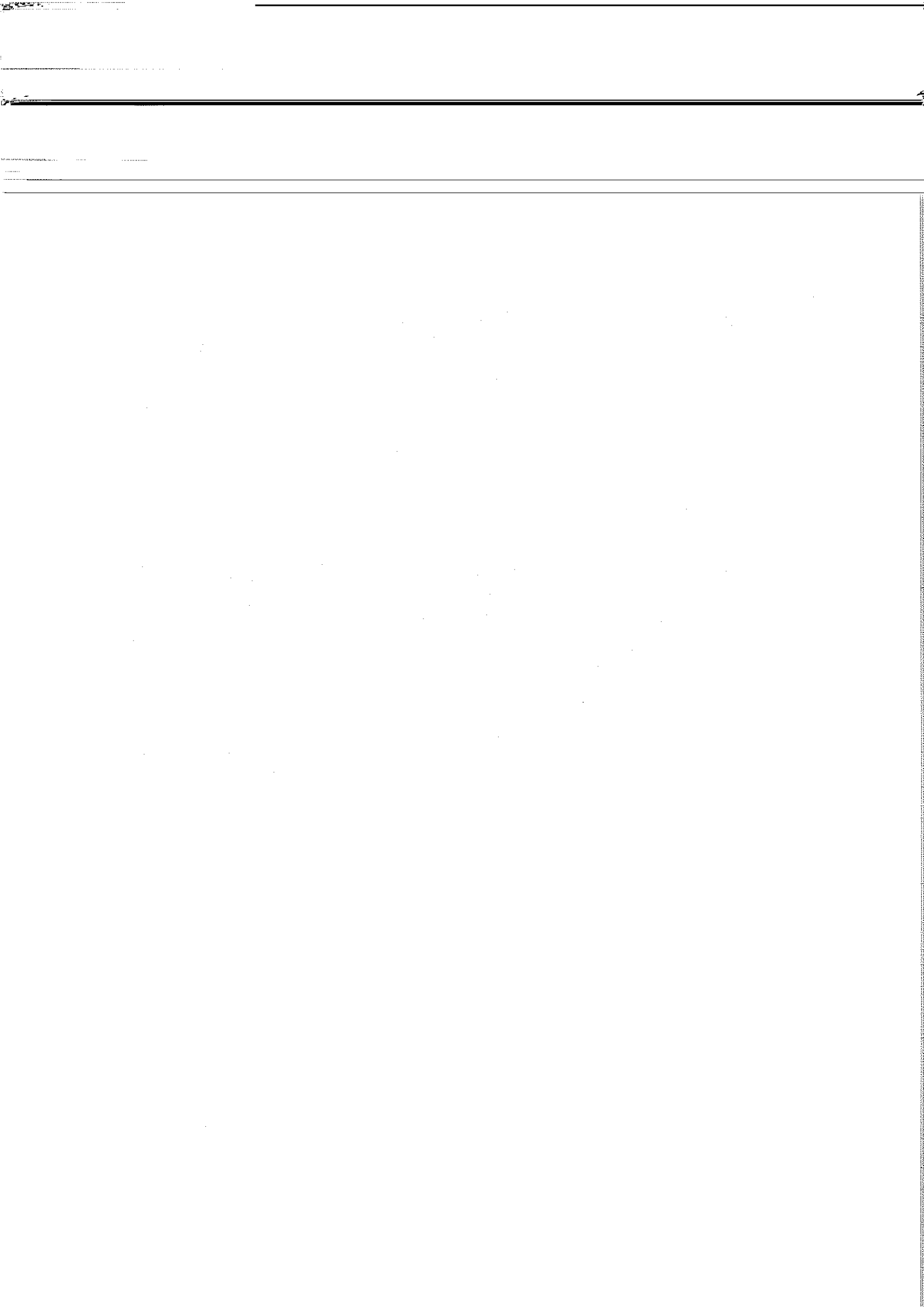


should be developed and implemented immediately. This would include:



provided to each member before the meeting during which the documents and issues on the agenda that might be of particular relevance to them should be highlighted.

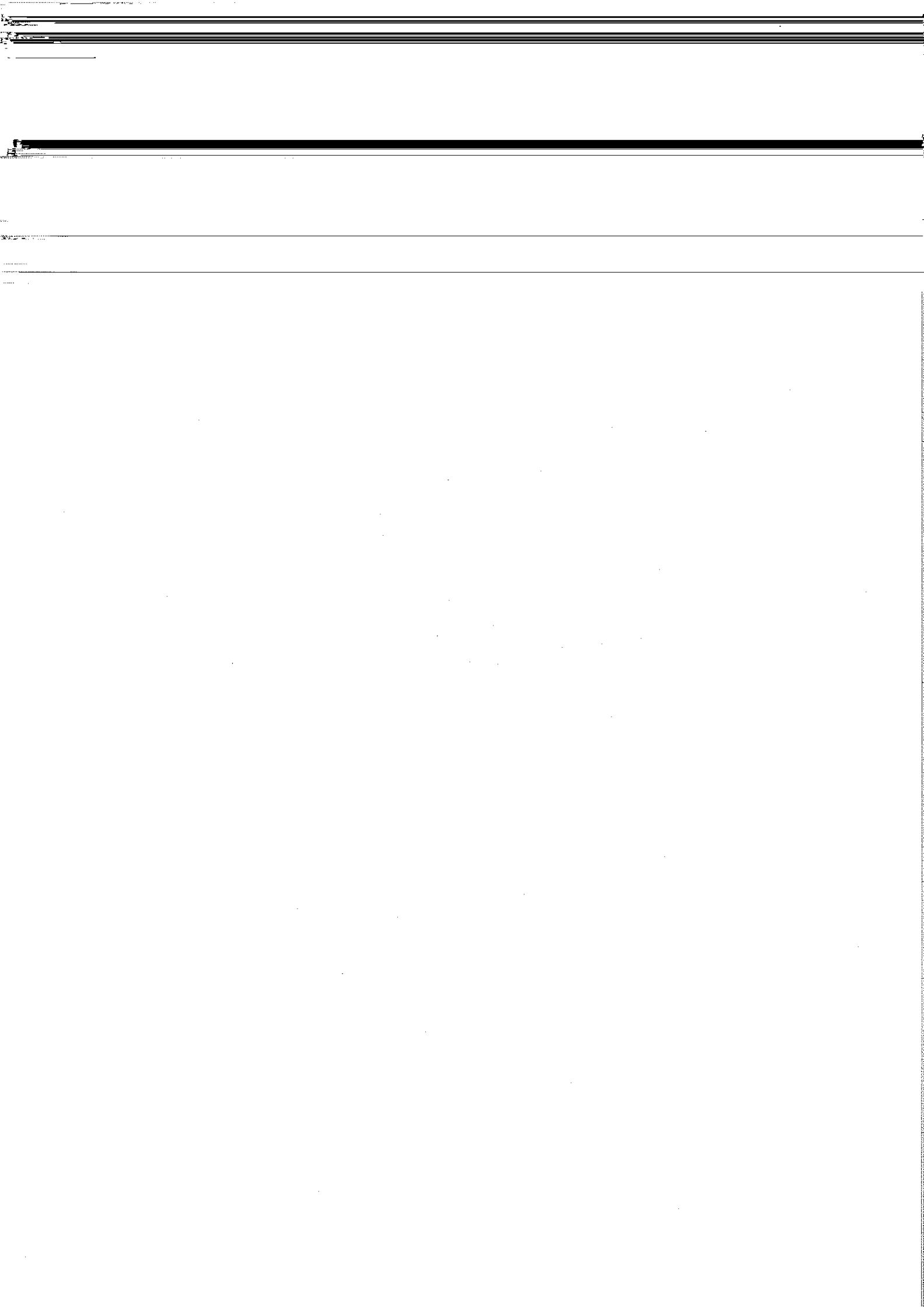
Project Management



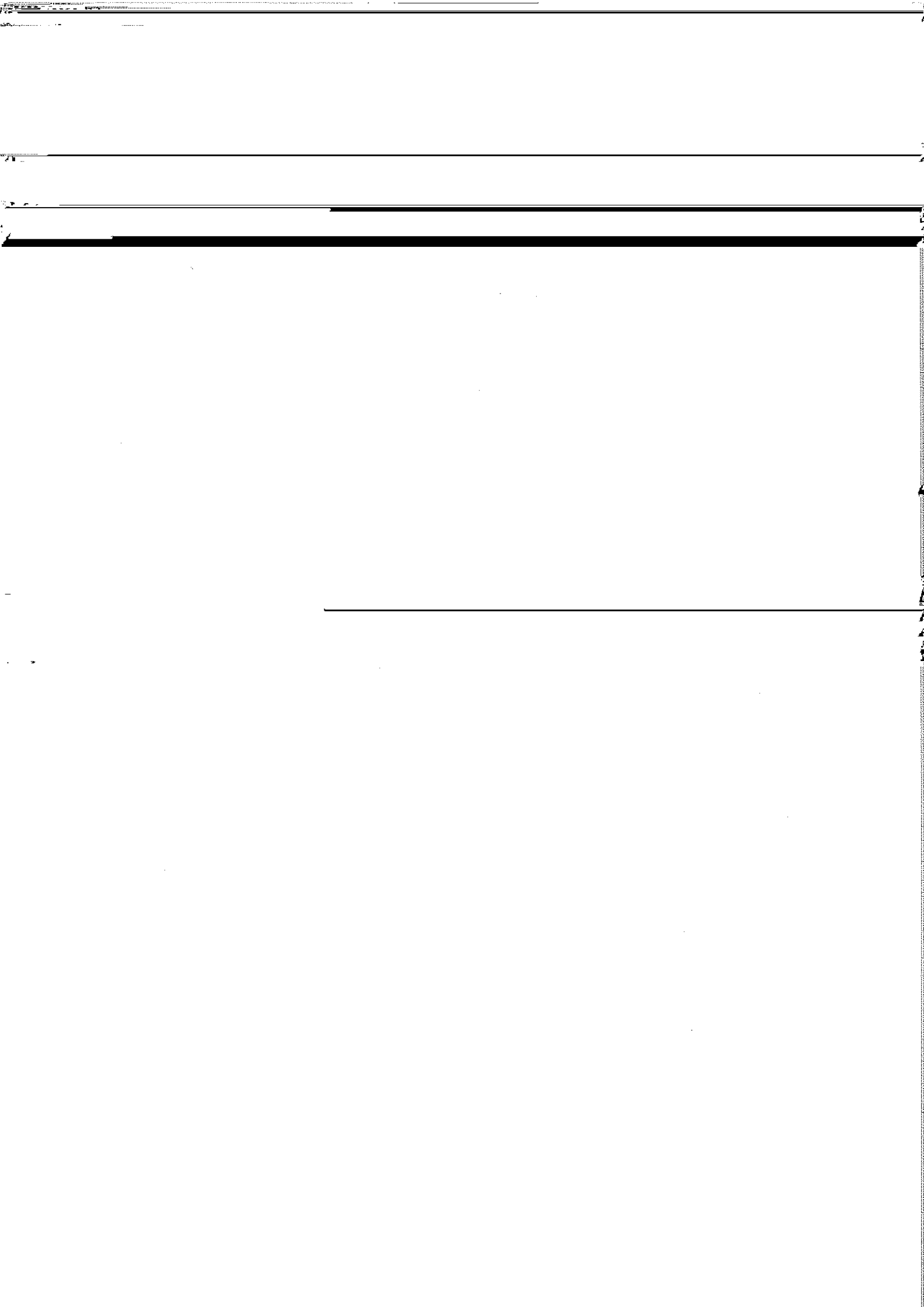
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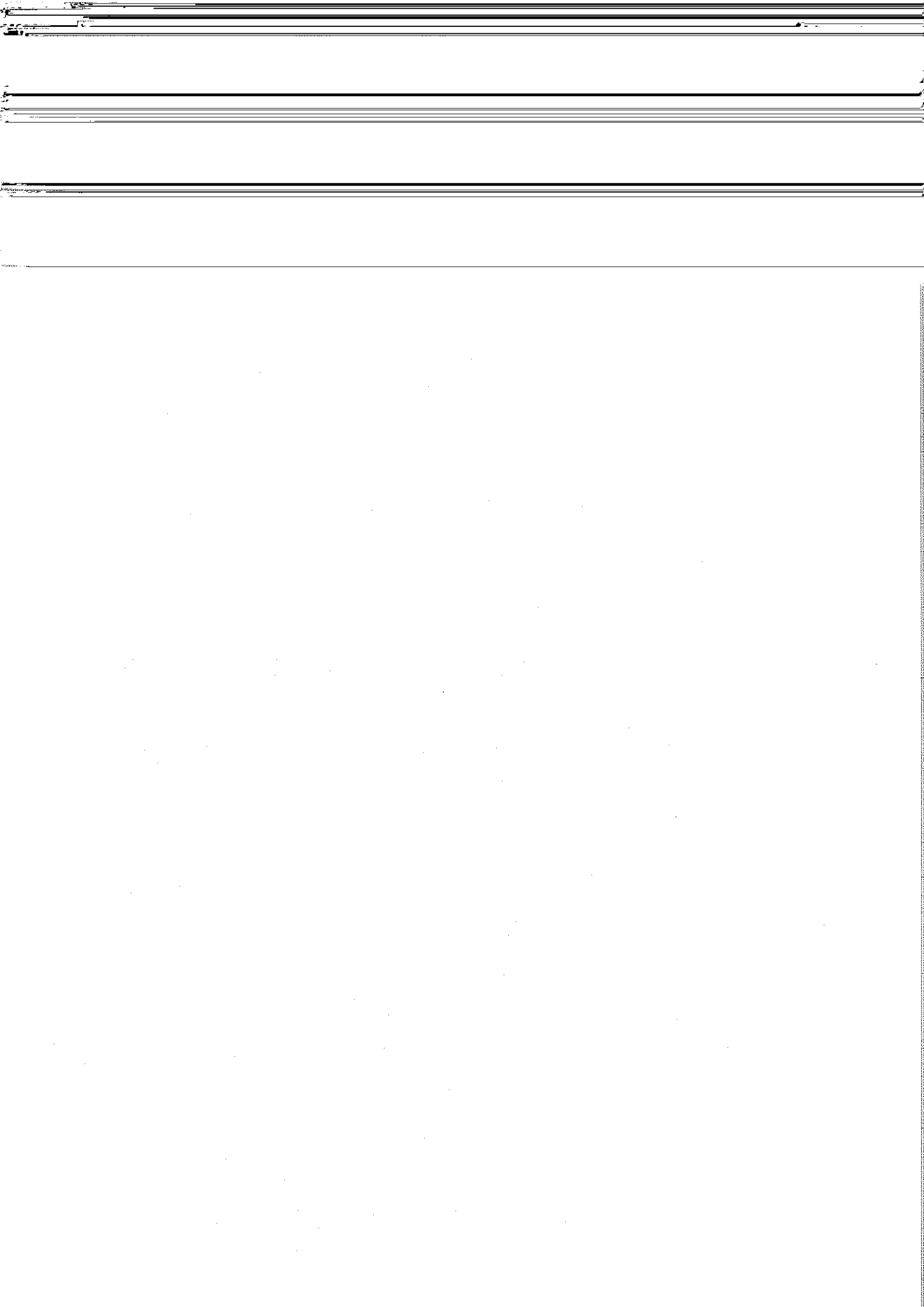
#1 Introduction



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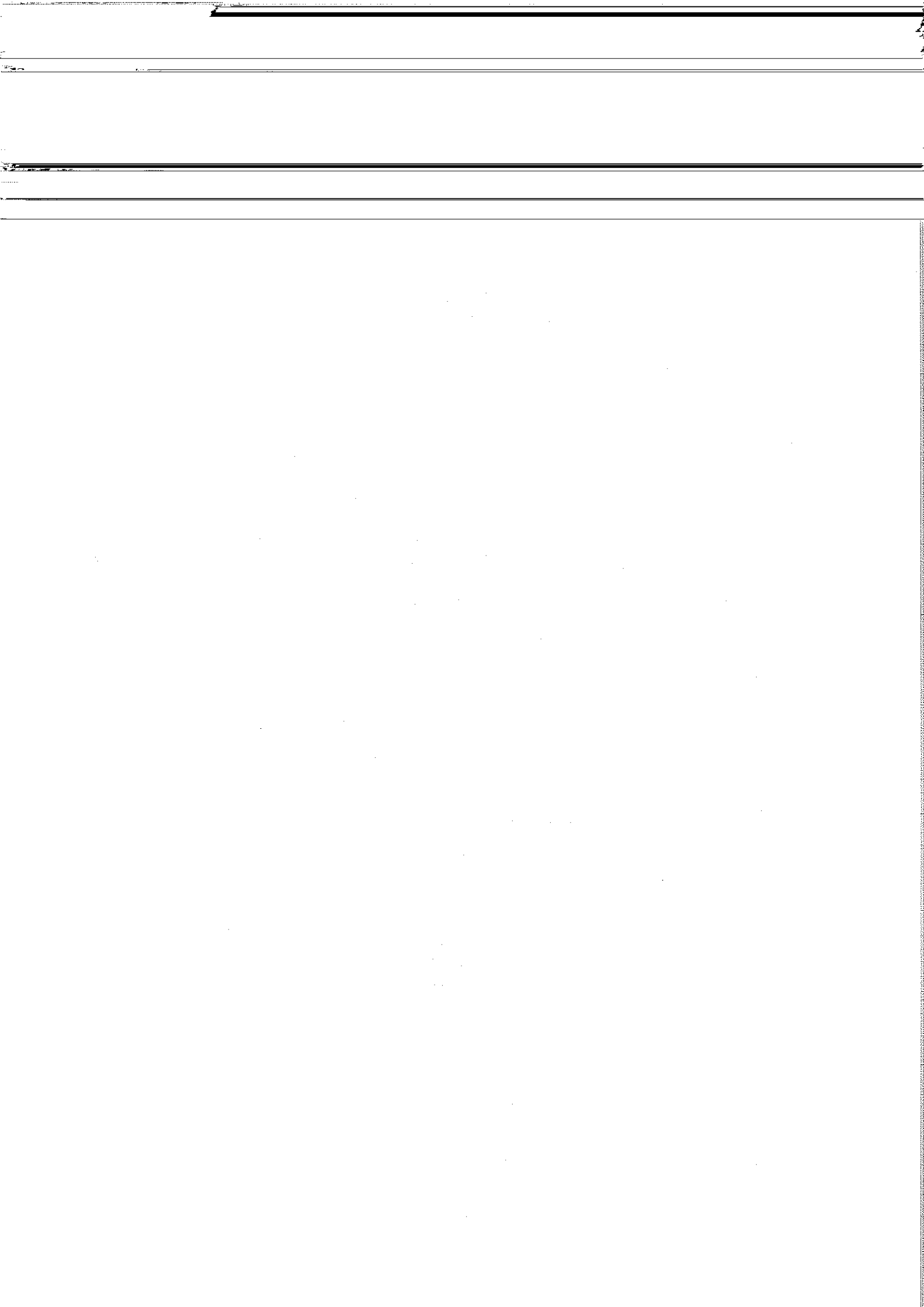


Key Information



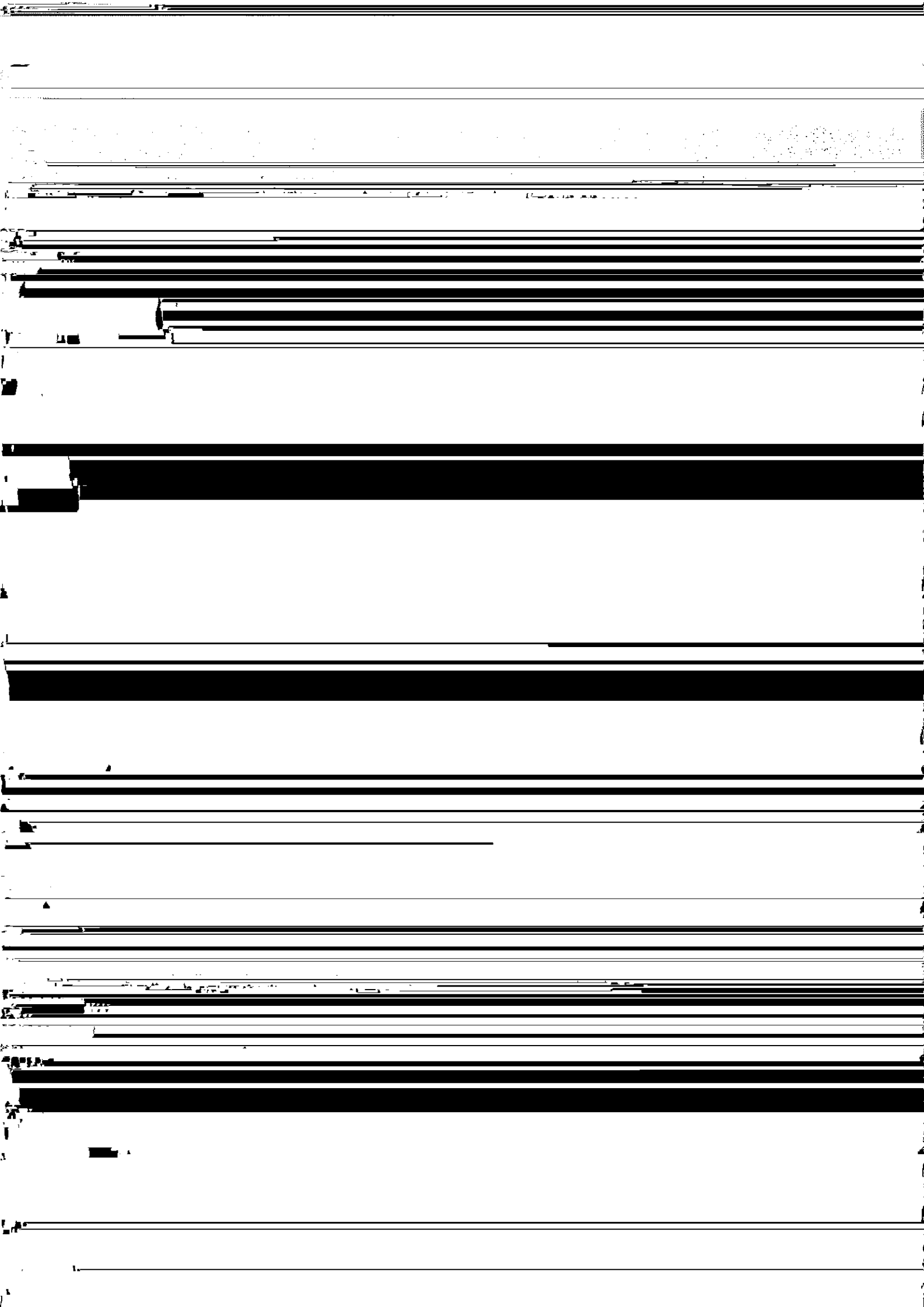
Glossary

ADPB	Area Development Programme Balochistan
BCC&I	Balochistan Chamber of Commerce and Industry
BCS	Balochistan Conservation Strategy
BEPA	Balochistan Environmental Protection Agency
BNRMP	Balochistan Natural Resource Management Programme
DCC	District Conservation Committee
EMT	External Monitoring Team
FAO	Food and Agriculture Organization (UN)
GoB	Government of Balochistan
IUCN-P	World Conservation Union-Pakistan Office



#1 • INTRODUCTION

1.1 External Monitoring



According to the PC1 for the Balochistan Conservation Strategy:

The project aims to operationalize the National Conservation Strategy (NCS) in Balochistan. BCS will be the environmental action plan and sustainable development policy for Balochistan (taking care of natural resources). This overall and cross sectoral strategic planning exercise will create linkages between economic, social and environmental sectors. It will relate to priority programme areas to be identified for Balochistan, taking into consideration fourteen priority areas of the NCS. This project will also relate with the projects for Balochistan listed in the NCS Plan of Action and the Environmental Chapter of the 8th Five Year Plan.

The Plan of Operation (POO) defines the immediate goal of this three year project as the development of the Balochistan Conservation Strategy through a process that builds on the following three principles:

- ❖ Stakeholder participation and the promotion of a consultative culture.
- ❖ Institutional and capacity development in government and civil society.
- ❖ 'Mainstreaming' of environmental concerns into the development planning process.

In doing so, the long-term and short-term objectives listed in Table 1 are to be achieved

For implementation purposes, the project design conceives eight component areas. These components, along with the expected intermediate results in each (as defined in the POO), are presented in Box 1. Operationally, activities related to the project are designed and

Although there are significant differences in the mandates of the internal review and the

external monitoring team, a number of the findings of the internal review are validated in this report and will be further elaborated upon in later chapters. On others, however, there are differences. For example, while the Internal review found that "there is now a more regular process of at least weekly discussions" (p. 1), the EMT found that the team meetings have been at a frequency of about one per month.



#2 ● PROGRESS AND ACHIEVEMENTS

2.1 Project Administration

external relations. The NGO and the Education and Communication Coordinators now also receive direction on thematic issues from relevant Units at IUCN-P, Karachi.

planned to be completed by July but will now be ready sometime in late August. At this time, the

[REDACTED]

collaboration with the relevant coordinator at the RCS Secretariat and the active

these completed sections. However, the BCS Team was not willing to share these draft sections with the EMT and we are, therefore, unable to comment on just how much work has actually been completed or on the quality of the work.

Although the awareness raising function of these events is commendable, the task of analyzing the learning from these extensive consultations is only just beginning. The

Beyond the Interest Group, however, the progress in this sector continues to be slow. An Environmental Orientation Workshop for NGOs and Educators, co-funded by NORAD, was organized in April by the NGO and Environmental Education Institute. (ENCOE)

provided by recently initiated tobacco

277. Environmental Legislation

The impact of environmental legislation

#3 • ASSESSMENT AND RECOMMENDATIONS

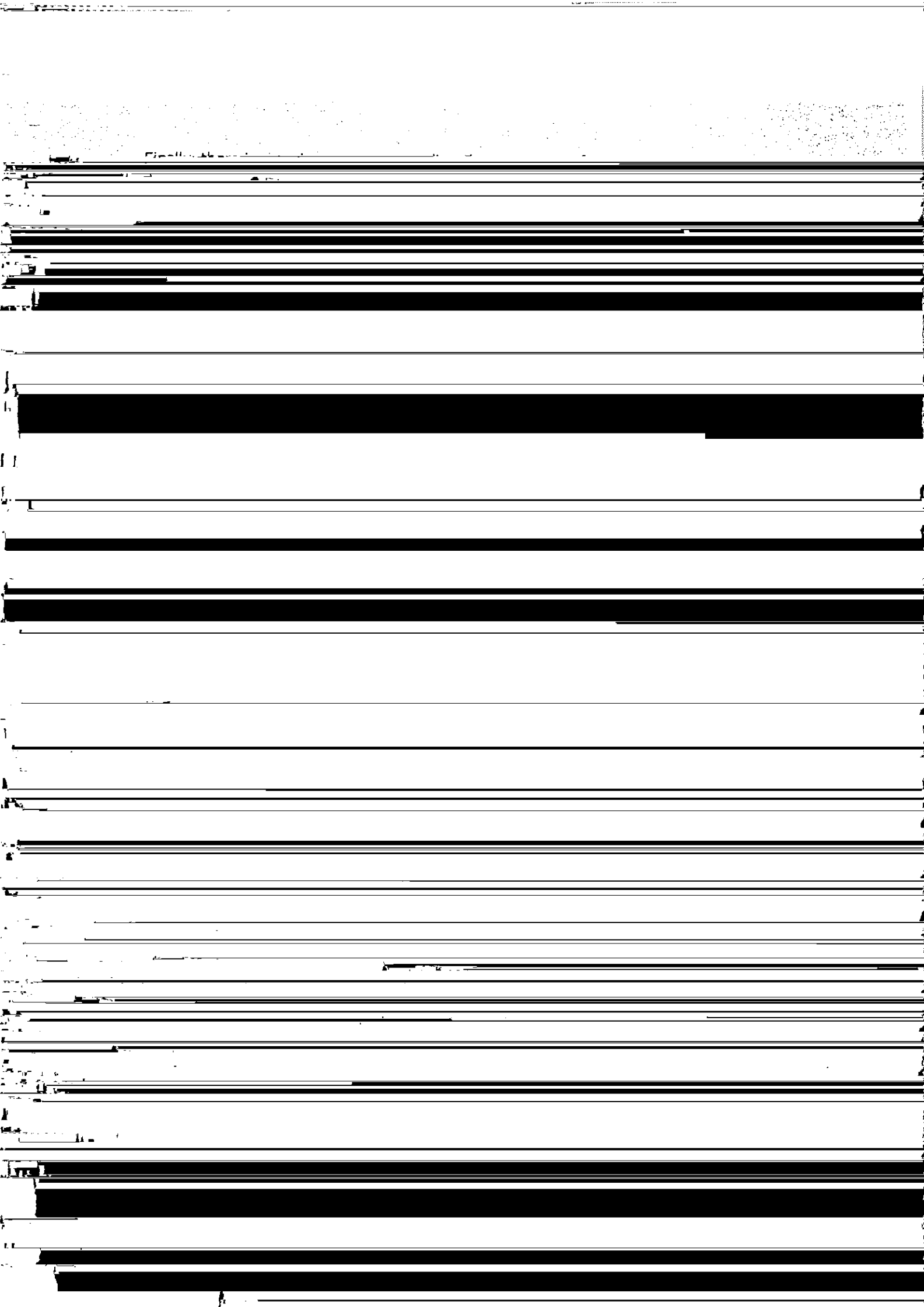
3.1 Introduction



RNE, IUCN-P and the EMT are unanimous in the view that no compromise on quality should be allowed under any pretext. The EMT is happy to note that the BCS Team has strongly expressed its commitment to maintaining the highest standards of quality.

TABLE 3.2: EMT Comments on Authors of Sector Sub-Strategies

[The table content is heavily obscured by horizontal black lines and is therefore illegible.]



comment on the findings of the Sector Sub-Strategies; and third, to review and comment on the draft BCS document.

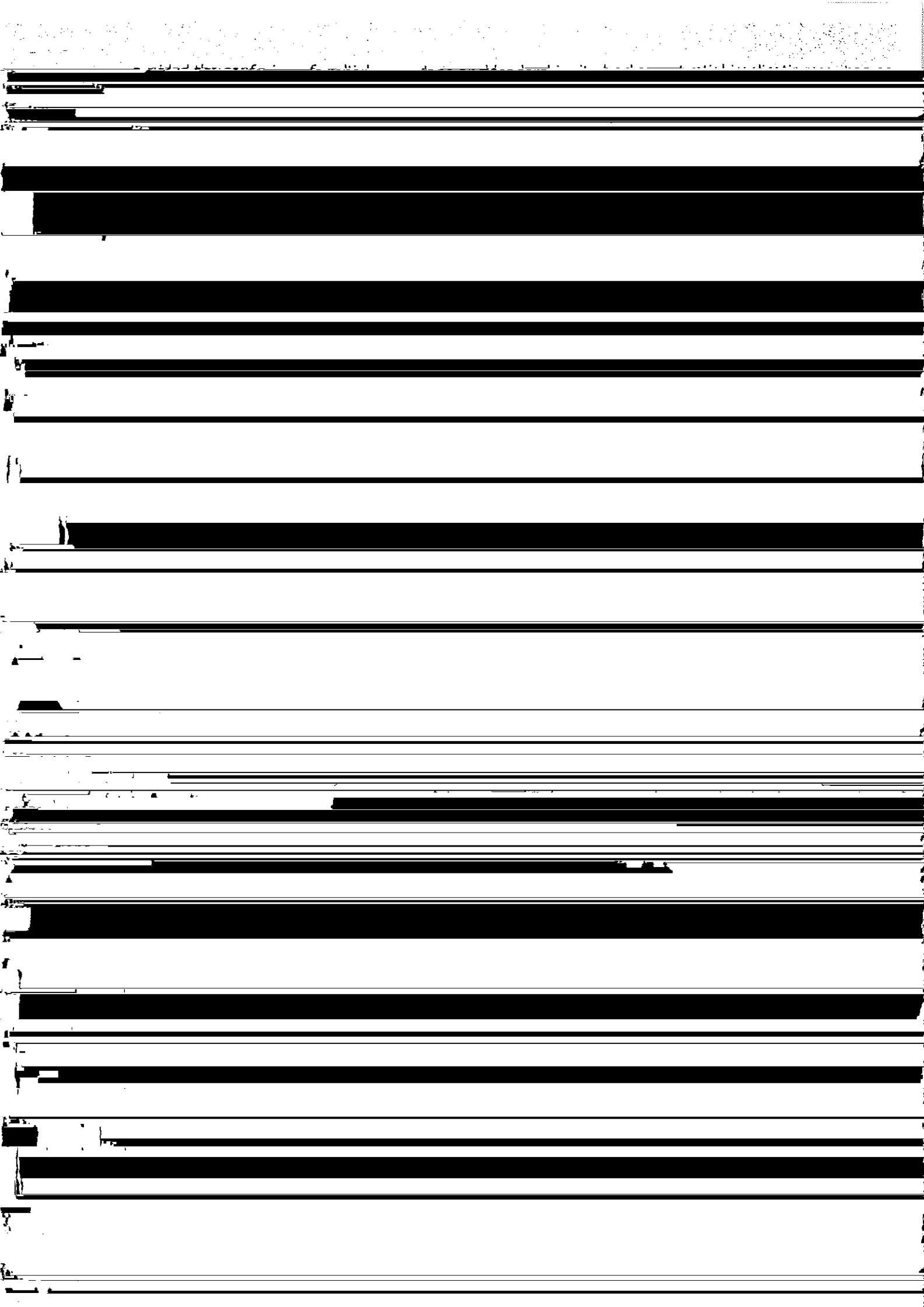
6. The draft BCS will be circulated to all relevant government departments and agencies (at all



(including goals, objectives, principles, etc.). Moreover, the EMT is convinced that such a framework should have been developed before the start of the project.

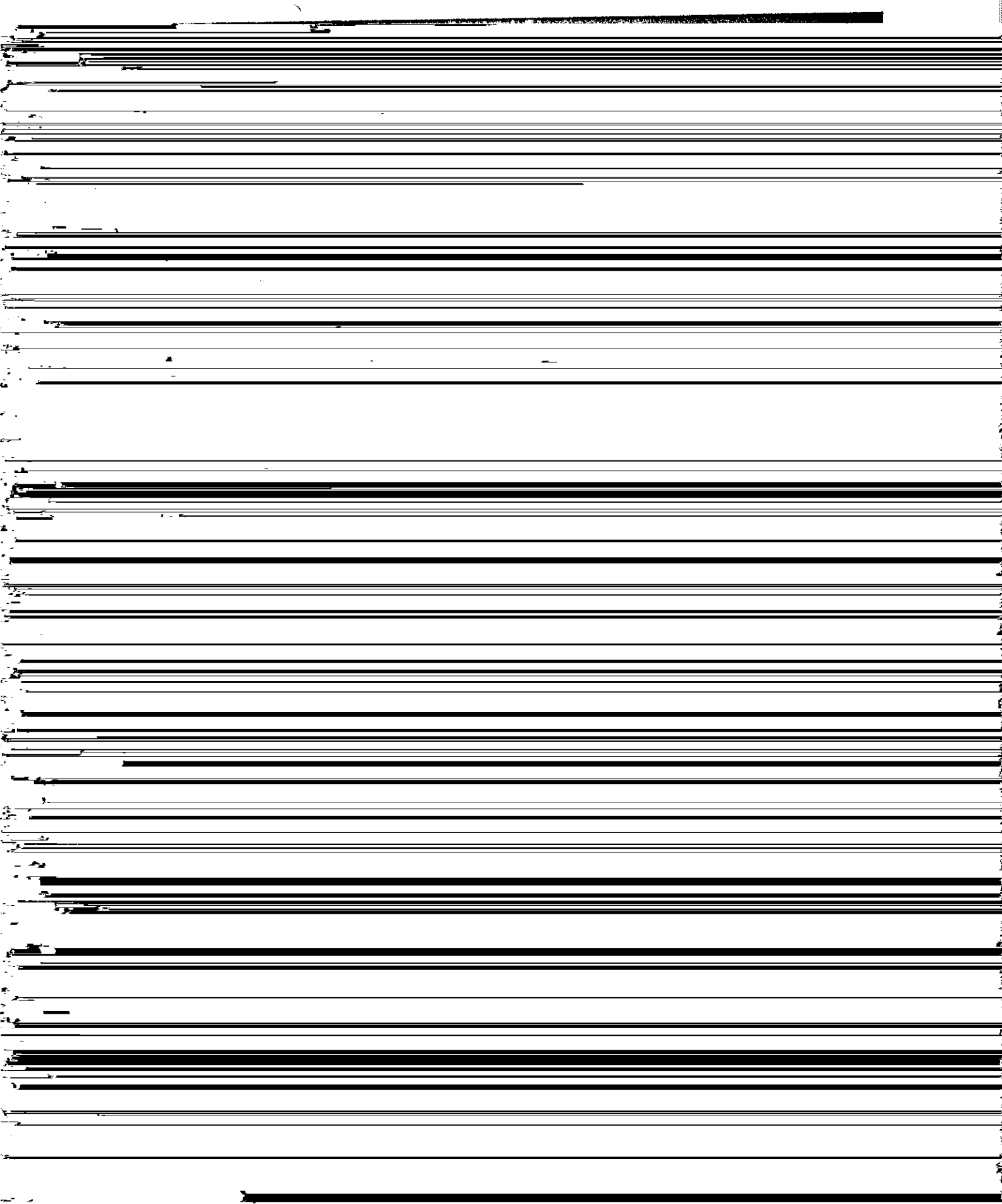
Regarding the involvement of governmental stakeholders, the idea of holding a briefing on the BCS for all P&D Section Chiefs should be pursued. Similar briefings may also be arranged for the staff of other related projects and international agencies operating in Balochistan. At the risk of repeating oneself yet again, the availability of a clear and concise

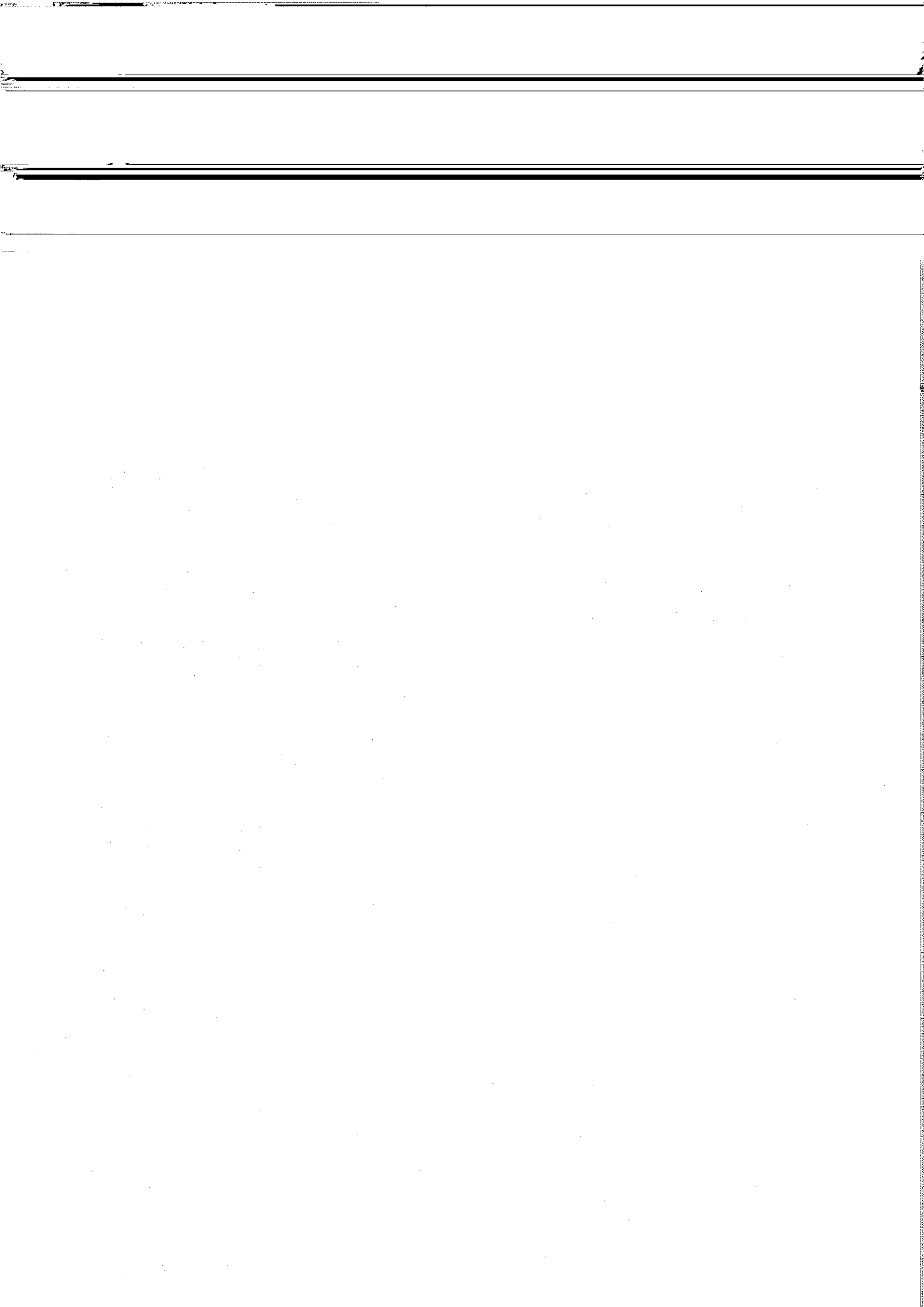
Although some headway has been made in this direction, one recommendation from the First External Monitoring Report is worth repeating here. This pertains to the need to focus the inputs of the Steering Committee more on conceptual guidance and less on day-to-day operational decisions. The rich experience and expertise of the Steering Committee should



Members of the BCS Team once again expressed the 'monitoring fatigue' mentioned during the first mission, partly because the External Monitoring came very soon after IUCN-P's Internal Review. In this regards the EMI feels it appropriate to repeat its recommendation from the first mission about changing the frequency of the Internal Review to half-yearly rather than quarterly reviews. The justification for doing so remains the same as before and

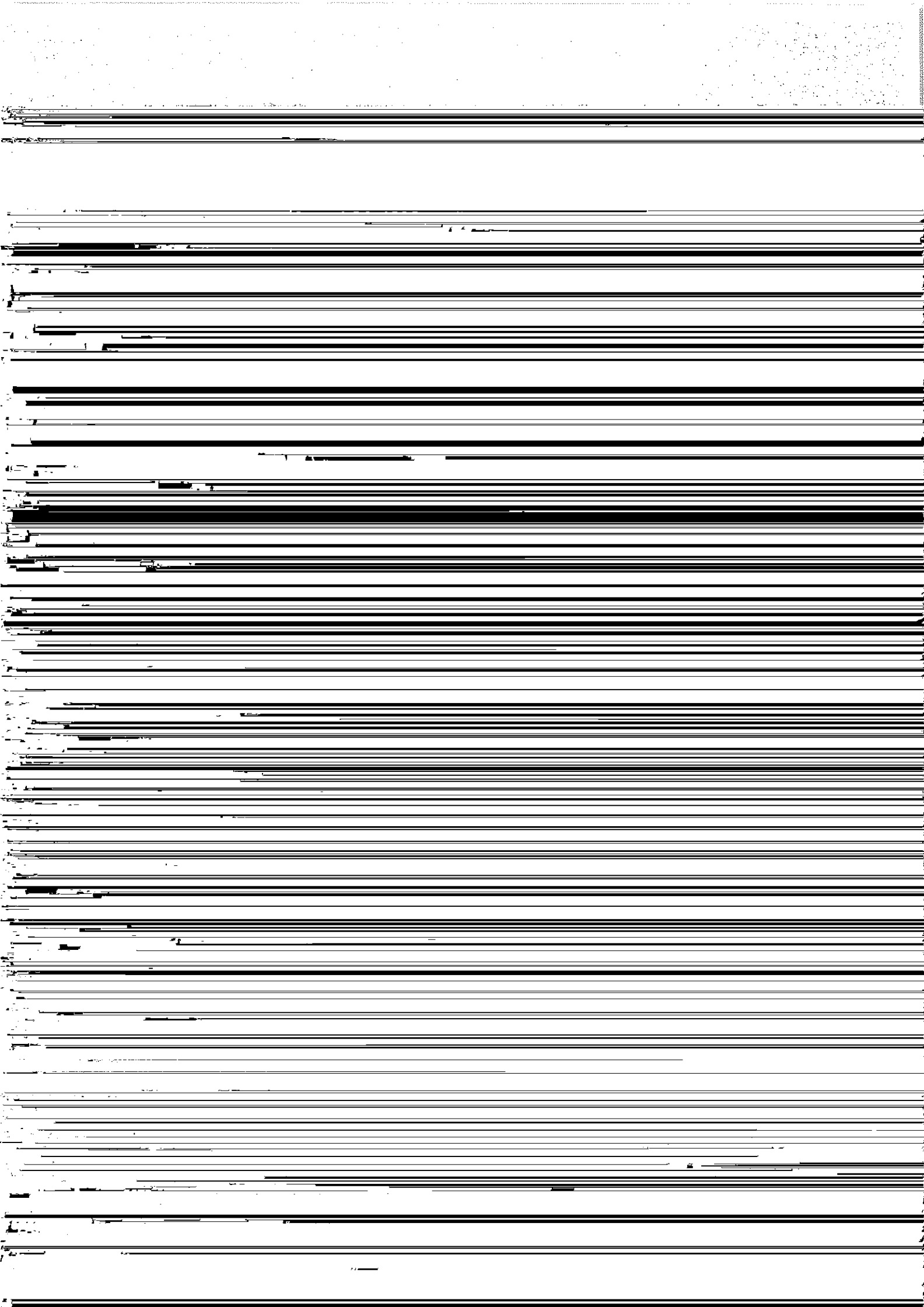
Annexes





ANNEX I:
**Schedule of External Monitoring Team's
Second Mission: July 29 - August 18, 1998**

EXTERNAL MONITORING TEAM:	Prof. Adil Najam (AN), Mr. Nadim Afzal (NA)
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August 08, 1998 Saturday

Quetta

All meetings attended by AN and NA.

0015 1015

Meeting with Mr. Ahmad Khan, Director, Civil Service, Quetta



ANNEX II:
Individuals Interviewed During
External Monitoring Mission

[REDACTED]

IUCN-P, Karachi

Ms. Aban Marker Kabraji

Country Representative, IUCN-P

Mr. Mohammad Rafiq

ANNEX III:
Documents Reviewed

• Project Planning and Review Documents

Material distributed at Seminar on Pakistan Environmental Protection Act 1997 held in Quetta

Report of Model Wildlife Law Workshop held in Quetta on 18 May, 1998 (by IUCN-P Business and Law Unit).

Report of Environmental Education Training of Teachers, May 1998 (conducted by Society for

ANNEX IV:
Component-Wise
Analysis of RCS Progress

Component #1:
BCS Document



Component #3:
Environmental Education

Component #4:

Component #6:
Nongovernmental Organizations

Component #7:
Environmental Legislation



ANNEX V: **BCS Review Processes** **(Assessment Workshop-1)**

The first part of the Assessment Workshop conducted by the EMT on August 10, 1998 focussed on the design of the review processes for the Sector Sub-Strategies and the Draft BCS document. The

- ❖ brainstorm on the strengths, weaknesses and utility of various mechanisms and forums for reviewing key BCS documentation,
- ❖ consolidate the ideas expressed by the BCS Team on the review process for BCS Sector Sub-Strategies and gain clarity on exactly how the review would be undertaken,
- ❖ trigger early thinking on the review process priorities for the draft BCS,
- ❖ obtain consensus on important details.

The team brainstorming on these issues was organized around a draft version of Figure A5.1—conceived by the EMT on the basis of experience and earlier discussions with the BCS Team. A team discussion on this resulted in a number of changes to the figure. A revised version of the figure was then shared with the BCS Team during the de-briefing on August 11, 1998 to ensure that the EMT had faithfully recorded the changes made during the workshop.

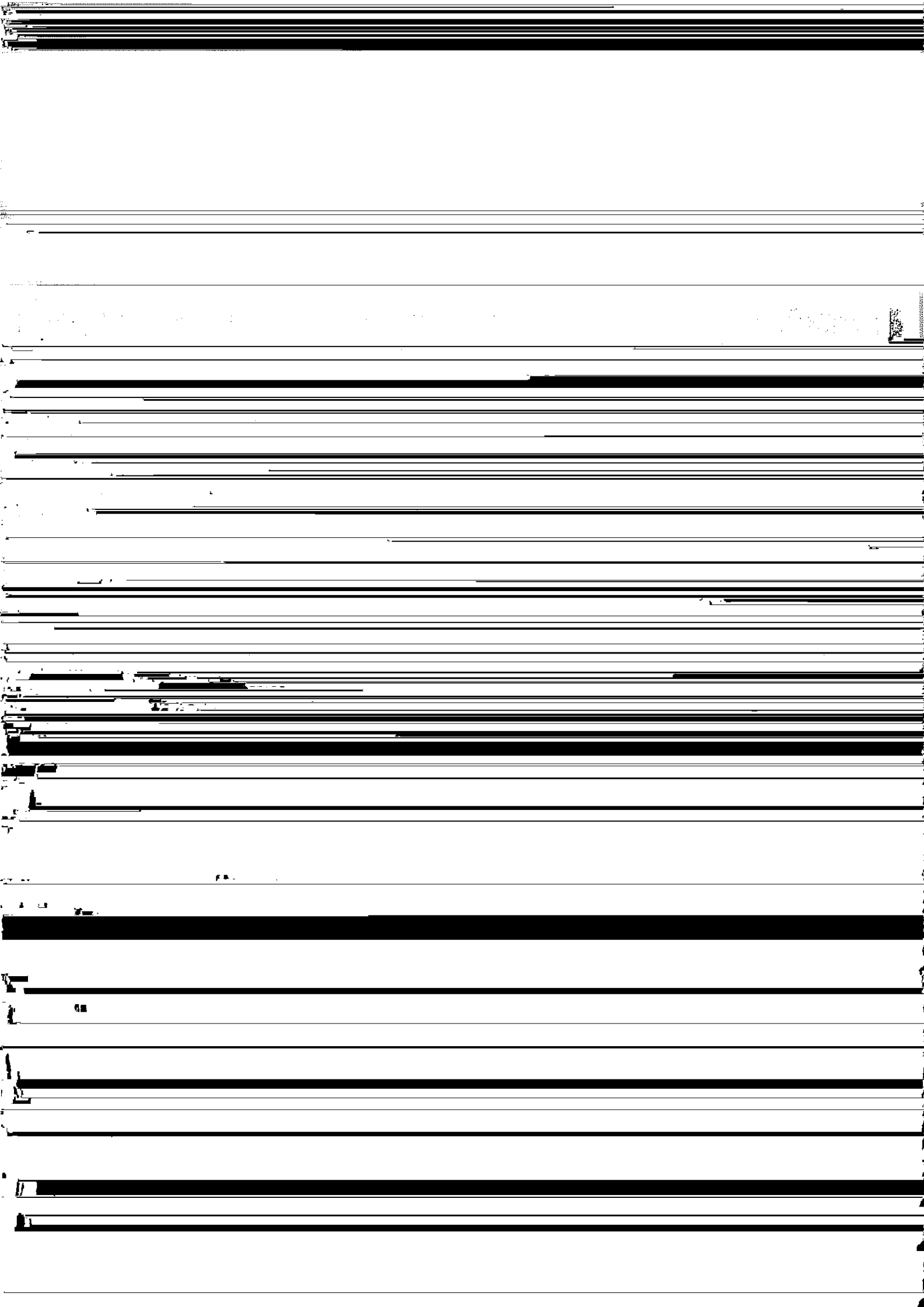
The final Figure A5.1 essentially depicts the current documentation review strategy of the BCS. Although, further details of exactly how each piece of documentation will be reviewed still needs to be worked out, it depicts the essential process flow, key documentation (along with expected date of completion), and key review mechanisms to be adopted. The boxes shaded in gray represent some of the key documentary outputs that directly feed into the final BCS.

In addition to the above, the workshop also resulted in a useful discussion on the purpose of the review process for the BCS.

ANNEX VI:
Defining a Quality BCS
(Assessment Workshop-2)

The second part of the Assessment Workshop conducted by the EMT on August 10, 1998 was a preliminary brainstorming on exploring the potential characteristics of a "quality" Balochistan Conservation Strategy.

During the both missions of the EMT various members of the BCS Team



ANNEX VII:
Exploring Cross-Sectoral Linkages
(Assessment Workshop-3)

The third part of the Assessment Workshop conducted by the EMT on August 10, 1998 pertained to an analysis of cross-sectoral linkages. The purpose of the exercise was to:

- ❖ initiate a group discussion on how the various sectors defined by the BCS Team are linked with each other,
- ❖ explore areas of overlap,

link in one direction might be weaker than in the other. This point is important to note in reviewing

Another important point relates to how the individual preferences were converted into a common

ANNEX VIII:
BCS Project Office and
Management Restructuring

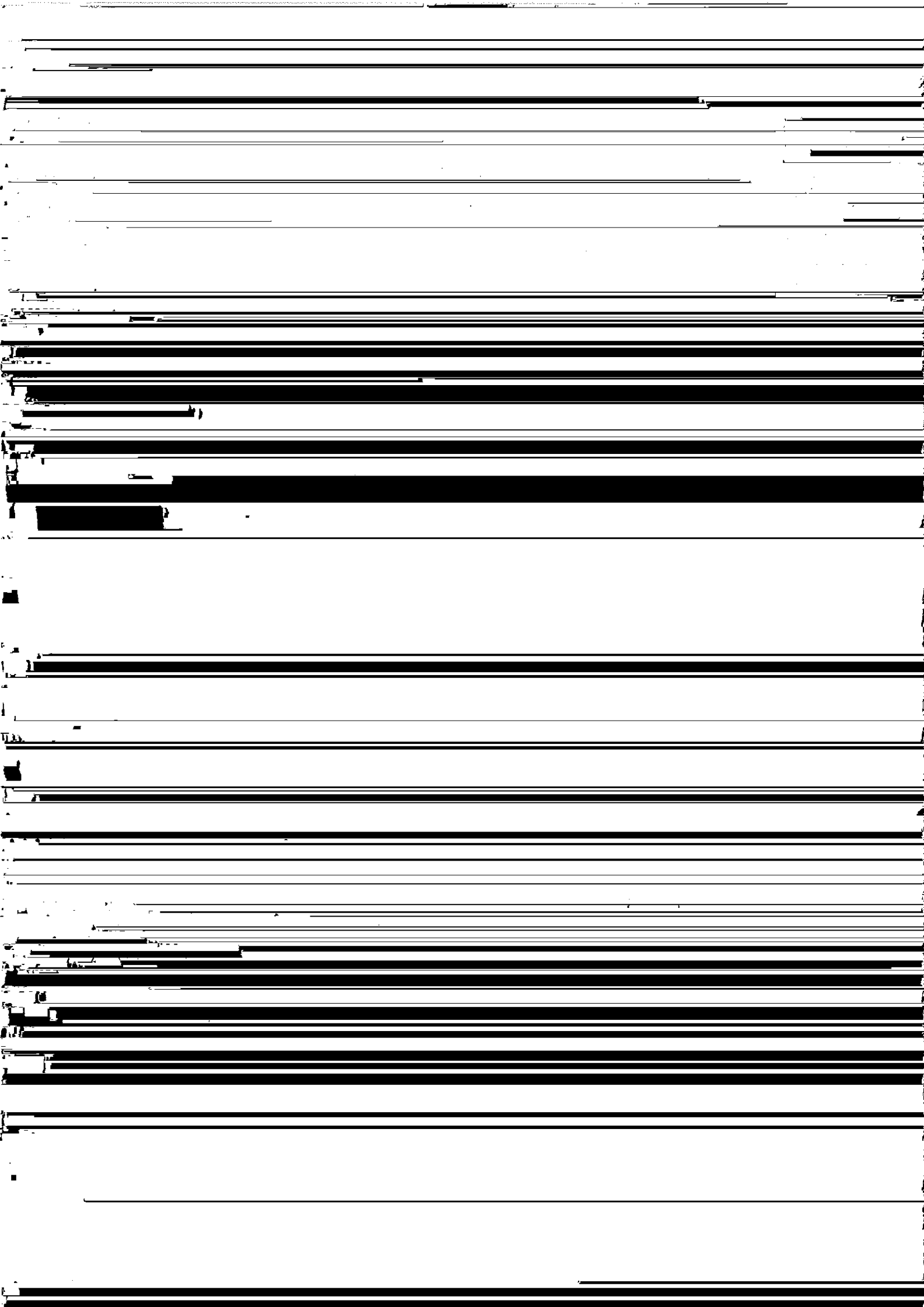
Effective May 1, 1998, the management structure of the BCS project, and of the UNDP...

The first of these relates to office location. At the time of the EMT's first Mission in March 1998, the BCS Project was running out of three different offices: the BCS Project Director at Block No. 3, Main Secretariat, GoB; the BCS Technical Advisor, Communication and Education Coordinator and

ANNEX IX:

RCS Team's Use of Time

The table contains multiple rows and columns, but the content is almost entirely obscured by heavy black redaction bars. Only a few faint lines and small fragments of text are visible, making the data unreadable.



ANNEX X:
Monitoring Protocol for
Third EMT Mission

[REDACTED]

The rest bulk of substantive data is [REDACTED]