Mid-Term Review
of the Support Project to the
Northern Areas Conservation Strategy

10th - 18th June 2001

by

*Northern Areas Administration (NAA), World Conservation Union
(IUCN), Aga Khan
Development Network (AKDN), Sungi Development Foundation and
Swiss Agency for Development and Co-operation (SDC)*

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Background of the Mid-Term Review

Introduction

Co-ordinated by the P&D Department of the NAA, technically supported by the IUCN and co-funded by SDC and NORAD, a support project of three years was launched mid 1999 aiming at the participative formulation of a "Northern Areas Conservation Strategy".

After nearly two years of work , a mid-term review (MTR) was conducted with the main objectives *"to advise and support NORAD, SDC, IUCN and NA Administration in assessing the progress and expected results of the implementation of the NACS Support Project in the Northern Areas in relation to the project objectives"* and *"to identify gaps and potentials and recommend measures to improve the impact and attainment of the objectives of the project"*.

Composition of the review team

The team consisted of three core members and three resource persons. Rehana Sheikh (Sungi, Abbottabad, NGO), Philippe Zahner (team leader, SDC, Berne) and Gul Najam Jamy (IUCN, Peshawar) were the core members, while Shaukat Shafi (SDC, Peshawar), Gulbaz Khan (P&D, Gilgit) and Dawar Shah (AKES, Gilgit) were the resource persons.

Acknowledgements

The review team met during its work very co-operative and dedicated persons. We would particularly like to acknowledge the support of the Chief secretary a.i./Secretary P&D, Mr. Abdul Hameed Balghari to the whole process. We would also like to mention the enthusiasm and interest in the NACS process demonstrated by key staff from the AKDN network. The IUCN team under Mr. A.L. Rao, Head NAs Office needs to be commended for its hard work which certainly facilitated our assignment. Last, but not the least, we would like to put on record our sincerest gratitude to all NACS partners and stakeholders whom we met during the course of the MTR. Without their valuable input our work could not have been accomplished during the short time at our disposal.

Documentation

As listed in <u>Annex 1</u>, a rich documentation was provided to the review team. On top of all administrative documents, progress reports, work plans and minutes of steering committee meetings, two sets of documents deserved particular attention of the review team: the already available background papers and the "Preparatory Assistance Report to the NACS MTR" established by the NACS team by end of May 2001.

Methodology

Seeing the complex and strategic nature of the project, the MTR team decided to concentrate the focus of its efforts on the very major issues and challenges faced so far by the project. A preliminary step of setting priorities consisted therefore in confronting the terms of references with the views of the project team, these of a group of resource persons and those of the MTR team (see in <u>Annex 2</u>).

Major issues addressed during the mid-term review

As a result, the following issues were considered to have major influence on the potential impact of the project and were systematically addressed by the MTR team during its meetings, visits and reading (see list of persons and organisations met in <u>Annex 3</u>):

- *Ownership, partnerships and facilitating role*
- *Capacity building*
- *Learning mechanisms*
- *Processes and institutional mechanisms*
- *Management issues*

Overall assessment

The overall impression gained by the MTR team during its interviews is quite positive. Obviously, the members of the project support team and their direct partners are very dedicated and competent. They were successful in creating - in a relatively short period of time - a level of understanding of the potential use of the future NACS and of broader commitment to it from various stakeholders, which is quite impressive.

> **The overall assessment made by the MTR team is therefore that the project deserves to be strongly supported by all partners for its future work and the completion of its activities till the end of the current phase, that is mid 2002, and even beyond.**

Promoting more sustainability in development planning at the level of a Province is indeed an ambitious goal. It needs quite a sound conceptual background, high social competence, a very participative approach, excellent hearing qualities and spotless facilitating skills.

On the other hand, such initiatives are crucial contributions for putting in place more conducive legal and political environment for more "grass root level" work done by communities and many local and international development actors.

In comparison with similar initiatives elsewhere in Pakistan or in other countries, the MTR team found that the support project to the NACS has been successful in most parts of its work plan.

Most assumptions made at the beginning of the project are still valid and the MTR team took due note of various rethinking and replanning efforts made by the project team during the last 6 months.

Correspondingly to the positive overall assessment, the MTR team felt that the support project is already progressing well in relation to several topics and therefore would only suggest slight course corrections. As an example, some of these topics are :

- The way Roundtables have been put in place and are currently in function is considered appropriate and only their interlinkages might be improved;

- The involvement of various actors and partners is high and partnerships are in creation, indicating for useful networking and only clarification of expectations might deserve more attention;

- The work of communication about and around the future NACS made so far was successful and the level of understanding is high, while maybe the whole process of approval might be broader discussed and communicated;

- The consultative process of the communities is broadly considered as fair, far reaching and in time and only the issue of timely and extensive feedback needs further thinking.

On other topics, while recognising the quality of the work done so far, the MTR team came to significantly stronger recommendations for course correction as follows:

- The issue of ownership towards the NACS is to be given a stronger attention and means are to be found to increase ownership among the main stakeholders, with among others on one side the NAA and the P&D and on the other side the AKDN;

- The Steering Committee appears to be very active but the enlargement of its membership to the civil society should be envisaged and its connectivity with key mechanisms as Interest Groups or Roundtables should be improved;

- The facilitating role of the support project in the NAs (and therefore that of IUCN) is to be given more thinking and the use of ongoing processes and operating mechanisms for increase the quality of partnerships - and by this the intensity of ownership - are to be improved;

- A more comprehensive concept for capacity building is to be established with relatively more emphasis on "learning by doing" and "on the job training";

- More innovative thinking should be introduced, especially in relation to drawing the main lessons and introducing new collaborative mechanisms, but also in what the elaboration of background papers is concerned;

- The issue of the pilot project and their use in the overall process is to be cleared out;

- A progress shift from activities monitoring to more results oriented and on concrete indicators based monitoring would considerably increase the transparency of the process and the commitment of the stakeholders.

All findings and recommendations are presented hereafter according to the five major issues identified at the beginning of this review.

Major findings

Ownership, Partnerships and Facilitating Role

The issue of ownership was considered at two broad levels. At the first level the effectiveness of the facilitating role of the support project in creating ownership of the Strategy and its development process among the key stakeholders was considered. This was considered taking into account the different process (consultative processes, background papers) and mechanisms (round table, focal points, pilot project, steering mechanism) being used for ensuring participation, ownership building, networking and partnership building by the project.

At the second level the role of the support project in creating ownership of the key stakeholders in the implementation of the Strategy was considered. This again considered the design of key process and mechanism, the linkages developed, and the institutional anchorage within the systems of key players. This took into account the role clarity of different players in implementation and their ownership of that role.

Both these processes were considered according to the current stage of development and implementation of the support project. The key benchmarks used in evaluation were:

- Linkages with key stakeholders have been established and they have been adequately networked through different process facilitated by the project,

- Stakeholders know, understand and have appreciation of the need to have a strategy,

- Stakeholders participate and contribute directly and indirectly to different stages of the development process,

Committee is very crucial and has raised the awareness level of people regarding the Strategy. Representatives of these forums are also playing an advocacy role in the process. Nevertheless, it seems that the language used is somehow complex and difficult to understand for a common person.

Capacity building/ Institutional strengthening of P&D

P&D is the main body responsible for formulating and co-ordinating the implementation of the Strategy and also works as an umbrella organisation for all the line Departments in policy formulation and planning of programmes and projects. The Environment Section is responsible for NACS, the environmental appraisal of projects related to NRM and provides advice to other Sections for corresponding appraisals. Therefore capacity building of the Environment Section is crucial. The MTR team feels that, P&D's vision and understanding of sustainable development and leadership role needs further development.

P&D is in the process of constructing an Environmental Resource Centre. Although P&D is currently not very clear on the scope and role of this Centre.

Capitalisation of existing experiences and resources

Majority of stakeholders, especially the public sector and CBOs, are considering NACS as an opportunity for their capacity building. It is a fact that the support project cannot address all the needs of stakeholders due to its limited resources and expertise. On the other hand, there are several players that have capacities and experiences, like AKDN. The support project should value this experience and capitalise on it in an innovative manner.

Processes and institutional mechanisms

Interest Groups and Roundtables

Due representation, both geographically and thematically, seems to be present in IGs and RTs, although societal norms may not have allowed due consideration to gender. The Project has rightly been acknowledged as a pioneer in convening a diverse group of stakeholders around various themes within the NACS framework. A vast majority of the members of various IGs and RTs take keen interest in the proceedings and have acquired a commendable understanding of the need and scope of the NACS, although there is room for further improvement.

Public Consultations

Public consultations have been very extensive and almost completed. They have created large scale awareness about the NACS and provided very useful information on issues facing the NAs, although it is not clear if the scope of these consultations included identification of priority themes within each of the 16 issues. Views of women seem to have been taken into due consideration through separate consultations.

Communication

The media has been involved very effectively in the NACS process as is evident from the positive and extensive coverage provided by the local press to NACS activities and sustainable development. In one district, local journalists have even formed a forum of environmental journalists. Overall, stakeholders have been effectively targeted under various activities of the communication component.

Steering Committee

Although the Steering Committee has very ably steered the NACS process so far, there is a general agreement among key partners that its membership should be enlarged to give due representation to key institutions and stakeholders as well as to institutional mechanisms.

Focal Points (IUCN and Government)

Generally the partners have commended the work of IUCN FPs, though some have expressed a desire to assess their relevance viz-a-viz the concerned sector. Individually, FPs seem to have a fair grasp of their sector and have put in hard work to promote the NACS.

Although the P&D Department has notified GFPs in all line Departments and ToRs have also been notified, it is still unclear, even to the GFPs, what is their exact role, their relation with the IUCN's FP and their function after the support project ends.

Background papers

Out of the 16 papers, almost 50% have been drafted but the whole process has been rather delayed resulting in an almost certain delay in the production of the main Strategy document. Although non-availability of suitable resource persons has been described as the main cause of delay, it is not clear if enough attention was given to select local professionals. It is also not clear if any alternate means were explored to collect the information. Apparently, the papers produced do contain relevant information and would be useful in the production of the first "state-of-the-environment" report for the NAs.

Learning mechanisms

Strategic planning and mainstreaming of environmental considerations are difficult endeavours and all persons met by the MTR team highlighted the need for the NACS to take advantage of all experiences available. This relates on one hand to previous experiences collected in drafting and implementing similar strategies (Balochistan, NWFP, Chitral, Abbottabad). On the other hand, many conceptual and practical experiences are present today in the NAs and the NACS has to properly capitalise on them. The one expectation most heard is that the NACS should be a platform for better exchange of experiences/information and networking.

The experiences made so far by the BCS and the SPCS are well known to the main actors of NACS. Not only all documents produced have been studied, but several visits, contacts and exchanges have allowed NACS to check their understanding of the processes and mechanisms to put in place and to adapt the experiences made elsewhere to their own context. It can be said that the support project has exploited most of these positive experiences. The MTR felt however that, in relation to difficult issues, when no positive experiences were available, the efforts in finding out innovative alternatives has remained limited so far.

Learning from ongoing experiences in the NAs is well in progress, mainly through the exchanges in the Roundtables and other consultative processes. Most of the stakeholders interviewed felt that the support project's contribution to enable and promote these exchanges is quite positive. Some of them seem to consider that this function of "clearing house mechanism" or of "information centre" would be one of the major assets of the support project.

Management issues

Monitoring System

The MTR team fully appreciated the efforts made so far by the support project in terms of work planning. The new work plan 2001, even if still somewhat ambitious, is very coherent. The so-called "Conceptual Framework" is also very comprehensive and helpful. During the review, the NACS team provided a new version of this framework with indications on priorities (see Annex 4). With that additional step, the MTR team feels that the support project now possesses an efficient tool for implementing its activities.

There is however a concern about the way monitoring has been considered so far. The monitoring system in place focuses mainly on monitoring of activities, which is evidently an important task in regard to reporting, but which does not provide full effectiveness in terms of steering.

Position of Technical Advisor

The MTR team noticed that the previous Technical Adviser left earlier than foreseen and that a new recruitment is in course. However, it was difficult for the MTR team to realise what are the expectations towards this position. It is understood that this person would compile the background papers and draft the NACS. The concern is that if a person without extensive knowledge of the region is to do this work, it might be difficult for him (or her) to address the local inter-institutional issues the right way and this person might therefore concentrate on the more technical issues. That might be a back lash to the process.

June 2002 and beyond

The MTR team felt that all work related to the drafting of the conceptual part of the future Strategy will be finished by June 2002. However the part dealing with responsibilities and contributions from stakeholders and co-ordination mechanisms for implementation – which are apparently considered very important by everybody in the NAA – will take more time.

Direct access to small funds for the key partners

There is currently only limited flexibility for the management of the support project to provide direct access for its key partners for small funds to undertake "soft" activities like planning platforms, studies, concept papers, project proposals, etc., which are within the overall framework and objectives of the NACS.

Main Recommendations

aware of being only indicative. Furthermore, several recommendations will require additional time during the initial stages only and will be time neutral once they have been operationalised.

In any case, in order to ensure that all recommendations do not overload the support project, it is recommended that the team sequence these recommendations, work out resource consumption and then prioritise, taking available resources into consideration.

It is expected that the support project team would re-appropriate the existing budget according to the priorities if required. Although the MTR team feels that the total budget may not require any significant change.

Ownership, Partnerships and Facilitating Role

1**st** The design of different processes has to incorporate a more transparent mechanism of working, prioritisation, decision making and approval within and across different mechanism and processes.

In this context, the approval process of the final Strategy document should be agreed and committed to by all concerns institutions, including KANA and NALC. **Additional time**

Information flow from the project-related process, to the stakeholders and between different mechanisms of Strategy development has to be improved. Connectivity of these processes horizontally and vertically has to be reviewed, discussed and agreed.

In order to strengthen partnerships between key players in a sustainable way, it is important that the partners talk to each other institutionally, co-ordinate and have well-defined roles and responsibilities for implementation. Different existing forums facilitated by the project or possible new ones may be considered in order to facilitate this to happen.

The composition of different forums in terms of the right level of representation ensuring acceptable level of participation from different stakeholders and institutional mechanisms has to be reviewed and improved. **Additional time**

The pace of the Strategy formulation process should be determined to a large extent by the final beneficiary (NAA). Therefore, IUCN, donors and other key partners (AKDN, etc.) would need to adapt accordingly. **Possible slowing down of the pace**

In the short term, the roles and contributions of the stakeholders (IUCN also) have to be negotiated and formally committed as far as the development process of Strategy is concerned. **Additional time**

In the longer run, the negotiation of the roles in implementation is also as important and should be made part of the process and included in the final Strategy document. **Additional time**

The roles of the key players in the Strategy development (short term) and implementation (long term) has to be anchored in their institutional setting. This may require possible modest facilitation for institutional reforms and strengthening within key partners. This is considered as a possible activity to facilitate.

2**nd** Sequencing of the processes in the development of Strategy should be reviewed in order to consider option for improving the outputs ("closing the loop" in the sense of having enough time for feedback to stakeholders in order to secure sufficient ownership).

The stakeholders expectations from the support project (i.e. what kind of support it offers) and the issue of how they can access this support need clarification.

Clarity and quality of information being communicated has to be improved in order to make it consistent and understandable to all (e.g. what does NACS means to a layman?). **Additional time**

IUCN needs to increase its adaptability in performing its facilitation role, as this may vary between different processes and mechanisms depending upon the internal dynamics of these mechanisms.

Possibility of having dedicated resources committed to or by the NAA for NACS should be considered for specific commit

> ➤ Potential role of key stakeholder groups in NACS formulation and implementation.

2nd To the extent possible, existing fora created by other partners (e.g. AKDN, WWF, local government systems) need to be duly represented in IGs and RTs. Similarly, the above fora of partners may be associated, on a case-by-case basis, to promote NACS within their respective constituencies. This is in view of the constraints imposed by the geography of the NAs on proper representation of all districts in IGs and RTs.

Public Consultations

2nd The useful information collected through the public consultations needs to be collated and shared

Capacity development of FPs and GFPs needs to be given increased attention, particularly in skills such as EA, conflict resolution, consensus building, facilitation and co-ordination.

GFPs need to be involved increasingly in work planning and other key activities of the project as a means to building their capacities and increasing ownership of the NACS process. A mutually-agreed work plan between each GFP and corresponding IUCN FP needs to be produced with 2-3 concrete outputs for the next 12 months.

2nd While merit needs to be the sole criteria for selection of FPs, a reasonable handicap needs to be provided to local candidates.

Full Report MTR NACS

The pilots need to be looked at as a cyclic process where one possibility could be that the support project supports only a part of the process. For example, providing support to broad dissemination of the results of an innovative demonstration by another partner could be considered for support. In other cases, the project could fund innovative activities in the field, while dissemination might be undertaken by other partners. Important is that the whole process be designed in a way to ensure the full added value to be developed.

In addition, it is important to think through how a particular pilot and its results would be linked to the beneficiaries in terms of "who will have access to the demonstration and value-added aspects?" and "how and when will it happen?". An example would be bringing concerned potential beneficiaries from other locations to practically observe how a pilot was successfully conducted or arranging visits by those who have done an innovative pilot to other locations for dissemination of replicable experiences.

Different pilots could provide different opportunities, depending on the partners and pilot activities identified and agreed between the partners. Based on this it is important that strategy for each pilot should be in accordance to the opportunities that it offers.

On Capacity building

Various activities are already in implementation in relation to capacity building, with in general good results The MTR team felt however that a more systematic examination of these activities in terms of "what is exactly the added value at this particular point in time?" would increase the expected outcomes and impact. Therefore, the more comprehensive framework the review is calling for (see recommendations on page 12) should be seen as a practical tool for this systematic search for added value.

For the support project team, designing this framework would basically consist in looking at all activities already planned or in execution in the perspective of their potential positive impact for the formulation and the future implementation of the Strategy. Doing so, the team might slightly change either the way these activities are conducted or the selection criteria for the attendees, or maybe the key of allocation of time and financial means invested into the various topics. Or, the team might make the whole set of activities more efficient in adding new strains of tasks into the capacity building chapter of the Work Plan 2001 and withdrawing other less convincing tasks.

Due consideration must be given to existing responsibilities engaged so far into the capacity building programme. The idea is not to generate a dramatic overload for the support project team, but to rethink the resource allocation according to the results of the systematic examination. The objective is to create space for new responsibilities, which might appear more in line with the objective of creating ownership to the Strategy's future implementation.

The MTR felt that the following considerations might be of help while redesigning the framework:

- using existing tools as effectively as possible : pilot projects, Interest Groups, Roundtables, Focal points, on-the-job training, networking;
- looking for innovative pilot tools including flexible use of available capacities (persons, organisations, opportunities, etc.) and thinking more in terms of exchange rather than in classical relationships like "providers – beneficiaries" relationships;
- exploring new opportunities for internship programme and interinstitutional attachments (deputation) among organisations;
- considering new partnerships with orga-

♦ strengthen mechanism for setting priorities in relation to key partners to invest efforts into and to the training areas;

♦ looking carefully at the issue of remoteness of certain areas and the outreach potential of capacity building efforts in these areas;

♦ trying to bring individual capacity building in closer link to the corresponding institutional set up (complementary need for institutional strengthening?);

♦ monitoring the impact of capacity building along the idea of a "given-and-take" with the beneficiaries or participants;

♦ systematically learning about successes – and – encountered with capacity building and readjusting periodically the framework and its implications on the Work Plan 2001.

On Monitoring

The support project has put in place a well functioning monitoring of activities, which is mainly a management tool and also the basis for reporting. The project has also launched first discussions and exchanges for defining on a participative way suitable indicators for sustainable development (Sustainability Assessment of Pakistan Northern Areas). These two levels can be considered well covered.

During the review, the MTR team had however various talks with the project team and their partners about the need of using a simple but transparent tool for measuring the progresses made in supporting the Strategy formulation process. This in fact would mean putting in place a level of monitoring, which would be situated between the "grass root" level of the activity monitoring and the upper level of the indicators towards sustainable development for the whole region. This kind of "intermediary" level of monitoring would help understanding if of project team and main partners have been successful in mainstreaming sustainability into strategic planning.

What could – or should - this monitoring consist of? Mainly of indicators selected in fields of observation considered crucial to determine if the main expected outcomes and desired effects of the project have been achieved or not. Only the team and their main partners can define which indicators could fulfil this function. The few examples given hereafter have the unique value to try to in-
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the people and are credible. Only so can the debate, which will take place on their basis, be productive and create identification and commitment (ownership). This means that the whole process deserves a very high level of transparency and communication.

The additional work to put this monitoring level in place is not negligible. Nevertheless, the MTR team feels that it could be kept reasonable, if all mechanisms already operating like IGs, RTs and FPs are used in an adequate manner to nourish it. Furthermore, the MTR team is convinced that this would considerably increase the impact of the project and the ownership of the stakeholders towards the Strategy.

Gilgit, June 2001

Annexes

Annex 1　　　List of Documentation

IUCNP – Local Governance and the Sustainable Use and Conservation of Renewable Natural Resources, 15 p.

IUCNP – Project Proposal Northern Areas Conservation Strategy (NACS) – A Project to Develop NACS and Assist in its Implementation, 38 p.

NAA/P&D and IUCNP – Sustainability Assessment of Pakistan Northern Areas – Methodology & System Design Document, 15 p.

NACS Mid-Term Review June 2001 – Terms of Reference, 3 p.

NACS Support Project – A Conceptual Framework for the Preparation of the Northern Conservation Strategy (NACS), 14 p. & annexes.

NACS Support Project – A Draft Paper on Mobilizing Private Sector For Sustainable Development in Northern Areas, 53 p.

NACS Support Project – Background Paper on Environment Education, 19 p.

NACS Support Project – Background Paper on NGOs, 30 p.

NACS Support Project – Engendering Gender in NACS,

NACS Support Project – Environment Communication & Public Awareness, 32 p.

NACS Support Project – NACS Inception Report, 15 p.

NACS Support Project – Internal Mission: Preparatory Assistance to the NACS-MTR 2001, 6 p.

NACS Support Project – Minutes of Steering Committee in 1999, 2000 and 2001.

NACS Support Project – NACS Interest Groups / Roundtables – A Working Paper, 3 p.

NACS Support Project – Northern Areas Conservation Strategy - SDC, NORAD, IUCN Tripartite Meeting – Working Papers, 11 p & annexes.

NACS Support Project – Progress Reports 1999 and 2000.

NACS Support Project – Public Consultation Analysis, 15 p.

NACS Support Project – Public Consultation for Northern Areas Conservation Strategy (NACS) – An Outline of the Process, 6 p.

NACS Support Project – Annual NACS Tripartite Meeting, 5 p.

NACS Support Project – Work Plan 2001, 22 p.

IUCNP Forestry Programme – Review of Protected Areas in Northern Areas, 21 p.

Annex 2   Key issues to be addressed

	Sounding board	Review team	NACS team	ToRs

Planning, monitor-

Annex 3   List of persons and organisations met

IUCN Northern Areas Office

Mr. Abdul Latif Rao	Head of IUCN NAs Office and Head of IUCNP Forestry Programme

NACS Support Project Staff

Dr. Ahsanullah Mir	Project Director
Mr. Hamid Sarfraz	Deputy Project Director
Mr. Ghulam Abbas	Education Coordinator
Dr. Tehmina Roohi	NGO Coordinator
Mr. Muhammad Fiaz Joyia	P&D Coordinator
Mr. Shafiullah	NRM Coordinator
Mr. Mohammad Ismail Khan	Communication Coordinator

P&D Staff

Mr. Gulbaz Khan	Planning Officer
Mr. Ahmed Malook	Assistant Chief
Mr. Muhammad Nazir Khan	Assistant Chief (Environment Section)
Mr. Ghulam Rasool	Research Officer
Mr. Muhammad Baqir	Research Officer
Mr. Israr Ahmed	Research Officer
Mr. Muhammad Naseem	Research Officer
Mr. Javed Ahmed	Research Officer
Ms. Najma Parveen	Research Officer

Roundtable Natural Resource Management

Mr Ikramullah Baig	Directorate of Population Welfare, Northern Areas
Mr Ghulam Abbas	Fisheries Dept, Northern Areas
Mr Shafiullah	IUCN, NACS Support Project
Mr Muhammad Iqbal	RPM, MACP, IUCN Northern Areas
Mr Iqbal Hussain	Agriculture Dept, NACS Gilgit
Mr Abdul Khabir	Agriculture Dept, NACS Gilgit
Dr Ehsan Ali	Dy Director, Livestock
Mr Bashir Ahmed Khan	Director KARINA
Dr Hidayat	DANA
Mr Anwar Ali Khan	AKRSP

Interest Group Communication and Education

Mr Akbar Shahzad	ADE Curriculum, Education Dept
Mr Alam Khan	Senior Producer, Radio Pakistan, Gilgit
Mr Ishtiaq Ahmed Yaad	Lecturer, Education Dept
Mr Zulfiqar Ali	School Management Coordinator, NAEP, British Council
Mr Nisar Abbas	Gen Secretary, BAEJ, Press Club

Mr Dawar Shah	Manager Planning, AKES
Mr Muhammed Amir	Ex Director, Education
Wazir Himayat Hussain	Programme Manager, Radio Pakistan, Gilgit
Mr Ghulam Amir	Teacher, The Mountain School
Mr Emam Shah	Journalist, Gilgit Press Club
Mr Gul Hussain	Station Director, Radio Pakistan, Gilgit
Mr W.Muzzafar Hussain	Journalist, Press Club Skardu

Interest Group NGOs

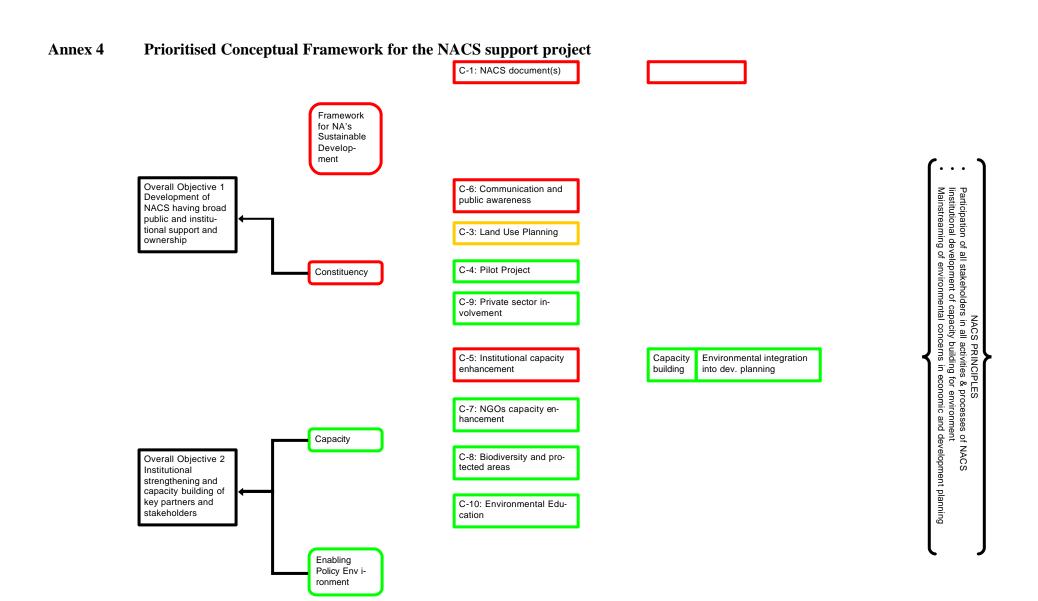|	
Mr Ghulam Abbas	Sector Development, WRANO/BNN
Mr Sham-uddin	Finance Secretary/Dist Diamer Chilas, Parbat SWO
Mr Ghulam Mehdi	Proj Coordinator/ Admin Director, HAWA/BNN
Mr Ghulam-us-Syed	Coordinator/Fin Director, MWO/BNN
Mr Iqbal Hussain	Chairman, KSDN
Mr Mir Alam	Gen Secretary, KSDN
Mr Ikramullah Baig	Deputy Director, Directorate of Population Welfare
Mr Ghulam Abbas	Manager for Publication & Academics, AKHSP
Mr Anwar Ali Khan	Coordinator Forestry, AKRSP, Gilgit
Mr Rahahtullah	Manager, HERP, AESWSH

Annex 4   Prioritised Conceptual Framework for the NACS support project

C-1: NACS document(s)

Framework for NA's Sustainable Development

Overall Objective 1
Development of NACS having broad public and institutional support and ownership

Constituency

C-6: Communication and public awareness

C-3: Land Use Planning

C-4: Pilot Project

C-9: Private sector involvement

C-5: Institutional capacity enhancement

Capacity building | Environmental integration into dev. planning

C-7: NGOs capacity enhancement

Capacity

Overall Objective 2
Institutional strengthening and capacity building of key partners and stakeholders

C-8: Biodiversity and protected areas

C-10: Environmental Education

Enabling Policy Env ironment

NACS PRINCIPLES

Participation of all stakeholders in all activities & processes of NACS
Institutional development of capacity building for environment
Mainstreaming of environmental concerns in economic and development planning

Annex 5   List of the participants to the debriefing of 18th in Gilgit

Mr Abdul Hameed Balghari   Chief Secretary a.i. & Secretary P&D, NAA
Mr Abdul Karim   Monitoring Economist, NADP
Mr Iqbal Hussain   Agriculture Officer IPM (Focal Point NACS)
Mr Nazir Khan   AC (Environment), P&D
Mr Ghulam Hussain   GMC, Gilgit
Mr Fida Hussain   DS, H, E & L
Ms Nikhat Sattar

institutional strengthening and capacity building of relevant partners and stakeholders which will facilitate implementation of various components of the project as well as provide a strong ownership for full implementation of the Strategy once it has been prepared.

IV.　　Tasks

As an overall assessment, some of the key questions that the mission need to consider and give its view on are:

To what extent the activities of the project have contributed towards achieving the overall objectives as stated in section II above.

To what extent the project's approach, activities and strategies are mutually consistent and reflective of the overall vision of NACS Support Project?

Do the assumptions under which the NACS Support Project was formulated still hold? Which of the assumption have changed and in what ways (for example devolution plan); and what are the implication of the changes for the NACS - Support Project?

Are there any needs for changes in the structure, implementation approach, strategic direction, and programme content of the NACS Support Project, and how these needs might be best addressed to ensure achievement of the full project objectives?

Routine review exercises undertaken by the project together with project partners and donors have covered certain aspects of these questions. The mission can use these reviews as a basis to formulate their opinions. In order to analyse these key questions the mission may consider and evaluate the role of the project in performing the following key tasks considering a small sample of partner organisation and activities:

the extent to which the NACS Support Project has been effective in supporting the ongoing and new initiatives in the NA and developing their network and linkages with the NACS itself;

the robustness and effectiveness of learning and capitalisation of experiences with the NACS Support Project itself, and across its strategies and initiatives;

the clarity in Support Project role as a facilitator

the efficacy of the current institutional mechanism (Interest groups, Focal Points, Steering, project placement) for NACS development;

The evaluation team together with IUCN/NORAD/SDC may prioritise the key tasks further during the briefing session planned for the 10th of June C

VI.   Outputs/Reporting

The Core Team Leader with the support and assistance of the mission members shall:

- produce an aide-mémoire (maximum ten pages), consistent with the key questions and specific task identified in section III and IV above.

- finalise and distribute the aide-mémoire to the NORAD, SDC, NA Administration and IUCN by June 18, 2001 mid-day which will form the basis for debriefings on June 19 and 20, 2001; and

- provide a final report of maximum 20 pages by mid July 2001.

VII.   Schedule

June 10, 2001	Internal meeting of mission members with NORAD, SDC and IUCN in Islamabad
June 11, 2001	Travel to Gigit, Internal meeting with project staff
June 12-16, 2001	Briefing/meeting with NACS Steering Committee and tasks as mentioned in Section III above, including site visit(s) to pilot projects
June17, 2001	Follow-up actions/meetings/completion and distribution of the aide-memoire
June 18, 2001	Joint Debriefing with IUCN, NA Administration and NORAD/SDC in Gilgit
June 19, 2001	Travel to Islamabad
June 20, 2001	Combined debriefing with IUCN, NORAD and SDC in Islamabad. Another debriefing with donors only (SDC & NORAD)-Departure

A detailed itinerary is attached as Annex I.

VIII.   Reference Documents

- Approved NACS Support Project proposal

- IUCN agreements with NORAD and SDC on NACS Support Project

- Various MoUs signed between IUCN and its partners, including those for pilot projects

- Agreed minutes of meetings of the NACS Steering Committee

- Agreed minutes of tripartite review meetings

- All progress reports

- Approved work plans

- Internal assessment reports

- Draft(s) of the NACS Background Paper