

# 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

**PAKISTAN INSTITUTE FOR ENVIRONMENT DEVELOPMENT ACTION RESEARCH**

#### HEAD OFFICE:

First Floor, 64 Masco Plaza, Blue Area, Islamabad.  
 Phone: (051) 820359 and 820369; Fax: (051) 820379; Telex: 54199 BCISL PK  
 Email: [piedar@isb.comsats.net.pk](mailto:piedar@isb.comsats.net.pk)

**KABIRWALA OFFICE:**  
 Main Jhang Road,  
 Kabirwala 58250  
 Phone: (06512) 4101-41

**LAHORE OFFICE:**  
 40-A Ahmad Block,  
 New Garden Town, Lahore  
 Phone: (042) 5867484-6  
 Fax: (042) 5865847

**QUETTA OFFICE:**  
 19-E Shahbaz Town  
 Phase II, Quetta



# 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**

**Pakistan Institute for Environment Development Action Research**

### **HEAD OFFICE:**

First Floor, 64 Masco Plaza, Blue Area, Islamabad.  
Phone: (051) 820359 and 820369; Fax: (051) 820379; Telex: 54199 BCISL PK  
Email: [pedar@isb.comsats.net.pk](mailto:pedar@isb.comsats.net.pk)

### **KABIRWALA OFFICE:**

Main Jhang Road,  
Kabirwala 58250  
Phone: (06512) 410141

### **LAHORE OFFICE:**

40-A Ahmad Block,  
New Garden Town, Lahore  
Phone: (042) 5867484-6  
Fax: (042) 5865847

### **QUETTA OFFICE:**

19-E Shahbaz Town  
Phase II, Quetta



# #1 • SUMMARY OF KEY FINDINGS

## Introduction

The second external monitoring of the Balochistan Conservation Strategy (BCS) was undertaken between July 29 and August 18, 1998. This report presents the External Monitoring Team's (EMT) assessment of the progress of the project since the first external monitoring mission (undertaken March 7-20, 1998) and how it is positioned to achieve its overall project goals. As before, the EMT organized its monitoring along three related areas--the 3 P's--namely, **Product**, **Process**, and **Project Management**. The second external monitoring mission principally focused on Product issues, especially on the development of Sector Sub-Strategies and the emerging shape of the BCS document. This decision was motivated by the need to shift the project's focus towards this area (a finding of the first EMT mission) as well as the fact that much of the BCS Team's time in the period under review (March-August, 1998) was spent in activities related directly to product development.

The Balochistan Conservation Strategy (BCS) Project is a policy planning initiative of the Government of Balochistan (GoB), technically supported by IUCN Pakistan, with financial assistance from the Royal Netherlands Embassy (RNE). For implementation purposes, the project design conceives eight component areas: the BCS document, environmental communication, environmental education, environmental training, private sector, nongovernmental organizations, environmental legislation, and demonstration projects.

A summary of the key findings of the external monitoring mission are provided below. The detailed discussions on the same as well as more specific recommendations related to these findings are contained in the main text.



## Overall Assessment

*If they mean project input, this is not reflective of that section*

Things have since been streamlined administratively and, generally speaking, the BCS Team is now operating as a more cohesive unit. Generally speaking, the EMT is fairly satisfied with the pace of progress.

- ❖ For most part, the BCS Team has been able to implement the project according to its revised workplan. In a few instances there have been delays of some weeks. This translates to a minor delay in overall project implementation. At this point this should not be a major cause for concern. The First External Monitoring Report had highlighted the tight schedule that the BCS Team had set for itself. As long as the delay does not get out of hand, a slack of a few weeks here or there is to be expected.
- ❖ 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 producing a quality Balochistan Conservation Strategy within the allotted budget and time. All members of the BCS Team have individually and collectively expressed their assessment that all tasks will, in fact, be finished on time and within the allotted budget.

## Product

- ❖ The First External Monitoring Report had considered the schedule that the BCS Team had set for itself for producing the Sector Sub-Strategies to be demanding and ambitious. The BCS Team has stuck to the schedule and things are by-and-large on track. There are minor delays in some sectors but for most part the authors have expressed a commitment to complete their Sub-Strategies by the end of August.
- ❖ The EMT is unable to provide an assessment of the quality or substance of the emerging Sector Sub-Strategies because the BCS Team did not feel comfortable in sharing portions of available drafts with the external monitors. However, the process of author selection has been fairly thorough. In general, the authors interviewed were competent in their area, demonstrated a command over the substance as well as Balochistan's context, and seemed excited about their involvement in the BCS process. Although such judgements are necessarily arbitrary, the EMT has concerns that there may be slippage in the Sub-Strategies on Cultural Heritage and Sustainable Tourism, NGOs, Urban Environment, Mining and Minerals, and Coastal and Fisheries.
- ❖ Currently no separate Sub-Strategy is being written on Energy Issues. A conservation strategy for Balochistan which does not explicitly deal with energy issues—particularly natural gas—will raise serious questions about validity and relevance. The BCS Team feels that these issues will be covered in the industry, urban environment, and mining sectors. It should be ensured that they are. Similarly, there was some confusion within the BCS Team on whether oil and gas exploration is covered in the industry Sub-Strategy or the Mining and Minerals paper. This should be cleared immediately.
- ❖ There is a major concern regarding the treatment of crosscutting themes. The BCS Team has identified a list of crosscutting themes on which papers need to be commissioned but no schedule or strategy is evident for how this is to be done. It is recommended that a detailed strategy for how crosscutting themes are to be treated





should be developed and implemented immediately. This would include decisions on which papers are to be written, who is to write them, what should they cover, what format should they take, and by when are they to be completed?

- ❖ The timely completion of the analysis of learning from district consultations, Interest Groups, and other public consultations should be given the highest priority. Sector authors have expressed a desire to use such an analysis of the learning in their papers and should be provided with this information at the earliest.
- ❖ It is important for the BCS Team to begin thinking and devising a detailed strategy for the various document review processes associated with the BCS. The experts listed for individual peer review should be selected to maintain a balance between local expertise, national expertise, and expertise in relevant cross-sectoral areas. The EMT also wishes to highlight the importance of arranging some sort of a forum(s) where authors and experts from different cross-linked sectors can be brought together to meaningfully comment on each other's sectors and explore and address the linkages between sectors.
- ❖ The EMT has found a lack of coherent and common vision of the BCS 'idea' and philosophy within the BCS Team and a misunderstanding amongst key stakeholders on what the BCS is about. The EMT is of the view that this is largely because of the lack of a clear and concise articulation of a BCS conceptual framework (including goals, objectives, principles, etc.). Such a framework should have been developed **before** commissioning the Sector Sub-Strategies rather than after their completion. The EMT considers the development of a BCS conceptual framework through a set of team exercises involving **all** BCS Team members of the utmost and urgent importance.

*This will take ages rather than a few hours. This will take ages rather than a few hours. This will take ages rather than a few hours.*

## Process

- ❖ The EMT is generally satisfied with the progress on process issues. The process of selecting Sub-strategy authors and developing draft outlines has been robust. A number of events as well three District Consultations were held during the last five months. In at least two districts, active and functional DCC's have now emerged. It is expected that the number of 'events' will decrease as the focus shifts more to the BCS document.
- ❖ The BCS Team needs to make an important decision regarding the future of the DCC's where they are active. The consensus within the BCS Team is that support should continue to these fledgling initiatives which have the potential for major impact in the future but may wither without nurturing at this point. This brings up the issue of providing resources for this activity. The EMT recommends that **resources could be transferred** to this activity from components that are not progressing well. In particular the Environmental Training (component #4) and Environmental Education (component #3) components could be restructured to free up resources for this activity. If such follow-up is provided, efforts should be made to ensure that district activities become less dependent on the goodwill of the District Administration. The goal should be to make the activity truly 'popular' and self-sustaining.
- ❖ The rich experience and expertise of the Steering Committee should be utilized to the maximum. This will obviously entail providing the Steering Committee with questions, documents, and briefs that are designed to elicit their wisdom without overburdening their already busy schedules. In addition to providing the Steering Committee with carefully crafted and concise briefs of documents, verbal briefings should also be

*This is any implementation measure. How does the Steering Committee feel about it?*

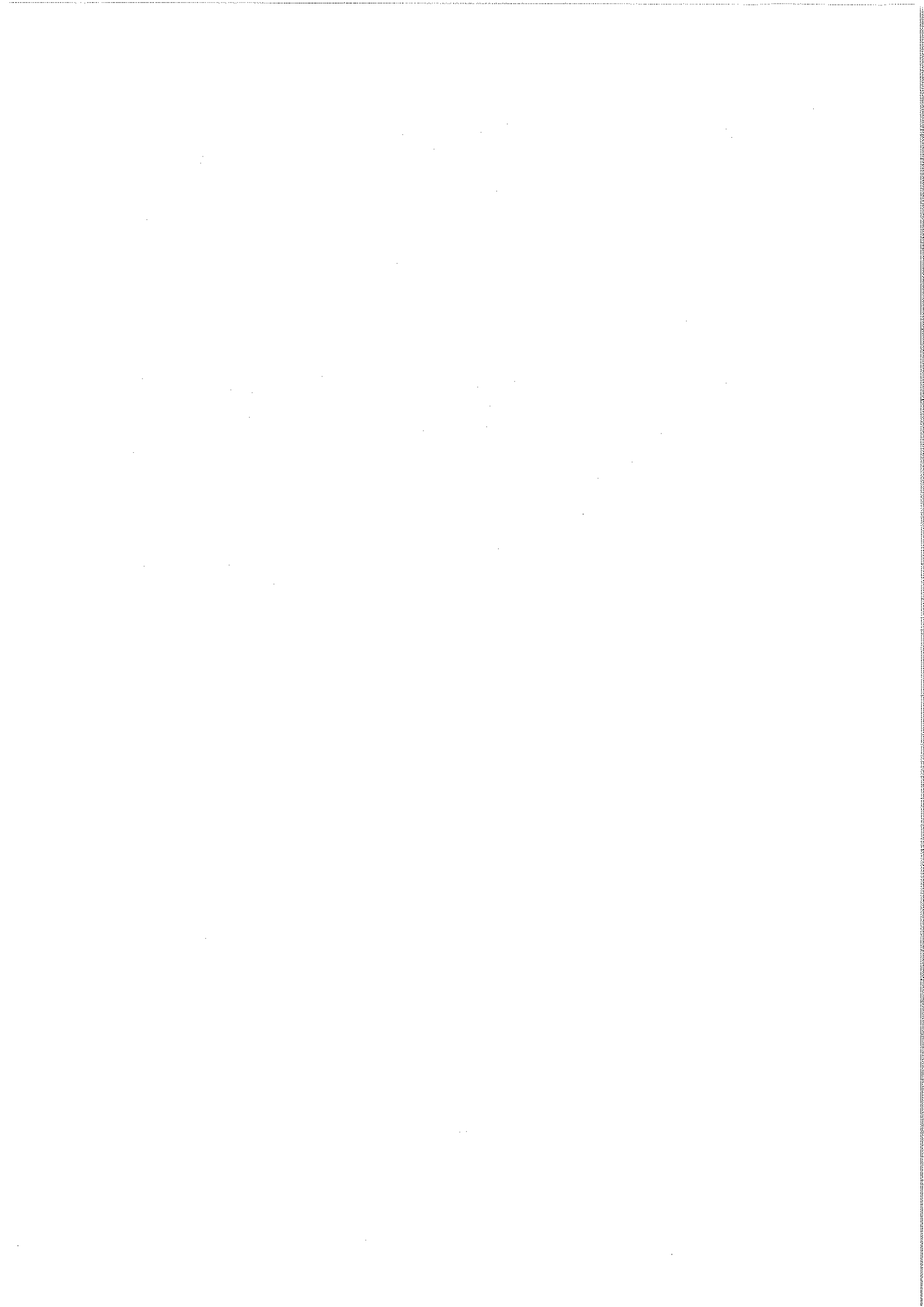


provided to each member before the meeting during which the documents and issues on the agenda that might be of particular relevance to them should be highlighted.

## Project Management

- ❖ The entire BCS Team is now housed under one roof at the IUCN-B office at Marker House on Zarghoon Road (with the exception of the Project Director and one secretary who spend the morning, during government office hours, at Block 6 of the Main Secretariat). The EMT would have preferred if a common location could have been found within the Main Secretariat. However, the new format is quite satisfactory since it allows the entire team more opportunities to interact formally and informally while also allowing the Project Director—the key person for government liaison—the ability to maintain a visible presence at the hub of governmental activity.
- ❖ Under recent changes in the BCS management structure all BCS professional staff now reports directly to the Head of IUCN-B. While this has streamlined reporting requirements and avoided the confusion of multiple reportage and leadership, it also has potential implications for internal team morale and external BCS relations. It is the EMT's understanding, and recommendation, that the BCS Project Director will remain the visible "face" and "voice" of the project with all outside constituencies, especially with government, irrespective of internal changes.
- ❖ The First External Monitoring Report had recommended a system of weekly or fortnightly team meetings. At this point the BCS Team meets only at monthly intervals. It is again recommended that **at least** fortnightly meetings should be mandatory and every second meetings should provide space and time for team discussions on conceptual issues.

*No mention of the large BCS team, which includes staff from Karachi, Peshawar etc.*



# Contents

Summary of Key Findings	i
Contents	v
Key Information	vii
Glossary	viii

## #1 • Introduction Page 1

1.1 • External Monitoring	1
1.2 • The BCS Project	2
1.3 • Second BCS Internal Review	4

## #2 • Progress and Achievement Page 6

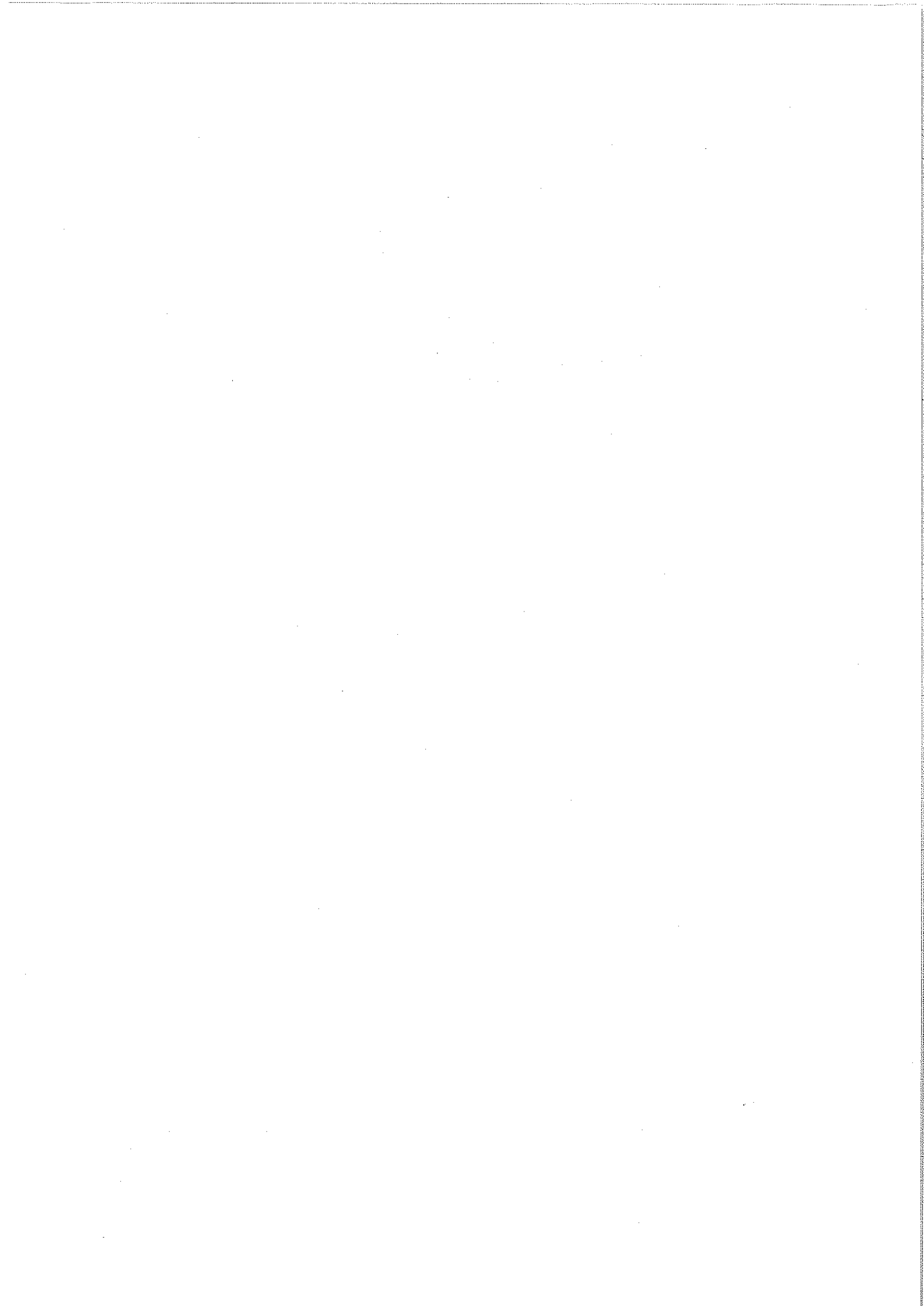
2.1 • Project Administration	6
2.2 • Project Implementation	7
2.2.1 • BCS Documentation	8
2.2.2 • Communication and Awareness	11
2.2.3 • Environmental Education	12
2.2.4 • Environmental Training	13
2.2.5 • Private Sector	13
2.2.6 • NGOs	14
2.2.7 • Environmental Legislation	15
2.2.8 • Demonstration Projects	15

## #3 • Assessment and Recommendations Page 16

3.1 • Introduction	16
3.2 • Product	18
3.2.1 • Sector Sub-Strategies	18
3.2.2 • Review Processes	20
3.2.3 • Conceptual Framework	21
3.2.4 • Other Issues	22
3.3 • Process	22
3.4 • Project Management	23
3.4.1 • Office Location	23
3.2.2 • Management Structure	23
3.2.3 • Other Issues	24
3.5 • Monitoring	24

## List of Tables, Figures and Boxes

Table 1.1	BCS Objectives	2
Box 1	BCS Components and Expected Results	3
Table 2.1	Current BCS Staff	7
Table 2.2	Authors of Sector Sub-Strategies	9
Table 3.1	BCS Process—Key Events	17
Table 3.2	EMT Comments on Authors of Sector Sub-Strategies	19
Figure 3.1	BCS Documentation Review Strategy	21



## **Annexes**

- Annex I: Schedule of External Monitoring Team's Second Mission**
- Annex II: Individuals Interviewed during External Monitoring Mission**
- Annex III: Documents Reviewed**
- Annex IV: Component-Wise Analysis of BCS Progress**
- Annex V: BCS Review Process (Assessment Workshop-1)**
- Annex VI: Defining a Quality BCS (Assessment Workshop-2)**
- Annex VII: Exploring Crosssectoral Linkages (Assessment Workshop-3)**
- Annex VIII: BCS Project Office and Management Restructuring**
- Annex IX: BCS Team's Use of Time, March-August 1998**
- Annex X: Monitoring Protocol for Third EMT Mission**





# Key Information

## • Project

External Monitoring of the Balochistan Conservation Strategy (BCS)  
Project Code: PK 012103-KBE 715

## • Sponsor

The Royal Netherlands Embassy (RNE), Islamabad, Pakistan

## • Implementing Agencies

Planning and Development (P&D) Department, Government of Balochistan and  
IUCN-The World Conservation Union, Pakistan

## • BCS Team, Quetta

MR. A. L. RAO, *Head IUCN Balochistan Programme*  
MR. IQBAL A. KIDWAI, *BCS Project Director*  
MR. JULIAN T. INGLIS, *BCS Technical Advisor*  
MS. FAUZIA DEEBA TAREEN, *BCS Communication & Education Coordinator*  
MR. NADIR GUL, *BCS NGO Coordinator*

## • BCS Project Offices

- ❖ Block No. 3, Main Secretariat, Government of Balochistan, Quetta, Pakistan  
Phone/Fax: 081-843246 (Office for Project Director from 9 am to 2 pm)
- ❖ Marker House, Zarghoon Road, Quetta, Pakistan  
Phone: 081-840450-2, 840457; Fax: 081-820706; E-mail: [iucn@bcs-bpo.qta.khi.sdnpk.undp.org](mailto:iucn@bcs-bpo.qta.khi.sdnpk.undp.org)  
(Office for Head IUCN Balochistan Programme and full BCS Team)

## • BCS Steering Committee

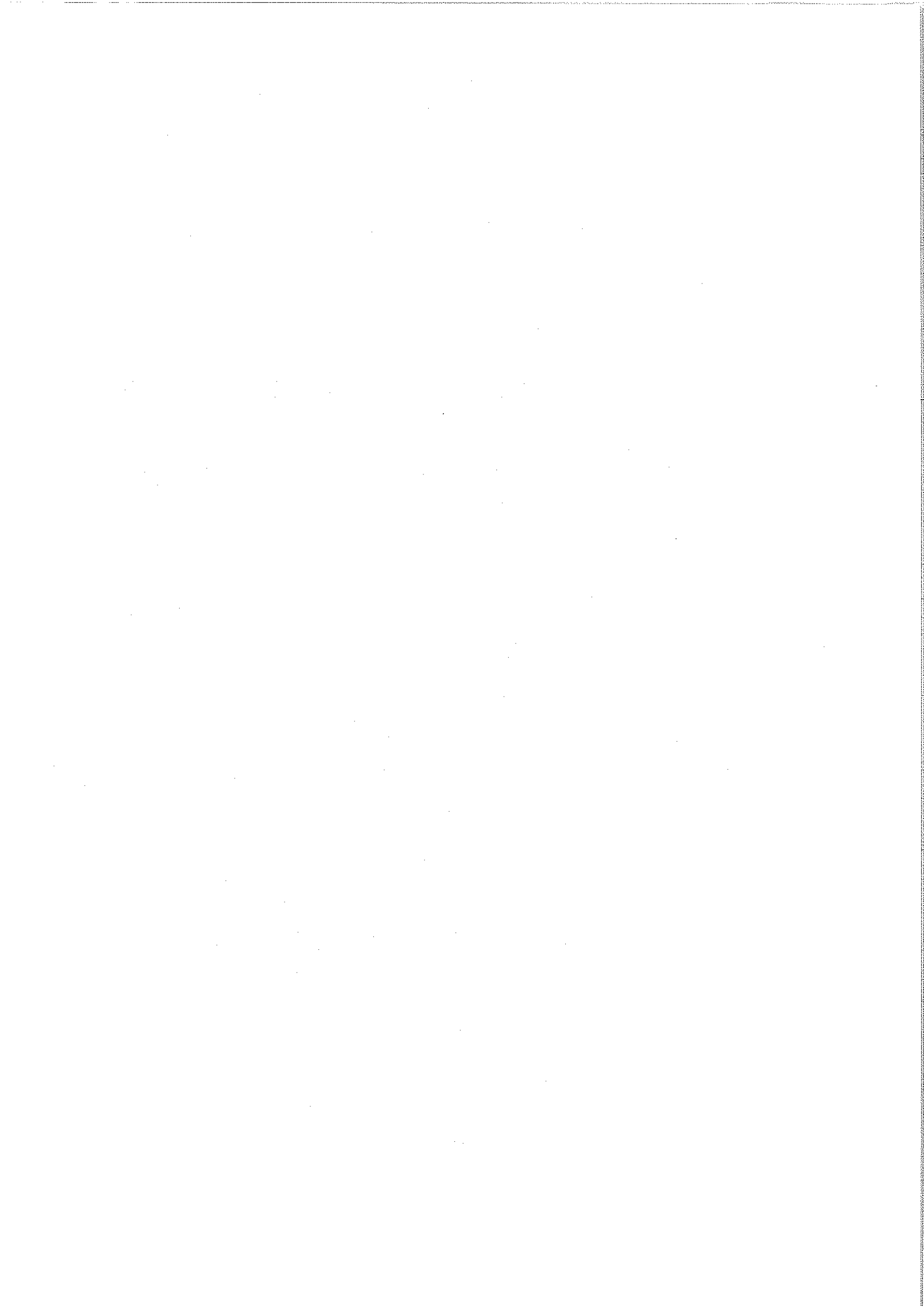
Additional Chief Secretary-Development, Balochistan P&D Department (Chairman); Secretaries of the Provincial Departments of Finance, Forests, Agriculture, and Information, Culture and Sports; Chief Executive of Balochistan Rural Support Programme (BRSP); President Balochistan Chamber of Commerce and Industry (BCC&I); Sardar Naseer Tareen (STEP/SUSG; NGO Representative); Ms. Zubaida Jalal (NGO Representative); Country Representative IUCN-Pakistan; Chief of Environment Section, Balochistan P&D Department (Secretary to Steering Committee).

## • External Monitoring Team (EMT)

External Monitoring Team: Prof. Adil Najam and Mr. Nadeem Afzal

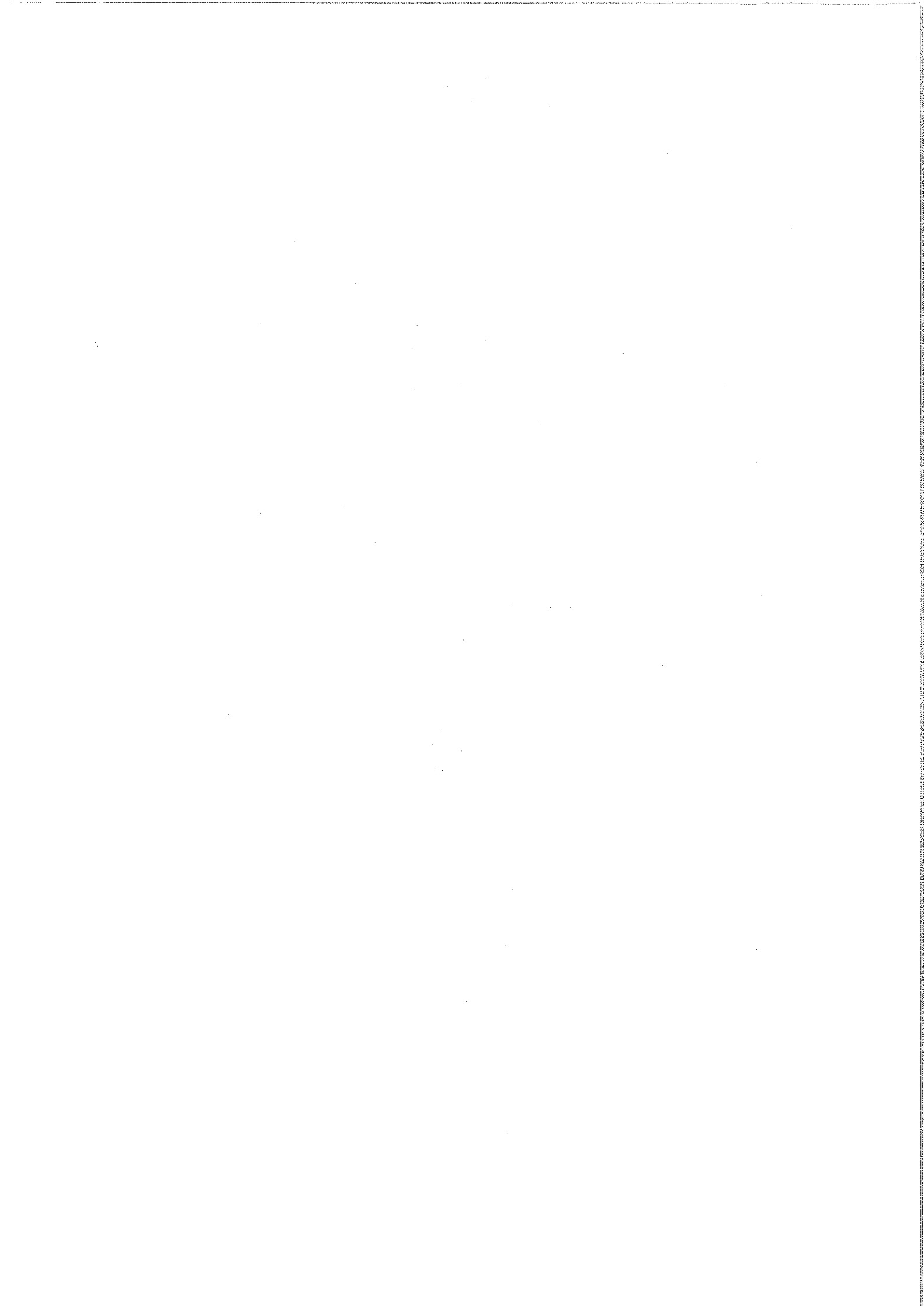
Contact address: Pakistan Institute of Environment-Development Action Research (PIEDAR), 64-East, Masco Plaza, Islamabad, Pakistan. Phone: 051-820359 & 69, Fax: 051-820379, E-mail: [piedar@isb.comsats.net.pk](mailto:piedar@isb.comsats.net.pk)

Duration of Monitoring Project: To be implemented in alignment with the BCS Project. Four Monitoring Missions from January 1998 to June 1999.



# Glossary

<b>ADPB</b>	Area Development Programme Balochistan
<b>BCC&amp;I</b>	Balochistan Chamber of Commerce and Industry
<b>BCS</b>	Balochistan Conservation Strategy
<b>BEPA</b>	Balochistan Environmental Protection Agency
<b>BNRMP</b>	Balochistan Natural Resource Management Programme
<b>DCC</b>	District Conservation Committee
<b>EMT</b>	External Monitoring Team
<b>FAO</b>	Food and Agriculture Organization (UN)
<b>GoB</b>	Government of Balochistan
<b>IUCN-P</b>	World Conservation Union-Pakistan Office
<b>IUCN-B</b>	IUCN-Balochistan Programme
<b>LFA</b>	Logical Framework Analysis
<b>NCS</b>	National Conservation Strategy
<b>NGO</b>	Nongovernmental Organization
<b>NWFP</b>	North West Frontier Province
<b>P&amp;D</b>	Planning and Development (Department)
<b>PIM</b>	Pakistan Institute of Management
<b>PNCS</b>	Pakistan National Conservation Strategy
<b>POO</b>	Plan of Operation
<b>RNE</b>	Royal Netherlands Embassy
<b>SDNP</b>	Sustainable Development Network Pakistan
<b>SDPI</b>	Sustainable Development Policy Institute
<b>SPCS</b>	Sarhad Provincial Conservation Strategy
<b>TOR</b>	Terms of Reference
<b>UNDP</b>	United Nations Development Programme



# #1 • INTRODUCTION

## 1.1 External Monitoring

The second external monitoring of the Balochistan Conservation Strategy (BCS) was undertaken between July 29 and August 18, 1998. This included visits to IUCN-Pakistan (IUCN-P) in Karachi and the BCS Team in Quetta between August 3-12. This report presents the External Monitoring Team's (EMT) assessment of the progress of the project since the first external monitoring mission (undertaken March 7-20, 1998) and how it is positioned to achieve its overall project goals. As before, the EMT organized its monitoring along three related areas--the 3 P's--namely, **Product**, **Process**, and **Project Management**.

The first Monitoring Report (March 1998) of the EMT had not been able to focus as much on issues related to product, largely because very little work had been done in that area and the project was suffering a delay of about one year. It was decided that this mission would principally focus on this area, especially on the development of Sector Sub-Strategies and the emerging shape of the BCS document. This decision was motivated by the need to shift the project's focus towards this area (a finding of the first EMT mission) as well as the fact that much of the BCS Team's time in the period under review (March-August, 1998) was spent in activities related directly to product development.<sup>1</sup>

In keeping with the above, the EMT spent much of its time in individual meetings with authors of the various Sector Sub-Strategies. The EMT also had the opportunity to observe a meeting of the District Conservation Committee (DCC) in Ziarat (August 7), and meet with selected participants of the District Consultations in Quetta (August 8). In addition, the Team spent a day meeting with relevant staff at IUCN-Pakistan's Karachi office, including the heads of selected Thematic Units on their substantive contributions to the BCS process (August 3). One member of the EMT was also able to attend the meeting of an Interest

<sup>1</sup> - The BCS Team was informed of this focus at the end of the first EMT Mission in the Monitoring Protocol for the Second Mission, just as they have been informed of the focus of the next mission in the Monitoring Protocol for the Third Mission.

Group on Urban Environment (Quetta, August 6). The EMT also held individual meetings with all members of the BCS Professional Team. Finally, the EMT facilitated an Assessment Workshop for the BCS Team in Quetta on August 10 to conduct different brainstorming exercises on issues related to the BCS review process, defining a 'quality' document, and cross-sectoral linkages (see Annexes V, VI, and VII). The BCS team was given a debriefing on the Mission's tentative findings on August 11, 1998. A full itinerary of the mission is provided in Annex I while Annex II lists the individuals interviewed according to their relationship to the BCS process. Annex III lists the various documents related to BCS that were reviewed by the EMT.

The next section in this chapter presents a brief overview of the BCS Project by way of setting the context.<sup>2</sup> This is followed by a brief discussion on the Second Internal Review of the BCS (conducted by IUCN-P, July 1998). This introductory chapter is followed by a review of the progress of the project in each of its eight components since the First EMT Mission (Chapter #2). Chapter #3 concludes the report with the assessment and recommendations of the monitoring mission organized around the 3 P's.

## 1.2 The BCS Project

The Balochistan Conservation Strategy (BCS) Project is a policy planning initiative of the Government of Balochistan (GoB), technically supported by IUCN Pakistan, with financial assistance from the Royal Netherlands Embassy (RNE). The project draws from the Pakistan National Conservation Strategy (PNCS), which is the sustainable development policy strategy for Pakistan, and recommended that each province should develop its own provincial conservation strategy.

TABLE 1.1: BCS Objectives

Long-term Objectives	Short-term Objectives
<ul style="list-style-type: none"> <li>• Progressively enhance environmental awareness and behavioral change amongst decision makers, administrators, planners, resource managers, etc.</li> <li>• Enhance capacity of government institutions, private sector and NGOs in Balochistan for long-term planning for integrating environment with development.</li> <li>• Establish norms of consultation with concerned organizations and individuals, in the planning and implementation of development policies, programs, projects and activities in Balochistan.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of the BCS document through a consultative process.</li> <li>• Resuming and furthering the consultative process initiated under the NCS, as part of the emerging culture of participation.</li> <li>• Capacity-building, inside and outside the government, for developing and implementing the BCS as an interactive and consultative process.</li> <li>• Initiating policies, procedures, structures and projects in support of BCS development and implementation.</li> <li>• Complementing the Balochistan Natural Resource Management Project (BNRMP).<sup>3</sup></li> </ul>

<sup>2</sup> - This section is directly repeated from the First External Monitoring Report.

<sup>3</sup> - This objective was originally listed in the POO as a long-term objective. However, the BCS team considers it to be a shorter-term objectives.

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.*

### **Box 1: BCS Components and Expected Results**

#### **• #1: The BCS Document •**

**Intermediate Results:** The principal output of this component will be the BCS document itself, together with its associated sectoral and thematic sub-strategies. By using an extensive, consultative process to formulate the document, this component of the project will also promote the adoption of participatory processes within GoB.

#### **• #2: Communications and Public Awareness •**

**Intermediate Results:** This component will enhance the capacity of key Government departments to carry out a planned and targeted communications strategy. It will also increase public and GoB line department awareness of, and support for, the BCS and the environment in general. One of the principal outputs of this component will be a Communications Sub-strategy for the BCS.

#### **• #3: Environmental Education •**

**Intermediate Results:** As a result of this component of the project, both formal and non-formal educational institutions will become involved in the BCS process, and the environmental education capacity of selected organisations will be enhanced. A key output will be an Environmental Education Sub-strategy.

#### **• #4: Environmental Training •**

**Intermediate Results:** Through this component, the capacity of staff in the P&D Department, BEPA and key line departments to address environmental issues - and to implement the BCS once it is finalized - will be enhanced.

#### **• #5: Private Sector •**

**Intermediate Results:** This component will seek to establish a constructive dialogue with the private sector and business community. It will aim to ensure that the private sector becomes actively involved in the BCS process, and plays a greater role in environmental policy formulation.

#### **• #6: NGOs •**

**Intermediate Results:** As a result of this component, NGOs will become actively involved in the BCS process, and the capacity of the NGO sector - particularly its ability to address environmental issues - will be enhanced. An NGO Sub-strategy will be an important output.

#### **• #7: Environmental Legislation •**

**Intermediate Results:** This component will lead to the preparation of draft sectoral and environmental legislation in support of the BCS, for eventual consideration by the Provincial Cabinet/Assembly.

#### **• #8: Demonstration Projects •**

**Intermediate Results:** This component will lead to the identification, designing and implementation of priority pilot projects. This "two track" approach, in which strategic planning and the implementation of pilot activities will be carried out in parallel, will help to build the credibility of the BCS. It will also help ensure that the BCS remains firmly grounded in reality, and that lessons learned are fed back to the planning process.

*Source: BCS Plan of Operation, December 1996*

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 implemented in these component areas which have been further elaborated in the original *LogFrame* for the project and are also reflected in the workplans.

In addition to the above benchmarks, the EMT sought the BCS Team's understanding of the goals of the Project (as opposed to the goal of the ultimate BCS) during its first Mission in March 1998. This discussion resulted in a consensus that the immediate goal of the BCS project is:

- ❖ to produce a quality strategy document,
- ❖ through a participatory and consultative process, and
- ❖ to begin facilitating conditions conducive to the meaningful implementation of such a strategy.

### 1.3 Second BCS Internal Review

The second internal review for the BCS Project was carried out by IUCN-P in June 1998 (a little more than a month before the second external monitoring mission). Some of the important points raised by the Internal Review include:

- ❖ The single most important immediate activity is the timely completion and quality of the draft Sector Sub-Strategies.
- ❖ Separate papers on cross-cutting themes—such as governance, environmental legislation, poverty and environment, and institutional mechanisms, etc.—should be commissioned.
- ❖ The report of the district consultative meetings needs to be compiled soon.
- ❖ Coordination with IMPLAN Project relating to the 9th Five Year Plan has been weak.
- ❖ There is still a belief among stakeholders that BCS is a field project.
- ❖ Writing skills of the BCS team need improvement.
- ❖ One of the two persons who were sent to Ahmedabad, India for training is no longer interested in environmental education work.
- ❖ The same people from the same NGOs are involved in all BCS activities and are becoming saturated. Invitations should be more selective. Only those persons who can provide substantive input should be invited.
- ❖ The BCS team needs to develop a more focussed presentation, and avoid using generalized terminology.
- ❖ No work has been initiated on legislation for ground water resources.



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

At the time of the First EMT Mission in March 1998, the full BCS Team had just begun to come in place. A new NGO Coordinator and the BCS Technical Advisor had just joined (in February, 1998). Moreover, the team was still operating out of three separate locations. This, along with other factors, had contributed to the delay of about one year that the project was then experiencing over its original workplan. Things have since been streamlined administratively and, generally speaking, the BCS Team is now operating as a more cohesive unit.

Two major changes have occurred in this period the details of which are presented in Annex VIII. The first of these relates to office location. The entire BCS Team has now been moved to the IUCN-Balochistan (IUCN-B) office at Marker House on Zarghoon Road. However, the Project Director (along with one secretary) sits at Block 6 of the Main Secretariat during government working hours in the morning and joins the rest of the team only in the afternoon. In general, this has allowed the team more opportunities to interact with each other formally and informally. Although the office is now somewhat crowded and cramped for space (see Annex VIII for seating details) all members of the team expressed satisfaction at this change.

The second change relates to changes in the management structure and lines of reporting. Details of this are also provided in Annex VIII. The most important change under the new, flatter management system is that all BCS professional staff now report directly to the Head of IUCN-B. The Project Director remains responsible for liaison and contact with government and other stakeholders and is the visible 'face' and 'voice' of the project for all

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

The project is now fully staffed and fully equipped as far as major office equipment is concerned. The professional team of five is supported by twelve (up from nine in March) support staff, plus one intern. A major change in the support staff profile is the addition of a Finance Manager (earlier this task was performed by the Administration Manager); according to the Head of IUCN-B, this change was brought about due to conflict of interest considerations. A full list of BCS professional and support staff is presented in Table 2.1.

**TABLE 2.1: Current BCS Staff**

Professional Staff	Support Staff
• Head, IUCN Balochistan Programme (1)	• Manager Administration (1)
• BCS Project Director (1)	• Manager Finance (1)
• Technical Advisor (1)	• Executive Secretary (1)
• Communication and Education Coordinator (1)	• Secretary (1)
• NGO Coordinator (1)	• Drivers (3)
	• Office boys (2)
	• Watchman/Cleaner (1)
	• Librarian (1; part-time)
	• Sweeper (1; part-time)
	• Intern (1)

The project is also well-stocked and fully operational with respect to equipment. The project has the use of three vehicles, two fax machines, two photocopiers, twelve computers, and assorted computer printers, audio-visual equipment, etc.<sup>4</sup>

## 2.2 Project Implementation

At the time of the First External Monitoring Mission, the BCS Team was still working on finalizing a new workplan. The EMT had discussed this workplan at length with the BCS Team and also conducted a major day-long exercise on project implementation planning (see section 3.5 and Annex IV of First External Monitoring Report). During this Mission, progress has been gauged with respect to this revised workplan, **not** counting any delay carried over from earlier targets.<sup>5</sup>

For most part, the BCS Team has been able to implement the project according to its revised workplan. In a few instances there have been delays of some weeks. For example, the draft Sector Sub-Strategies for Industry, Urban Environment and NGOs were originally

<sup>4</sup> - It is the EMT's understanding that some of this equipment, especially some of the older computers, are on loan from the general IUCN-P pool.

<sup>5</sup> - This approach is defensible because the new workplan maintains the same date of final completion and plans for completing activities in shorter duration than originally planned. Given that a new workplan is now functional, it would be unfair on the BCS Team to continue counting earlier delays.

planned to be completed by July but will now be ready sometime in late August. Similarly, the three remaining District Consultations were planned to be completed by May but were actually completed in July. A few other cases of minor delays were also noted. In other cases, activities planned could not be carried out due to outside factors. For example, the Rapid Environmental Survey of Hub and Winder Industrial Estates was attempted through an Intern in June but could not be completed because of lack of interest from Lasbella Development Authority. All of this translates to a minor delay in overall project implementation. At this point is neither unexpected nor a major cause for concern. The First External Monitoring Report had highlighted the tight schedule that the BCS Team had set for itself. As long as the delay does not get out of hand a slack of a few weeks here or there is to be expected.<sup>6</sup>

This section will review the progress made towards implementing the BCS project. This will be done through a component wise discussion of activities undertaken during the period under review (March-August, 1998). As accompanying information to this section, Annex IV presents the EMT's component wise analysis of BCS Project. Instead of simply listing each activity undertaken (which is available in the Project's Quarterly Progress Reports) this section will comment upon the key areas of progress in each project component, highlight the main achievements, and discuss issues not captured in Annex IV. Some recommendations, which are specific to individual components, are also discussed here. Since the focus of this EMT Mission—and of the BCS Team during the period under review—was principally on the BCS Document, the discussion of that component is much longer than of other project components.

### 2.2.1 BCS Document

During the period under review, the key activity within this component—and within the project as a whole—related to the development of the **Sector Sub-Strategies**. A total of 12 sectors were originally defined, these have since been reduced to 11 due to the merger of the Environmental Communication and Environmental Education Sub-Strategies. After a selection process, authors in each of the eleven sectors have now been commissioned. These authors, along with their institutional affiliation and location are listed in Table 2.2.

Out of the eleven Sub-Strategies, five are being written by authors outside Balochistan (on Coastal and Fisheries, Environmental Education and Communication, Industry, Mining and Minerals, and Urban Environment and Population). A sixth Sub-Strategy (on Forestry and Wildlife) is being partially written by an author in Balochistan and partially by authors outside Balochistan. Although it has been the view of the BCS Steering Committee as well as the external monitors that local expertise should be utilized to the fullest—for reasons of relevance as well as local capacity building—the choice of authors outside Balochistan seems to have been motivated by reasonably valid reasons.

The BCS Team points out that in the case of Mining and Minerals, Industry and Urban Environmental Issues mechanisms have been put in place to ensure that the authors work in close coordination with local expertise (including inputs from Interest Groups and close contact with the Vice President of the Balochistan Chamber of Commerce and Industry [BCC&I], who is also a member of the BCS Steering Committee). Similarly, in the case of Environmental Education and Communication, the Sub-Strategy is being developed in

---

<sup>6</sup> - The key concern relates to the completion of the Sector Sub-Strategies. In meeting the authors, the EMT got the impression, and was assured, that all will be ready by end-August. If, in fact, this is not so it would become a major cause of worry and potential delay in the overall project (for more on this, see Chapter #3).

collaboration with the relevant coordinator at the BCS Secretariat and the active participation of the Interest Groups on Education and Communication. In the case of Industry, it is argued that the bulk of Balochistan's industrial sector is in Hub and Winder and is 'operated' out of Karachi rather than Balochistan. In the case of Coastal and Fisheries as well as for Forests and Wildlife, some of the best experts in the country have agreed to work on the BCS Sub-Strategies and although these experts reside outside Balochistan they have a good understanding of local issues. Although the EMT will be recommending further steps to ensure the participation of local expertise in these sectors, due care seems to have been taken during author selection, and for most part the choices are justified even when they happen not to reside in Balochistan (see Chapter #3).

**TABLE 2.2: Authors of Sector Sub-Strategies**

Sector Sub-Strategy	Name of Authors, Affiliation and Location
1. Agriculture	<ul style="list-style-type: none"> <li>• Mr. Arif Masood Ansari</li> <li>• Dr. Muhammad Ismail</li> <li>• Mr. Mushtaq Ahmed</li> <li>• Dr. Muhammad Saeed</li> </ul> Agriculture Dept., GoB Agriculture Dept., GoB Agriculture Dept., GoB BCIAP Quetta Quetta Quetta Quetta
2. Coastal & Fisheries	<ul style="list-style-type: none"> <li>• Dr. Shahid Amjad</li> </ul> National Institute of Oceanography Karachi
3. Cultural Heritage and Sustainable Tourism	<ul style="list-style-type: none"> <li>• Mr. Muhammad Ayub Baloch</li> <li>• Dr. Fazal Dad Kakar</li> <li>• Mr. Akram Dost</li> <li>• Mr. Yaqoob Shah</li> </ul> Culture and Info. Dept., GoB Culture and Info. Dept., GoB Fine Arts Dept. Univ. of Bal. Tourism Cell, GoB Quetta Quetta Quetta Quetta
4. Environmental Education and Communication	<ul style="list-style-type: none"> <li>• Mr. Ali Raza Rizvi</li> <li>• Ms. Dhummai Cowasjee</li> <li>• Ms. Shakira Saleem</li> </ul> Env. Education Unit, IUCN-P Env. Comm. Unit, IUCN-P Env. Education Unit, IUCN-P Karachi Karachi Karachi
5. Forestry & Wildlife	<ul style="list-style-type: none"> <li>• Dr. Muhammad Saleem</li> <li>• Mr. Ashiq Ahmed Khan</li> <li>• Dr. G. M. Khattak</li> </ul> FAO/UNDP WWF-Pakistan IUCN-Sarhad Office Quetta Peshawar Peshawar
6. Industry	<ul style="list-style-type: none"> <li>• Dr. Mirza Arshad Ali Beg</li> </ul> Independent Consultant Karachi
7. Livestock and Rangelands	<ul style="list-style-type: none"> <li>• Dr. Atiq-ur-Rehman</li> <li>• Dr. Faqir Mohammad</li> </ul> Arid Zone Research Institute Independent Consultant Quetta Quetta
8. Mining & Minerals	<ul style="list-style-type: none"> <li>• Mr. Shah M. Saeed Husain</li> </ul> BHP Minerals Intl. Exploration Karachi
9. Nongovernmental Organizations	<ul style="list-style-type: none"> <li>• Prof. S. M. Rizvi</li> </ul> University of Balochistan Quetta
10. Urban Environment and Population	<ul style="list-style-type: none"> <li>• Prof. Shabih-ul-Hasan Zaidi</li> </ul> Univ. of Engineering and Technology Lahore
11. Water	<ul style="list-style-type: none"> <li>• Dr. Abdul Majeed</li> <li>• Mr. Jalal-ud-Din Qureshi</li> </ul> UNDP/ADPB Water Resources Research Center Quetta Quetta

Draft outlines for each sector were developed by the authors, reviewed by the BCS Team, by IUCN-P and (in a number of cases) by the relevant Interest Groups. Moreover, the BCS Team, particularly the Technical Advisor, has kept close liaison and interaction with the authors through the development of the Sub-Strategies and the BCS Secretariat has been collecting and providing relevant background research and information to the authors. The first drafts of all Sub-Strategies are expected between August 15-30, and the final drafts of each paper are to be completed by October 1998. In most cases, authors claim to have completed part of their papers and the BCS Secretariat claims to have received a few of

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 that work.

In perusing the list of sectors, it is clear that the last two sectors (Environmental Education and Communication and NGOs) are very different from the rest in that these are **cross-cutting themes** while the remaining relate to resource sectors. This distinction has been identified by the BCS Team, as has the need for papers on other cross-cutting themes. The BCS Technical Advisor has listed the following areas in which such papers need to be commissioned: Environmental Legislation, Population, Poverty and Environment, Gender Issues, Governance and Institutions, Environmental Health, and Environmental Security.<sup>7</sup> Of these, the only decision taken yet pertains to the paper on Governance, the first draft of which is to be prepared by the BCS Project Director. However, no date has been specified on when it is to be completed. Moreover, no decisions have been taken on when, how and by whom the other papers on cross-cutting themes are to be written. This can cause serious delay in the BCS at a later stage.

A continuing source of concern is that despite the stress laid on this in the First External Monitoring Report, the BCS Team has not yet been able to articulate a clear and explicit **conceptual framework** for the Balochistan Conservation Strategy (including goals, objectives, principles, etc.) nor is a draft annotated outline of the final BCS available yet. This would have been a useful, even critical, starting point for the Sector Sub-Strategies;

The original idea of developing Roundtables in 13 sectors which would then 'write' Sector Sub-Strategies has been reframed in light of the realization that a truly operational Roundtable requires much more than just official notification and emerges only after a protracted evolution. This has been, rightly, replaced with the notion of initiating **Interest Groups** in the various sectors. These have now been initiated in at least 10 sectors and have been active in advising the Sector Sub-Strategy authors. They will also be involved in the review of these Sub-Strategies. The BCS Project Director, who has been intimately involved with these Interest Groups, points out that the groups on Agriculture, Livestock and Rangelands, Education, Communication, and NGOs have been in existence the longest, have met most often (3-4 times each), and are by far the most active.

The process of **district consultations**, which was already well underway at the time of the first EMT Mission continued during the period under review, although with a slight delay. With the completion of consultations in three more districts (Zhob, Quetta and Ziarat), the first round of these consultations have now been completed. In Ziarat a vigorous and active District Conservation Committee (DCC) has been formed as a result of these consultations and has already met thrice in quick succession and undertaken small projects, including training and orientations on issues related to agricultural pesticides and Juniper forests in particular (the DCC in Turbat is reportedly also quite active and has undertaken activity on related to the cultivation of dates). The EMT was able to observe one such meeting. Although there is a concern that these consultations have been 'top-down' in nature—revolving, as they have, around the leadership of the District Commissioner and other governmental officials—it is evident that they have been well-attended and well-received and have served a useful purpose in social mobilization and awareness raising. In this activity, the leadership and enthusiasm of the BCS Project Director has been in ample evidence.

<sup>7</sup> - In a later discussion (on matrices of linkages) the BCS Technical Advisor added more themes (without specifying whether papers may be written on them). These included: Cultural Perceptions, Infrastructure, international Agreements, Local Knowledge, Information Management, etc.

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 minutes of these events tend to be sketchy and without any in-depth analysis of how the issues raised at these consultations may feed into the final BCS document. The BCS Team has only just begun the task of compiling the learning from these consultations. The EMT was provided first drafts of 'learning notes' from the two most recent district consultations. Although a useful starting point, these are still in the form of long 'wish lists'. A major team effort needs to be made to analyze and organize the learning from all district consultations (as well as other BCS events, especially the Interest Groups) into a coherent synthesis that could inform both the final BCS document and the Sector Sub-Strategies. Sector authors have also expressed the urgent need for such information and analysis.

Contacts with relevant officials in the Government of Balochistan have been maintained and key **stakeholders** have been generally kept informed on the project. However, as noted in the first External Monitoring report, deeper understanding of the BCS goals and philosophy remains sketchy at best. Similarly, a full appreciation of the need to focus on cross-sectoral linkages, a clear picture of what the BCS document is going to look like, and the roles of various stakeholders in its implementation is still not evident. The BCS Internal Review pointed out a similar lack of understanding of the BCS amongst key stakeholders. The EMT believes this to be, at least partly, due to the absence of a clear and explicit conceptual framework for the BCS that is developed and owned by the entire BCS Team and repeatedly shared with all relevant stakeholders.

The **BCS Steering Committee** met once during the period under review. Pursuant to a recommendation from the EMT it was decided that the next meeting might be held outside the government secretariat so that members can focus on BCS issues without disturbance. The BCS Secretariat made an effort to use the expertise and experience of the Steering Committee on conceptual issues more than operational minutia. This thrust should be continued and maximum use should be made of the skills and expertise represented on this committee. Some members of the Steering Committee expressed a concern about the amount of paper work put before the Committee for review and comment. Since the amount of documentation is likely to increase over the next many meetings, it was suggested that the BCS Secretariat should prepare concise briefs of relevant documents. It was also suggested that verbal briefings should be 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.

Regarding inputs to the 9th Five Year Plan, the EMT can only repeat the finding of the BCS Internal Review that this has been weak.

### 2.2.2 Communication and Awareness

Much of the focus in this component remained on the development of the Sector Sub-Strategy on Environmental Education and Communication. Although it was originally planned to have a separate Sub-Strategy for Environmental Communication, it was later decided to merge this with Education because of the two lie of the same continuum of attitudinal and behavior change. The decision is well-founded and was based on suggestions from the two relevant Interest Groups.



The Interest Group on Environmental Communication is dynamic and vigorous and has played an active role in the development and review of the annotated outline of the Sector Sub-Strategy. It will also be playing a hands-on role in the review and finalization of this Sub-Strategy. It should be noted that this Sub-Strategy is different from others in that it will also be an 'action plan' of sorts for the BCS Communication Coordinator and will be 'implemented' by the BCS Secretariat itself. The close involvement of the Interest Group in its development therefore takes on a more important dimension.

A major recent event (April 1998) was a NORAD funded training workshop on Environmental Orientation for Journalists. Organized by IUCN-P's Environmental Communication Unit, this workshop was national in scope but by being held in Quetta attracted local journalists. About half of the journalists who attended were from Balochistan.

The BCS project has continued to receive good media coverage and the 'public relationing' aspect of communication has been adequately covered. For example, the workshop of Sustainable Industrial Development held at Hub in April was covered by Pakistan Television in a 50 minutes news report. Similarly, the environmental orientation for journalists resulted in a series of news stories related to the BCS and issues of concern to it. The project has also continued its involvement in disseminating general environmental awareness and answering specific informational queries upon request.

On other issues, BEPA has recently hired an Assistant Director for Public Relations who has been sent by the BCS for training in communication to PIM, Lahore. The small library and resource center at Marker House is growing and is being used by various individuals and institutions, especially the authors of the BCS Sector Sub-Strategies. Pursuant to a recommendation of the First External Monitoring Report, a new (and improved) BCS brochure was developed in both English and Urdu in July. One write-up on the BCS appeared in the IUCN-P publication, *Jareeda*.

One lingering concern in this component is that the communication efforts of the BCS continue to be focussed disproportionately on the mass media ('journalists') and on 'public relationing'. As recommended in the First External Monitoring Report, the focus needs to shift towards more directed (or 'catalytic') communication of the BCS 'idea' and philosophy. This concern is also manifest in the finding of the Internal Review that "there is still a belief among various NGOs and other stakeholders that BCS is a field project" (p. 5). The definition of a clear and concise conceptual framework for the BCS and a standard presentation based on that (as recommended by the Internal Review) would obviously be of great utility in beginning to address this concern.

### **2.2.3 Environmental Education**

As with the Environmental Communication component, the key task undertaken in the Environmental Education component in the period under review related to the development of the outline for the Environmental Education and Communication Sub-Strategy. This has already been discussed in section 2.2.2.

The Environmental Education Interest Group seems to match the enthusiasm (if not the understanding) of the Environmental Communication Interest Group. Although the two have remained distinct, they have closely worked with each other and there is a core group that is common to both and active in providing useful inputs to the Environmental Education and Communication Sub-Strategy.

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 Units of IUCN-P, but most of the participants were from NGOs rather than the education sector. The BCS Internal Review (page 7) notes a number of important issues and constraints, including the fact that "there are different levels of understanding of the members of the Interest Group [on Environmental Education] re. environmental issues and environmental education. They are from diverse backgrounds and are not well versed with the concept of EE at a strategic planning level and are familiar with only some environmental activities in educational institutions."

While one of the two people sent for training in environmental education at CEE in Ahmedabad, India has taken impressive teacher training initiatives within the Education Department, the other person has reportedly expressed a lack of interest in Environmental Education. This is both surprising and disturbing and raises questions about why the second person was selected in the first place for this international training.

Given slow progress and the fact that this is a major budget head, some rethinking on this component is called for. Since one person already handles both education and communication at the BCS Secretariat and since the Sub-Strategy for the two has already been merged, there may be a case for also merging the Environmental Education component with Environmental Communication. This could free up valuable resources which could be directed to other needed activities, such as follow-up to district consultations.

#### **2.2.4 Environmental Training**

Progress in this component has again been slow. This is largely due to the nature of the component's original design and the lack of interest in government departments to avail of local training opportunities. A training needs assessment of two key partner institutions—P&D Department and BEPA—was conducted with the help of IUCN-Sarhad Office in response to the recommendation of the First External Monitoring Report. Beyond that, no trainings were actually conducted except the one person from BEPA sent to PIM, Lahore for training in communication (July, 1998; already noted in 2.2.2 above).

The BCS Project has changed its approach from trying to offer training opportunities itself to identifying opportunities in other institutions (e.g., SDPI and PIM). However, till now this has not led to any visible improvement in the level of interest from the staff of partner institutions. The suggestion of arranging field visits to relevant programs elsewhere in the country—such as the Sarhad Provincial Conservation Strategy (SPCS)—may be tried as a means to achieving the goal of capacity building in partner institutions.

#### **2.2.5 Private Sector**

The scope of this component has been extended to now include mining and urban environmental issues, in addition to issues related to sustainable industrial development. Sector Sub-Strategies have now been commissioned in all three sectors. Unfortunately, authors for all three Sub-Strategies happen to reside outside Balochistan. It is important, therefore, that they be provided maximum backstopping by local expertise. This is being

provided by recently initiated Interest Groups on Industry and Urban Environment (with plans to also initiate an interest group on Mining). In addition, the authors of the three sectors have been given opportunities to consult with Mr. Kamal Siddique, Vice President of BCC&I and a member of the BCS Steering Committee, who is keenly interested and knowledgeable about all three areas. Ensuring the infusion of local expertise in these three areas is all the more important because of other concerns about these three authors raised in Chapter #3.

The planned rapid environmental assessment of Hub and Winder Industrial Estates was attempted by an intern from Peshawar Engineering University but proved unsuccessful due to lack of cooperation from local authorities. A workshop on sustainable industrial development was held in Hub in April and served as the seeding ground for the Industry Interest Group. However, it was also clear from the workshop that the large industry sector in Balochistan is on the decline and is controlled by industrialists in Karachi anyhow. It is important, therefore, that the BCS's industry strategy looks carefully at medium and small industry as well as issues related to trading.

### 2.2.6 NGOs

The major activity under this component in the period under review related to the NGOs Sector Sub-Strategy. A local author of high repute has been commissioned to write this Sub-Strategy which is being developed in consultation with an Interest Group on NGOs that has now been initiated. More than any other author, the author for the NGO Sub-Strategy is participating in Interest Groups on other sectors and using this information in the development of his Sub-Strategy. Plans have been made to involve the NGO Interest Group in the review of the NGO Sub-Strategy. While the idea is a good one it is equally important to ensure that those reviewing this Sub-Strategy not be limited to the NGO sector.

An Environmental Orientation Workshop for NGOs and Educators (already discussed in 2.2.3) was organized in April by IUCN-P's NGO and Environmental Education Units, with NORAD co-funding. The baseline survey on NGOs is still in progress and results are not available yet.

Under the new activities related to gender issues, a gender sensitization workshop was organized for BCS staff in June and copies of guidelines for gender sensitive language have been sent to all Sector Sub-Strategy authors.

The lingering concern, carried over from the First External Monitoring Report and echoed in both the first and second Internal Reviews, relates to the lack of understanding amongst NGOs of the BCS 'idea' and philosophy. In addition to the discussion of this concern in earlier sections one observation from the Second Internal Review is worth repeating here: "the same people from the same NGOs are involved in all BCS activities" (page 9). Beyond this, one can only repeat the point already made about focussing on the BCS 'idea' and philosophy with key stakeholders (including NGOs) and the urgency of doing so with a clear and concise articulation of the BCS conceptual framework. More importantly, to be effective any such articulation has to be first internalized by all members of the BCS Team itself through team meetings for the purpose of developing a common understanding of the BCS 'idea' and philosophy.

### **2.2.7 Environmental Legislation**

Two important events were held under this component in the period under review, both in May 1998. The first was a workshop on the Pakistan Environmental Protection Act, 1997 and the second was a workshop on the Model Wildlife Act prepared by IUCN-P's Business and Law Unit. During the first of these, issues related to compliance with National Environmental Quality Standards and ISO 14000 were also discussed. During the second, comments were collected from the participants as a step towards preparing a draft Wildlife Legislation specifically for Balochistan.

In addition to these, IUCN-P undertook a study on the legal status of Dureji Wildlife Sanctuary. No work has yet been done on legislation on groundwater and the draft Wildlife Legislation for Balochistan, which was planned to be complete in July, is not ready yet.

Within the context of the Balochistan Conservation Strategy many of the activities listed in the BCS workplan under this component seem far less important than preparing a quality thematic paper on environmental legislation as a crosscutting issue. The importance of commissioning such a paper was raised by a member of the BCS Steering Committee and should be pursued as a priority by the BCS Team.

### **2.2.8 Demonstration Projects**

During a group exercise on BCS component prioritization during the First EMT Mission (Annex V; First External Monitoring Report), nearly all members of the BCS Team placed Demonstration Projects as the least important component in the BCS. This assessment has changed significantly since key stakeholders—including the Chair of the BCS Steering Committee—have identified some form of field demonstration as a potentially necessary indicator of BCS success. It is important, therefore, for the BCS Team to rethink its evaluation and strategy for this component.

Till now the strategy has been largely opportunistic. During the First EMT Mission, it was pointed out that 8 areas of demonstration projects were identified and one (Water Recharge) was approved by the Steering Committee. Moreover, proposal outlines for three projects (Ziarat Junipers, Hanna Lake and Water Recharge) were prepared and inputs into the "Rickshaw" urban pollution project were made. During this mission, the EMT was informed that two new projects (Management of Dureji Wildlife Sanctuary and Conservation of Marine Turtles) were presented to the Steering Committee and that the Committee had also asked for a proposal on the Zingi Nawer Lake. In addition, some further input on the Juniper Forests Proposal and the "Rickshaw" project were reported.

While there seems to be significant opportunistic activity under this component, it is difficult to determine the direction or thrust of this activity. Although the role of the BCS under this component is no more than facilitation, it would be advisable to select a couple of projects from the now long list of proposal outlines and pursue them vigorously rather than trying to mildly pursue any and all available opportunities. Such a focussed strategy becomes more important in light of the now heightened priority for demonstration projects.

# #3 • ASSESSMENT AND RECOMMENDATIONS

## 3.1 Introduction

Whereas the previous chapter principally looked at project progress in the review period in each project component, this concluding chapter seeks to take a more holistic and forward-looking view of the project as a whole.

The key task here is to assess the future plans of the project in relation to its ultimate goal and to make recommendations in light of this assessment.<sup>8</sup> This project's goal, as defined by the BCS Team during the First EMT Mission, is taken to be:

- ❖ to produce a quality strategy document,
- ❖ through a participatory and consultative process, and
- ❖ to begin facilitating conditions conducive to the meaningful implementation of such a strategy.

This chapter is organized around the framework of the three P's introduced in Chapter #1: Product, Process, and Project Management. This organization reflects our belief that in order to perform well a project has to perform well on all three. Table 3.1 organizes the EMT's assessment of the key events of the BCS project along these three areas. This table reinforces the finding that the momentum of activities has picked up pace over the last one year and the BCS Team has been able to achieve most of its revised goals for the period of review, with only minor delays in a few selected cases.

---

<sup>8</sup> - Recommendations which are very specific to particular components have already been discussed in Sec. 2.2.

**TABLE 3.1: BCS Process—Key Events**

	July-December 1996 (6 months)	January-June 1997 (6 months)	July-December 1997 (6 months)	January-March 1998 (3 months)	April-August 1998 (5 months)
<b>Product</b>					
<b>Process</b>	<ul style="list-style-type: none"> <li>• BCS launch, Aug.</li> </ul>	<ul style="list-style-type: none"> <li>• (2) Steering Comm. Meetings, Jan.</li> <li>• 1 Steering Comm. Meeting, June.</li> <li>• 1 District Meeting: Mastung (May).</li> <li>• Workshop on NGOs, May.</li> <li>• IUCN/BCS brochure (English), April.</li> </ul>	<ul style="list-style-type: none"> <li>• 5 District Consultations: Maseerabad (Oct); Pishin (Nov); Lasbelle (Nov); Ketch (Nov) and Turbat (Dec).</li> <li>• Workshops on Roundtables (Nov); on Edu. &amp; Comm. (Dec); on Biodiversity Action Plan (Dec).</li> <li>• Aug. 97-NGO survey (Phase 1).</li> <li>• IUCN/BCS brochure (Urdu), August.</li> <li>• Training on Env. Edu. (for 2 in India, Aug); Briefing on EIA (for 23, Oct); Environmental Mediation (for 15, Oct); GEF Biodiversity training (for 1, Oct); Support for FAD workshop on Gender and Environment (Dec).</li> </ul>	<ul style="list-style-type: none"> <li>• 1 Steering Comm. Meeting, Feb.</li> <li>• Initiated 3 Interest Groups</li> <li>• Key Partners meeting, Feb.</li> <li>• Staff at Sibi Meia, Feb.</li> </ul>	<ul style="list-style-type: none"> <li>• Author selection and outlines finalized for 11 Sector Sub-Strategies, July.</li> <li>• 1 Steering Comm. Meeting, July.</li> <li>• 10 sectoral Interest Groups initiated, April-Aug.</li> <li>• 3 District Consultations: Zhab (April); Quetta (April, June); Ziarat (July).</li> <li>• Workshops on Sustainable Industrial Development (April); on PEPA 1997 (May); on Model Wildlife legislation (May).</li> <li>• New BCS Brochures (English and Urdu), July.</li> <li>• Env. Orientation for Journalists (April) and NGOs and Educators (April)-NORAD funded.</li> <li>• Training Need Assessment of P&amp;D Dept. and BEPA (May); Gender Sensitization for BCS Staff (June).</li> <li>• New demonstration Project Proposal outlines, April-Aug.</li> </ul>
<b>Project Management</b>	<ul style="list-style-type: none"> <li>• 1 cubicle office est. Block 6, Nov.</li> <li>• NGO coordinator hired, Nov.</li> <li>• NGO coordinator resigns, Dec.</li> <li>• Plan of Operation prepared, Dec.</li> </ul>	<ul style="list-style-type: none"> <li>• Office est. at Marker House, April.</li> <li>• Project Director hired, Feb.</li> <li>• NGO Coordinator hired, Feb.</li> <li>• Communication/Education Coordinator hired, April.</li> <li>• IUCN-B. Head appointed, June.</li> <li>• MoU signed, Jan.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 cubicle office est. Block 3, Oct.</li> <li>• NGO coordinator resigns, Dec.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstration Project Proposal outlines prepared, Jan-March.</li> <li>• NGO coordinator hired, Feb.</li> <li>• Technical Advisor hired, Feb.</li> <li>• 1st Internal Review, Feb.</li> <li>• 1st External Monitoring, March.</li> </ul>	<ul style="list-style-type: none"> <li>• All BCS Staff moved to Marker House (Proj. Dir. Sits in Block 6 during day), May.</li> <li>• Major Management/Reporting Restructuring, May.</li> <li>• 2nd Internal Review, June.</li> <li>• 2nd External Monitoring, Aug.</li> </ul>

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 producing a quality Balochistan Conservation Strategy within the allotted budget and time. All members of the BCS Team have individually and collectively expressed their assessment that all tasks will, in fact, be finished on time and within the allotted budget.

## **3.2 Product**

The key recommendations related to Product issues relate to the Sector Sub-Strategies, the Review Processes for BCS documentation, and the BCS conceptual framework.

### **3.2.1 Sector Sub-Strategies**

The First External Monitoring Report had considered the schedule that the BCS Team had set for itself for producing the Sector Sub-Strategies to be demanding and ambitious. For most part the BCS Team has stuck to the schedule and things are by-and-large on track. There seem to be minor delays in some sector papers but for most part the authors have expressed a commitment to complete their Sub-Strategies by the end of August. In some cases, authors have reportedly provided (or offered to provide) completed sections of their papers to the BCS Secretariat. However, the BCS Team has not felt comfortable in sharing these drafts with the external monitors and the EMT is, therefore, not in a position to comment on the quality or substance of the Sub-Strategies.

The process of author selection has been fairly thorough and the EMT is pleased to note the close interaction (including provision of background research and information to authors) between the BCS Team and the selected authors. Unfortunately, the only written material related to the Sub-Strategies that the EMT was able to review were the draft outlines. While these seem comprehensive, they give a very limited and sketchy idea of what the papers might actually contain. The BCS Team will have to carefully monitor that the draft Sub-Strategies actually adhere to these broad outlines, particularly to the coverage of cross-cutting issues in individual Sector Sub-Strategies.

In general, the authors interviewed were competent in their area, demonstrated a command over the substance as well as Balochistan's context, and seemed excited about their involvement in the BCS process. The EMT's particular comments and concerns about specific authors and Sub-Strategies are presented in Table 3.2. Although such judgements are necessarily arbitrary, the EMT has concerns that there may be slippage in the Sub-Strategies on Cultural Heritage and Sustainable Tourism, NGOs, Urban Environment, Mining and Minerals, and Coastal and Fisheries unless the BCS Team is particularly vigilant.

The BCS Team was of the view that many of the sectors not outwardly listed in the sectors selected will nonetheless be covered in them and are, in fact, mentioned in the draft outlines. The one area, however, where the EMT is particularly concerned is energy. A conservation strategy for Balochistan which does not explicitly deal with energy issues—particularly natural gas—will raise serious questions about validity and relevance. The BCS Team insists that these issues will be covered in the industry, urban environment, and mining sectors. It should be ensured that they actually are. Similarly, there was some confusion within the BCS Team on whether oil and gas exploration is covered in the industry Sub-Strategy or the Mining and Minerals paper. This should be cleared immediately.

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

Sector Sub-Strategy	EMT Comments on Authors
1. Agriculture	There seems to be a good division of responsibilities and expertise amongst the four authors. However, the problems of joint authorship in a group this large are always difficult to manage and the BCS may have to keep at the authors to ensure that all the final bits and pieces from various authors are actually received and collated into a cohesive and meaningful whole.
2. Coastal & Fisheries	The author is located outside Balochistan and more contacts with local expertise, particularly in the relevant departments of GoB, need to be established. This author has also not benefited from inputs from an Interest Group as other authors have.
3. Cultural Heritage and Sustainable Tourism	The lead author is competent and has novel and interesting ideas. However, since he is a Provincial Secretary and obviously busy with various other tasks, there is a concern that he may not be able to deliver on time (although some sections from other authors have already been received). The BCS Team should work closely with the author to ensure timely delivery of the full draft and ensure full understanding of what the BCS is and what it seeks in a Sub-Strategy.
4. Environmental Education and Communication	Although the authors are located outside Balochistan, they have benefited from a concerted and well-designed interaction with relevant Interest Groups based in Quetta. It is important, however, that the review process for this Sub-Strategy not be restricted only to members of this Interest Group. It is also important to ensure that the final Sub-Strategy is specific to Balochistan and its peculiar context.
5. Forestry & Wildlife	Although one of the authors of this sector is from Quetta, the other two are from outside Balochistan and are able to commit only a limited duration of time to the Sector Sub-Strategy. Some of the best national expertise in the country is available to the BCS in this sector. However, it is important to involve local expertise and experience in this sector for reasons of relevance, capacity building, and ownership.
6. Industry	The lead author is located outside Balochistan and although he has had opportunities to interact with industrialists in Hub and Winder, his exposure to Quetta- (and interior Balochistan-) based expertise is limited. Such interaction should be encouraged and organized, particularly on issues related to small and medium industry and mining (which the author intends to cover in some detail). Ensuring a strong 'Balochistan focus' to this Sub-Strategy is critical despite—and because of—the fact that much of the Province's large industrialists are Karachi-based.
7. Livestock and Rangelands	The EMT was able to meet only one of the two authors who has an impressive command of the Balochistan context and a number of interesting and innovative ideas. Traditionally, the livestock and rangelands sectors have been treated as very distinct areas in Balochistan. A challenge before this paper is to break through this artificial divide. The BCS Team will also need to ensure that the final paper is more than just the slapping together of two different sector papers and the cross-linkages between livestock and rangelands as well as between these and other sectors are adequately explored and addressed.
8. Mining & Minerals	This paper has been late in commissioning. Although the author has good command of the subject and reasonable command of the Balochistan context, he is based outside the Province. It is critical to provide him with due interaction with local expertise possibly through an Interest Group which has representation from government as well as miners. An additional concern is that the author heads an international mining and exploration company and there might be issues of conflict of interest. Finally, there is the concern that the author's interest, experience and focus seems much more on new mines development and not enough on the environmental implications of small and old mines already operational or abandoned.
9. Nongovernmental Organizations	The author has an impressive command over the subject and many innovative ideas. It will be important, however, to translate these ideas into strategic policy options. It is also important to ensure that the Sub-Strategy does not become a general discussion on NGOs but remains specific to the Balochistan context. It will also be important to make sure that the paper does not become too much of a "slapping oneself on the back" exercise in NGO self-praise. The review process should, therefore, also involve government people and NGO-sceptics. Finally, the EMT felt that this paper may not be completed on time unless the BCS maintains due pressure on the author for timely submission of the first draft.
10. Urban Environment and Population	This paper has also been late in being launched and the author happens to reside outside Balochistan. Of all the authors, this author is the weakest as far as specific knowledge and experience of the Balochistan context is concerned. However, the author has been through one useful Interest Group meeting in Quetta and has demonstrated flexibility by changing his outline as a response to public comments and concerns. It will be very important to provide more opportunities for interaction with local expertise to this author and to ensure that most of the reviewers of his paper have relevant local experience and expertise. Finally, the addition of the word 'population' to the title of this sector is confusing and should be dropped or changed.
11. Water	Both authors demonstrate good command of their own subject and a deep understanding of the Balochistan context. This sector is, however, intricately cross-linked to every other sector (see Annex VII) and the authors and the BCS Team will have to ensure that these links are adequately explored in the paper itself and in its review process.



Finally, there is a major concern regarding the treatment of cross-cutting themes. The BCS Team has identified a list of cross-cutting themes on which papers need to be commissioned but no schedule or strategy is evident for how this is to be done. The only information provided was that the paper on Governance will be drafted by the BCS Project Director. However, no deadline or timetable for this was mentioned. It is recommended that a detailed strategy for how cross-cutting themes are to be treated should be developed and implemented immediately. This would include decisions on which papers are to be written, who is to write them, what should they cover, what format should they take, and by when are they to be completed? Just as the BCS Project Director is writing the paper on Governance, in-house expertise may be used for other papers and the Head of IUCN-B may be an appropriate author for the environmental legislation paper and the Communication and Education Coordinator seems ideally suited as the author of the paper on environmental health (she is a physician by training).

Finally, the timely completion of the analysis of learning from district consultations, Interest Groups, and other public consultations should be given the highest priority. Sector authors have expressed a desire to use such an analysis of the learning in their papers and should be provided with this information at the earliest. The BCS Team should give high priority to collating and analyzing the learning from the various consultations and organizing it in a user-friendly format for use in the Sector Sub-Strategies and the final BCS document, and as a means to foster further public inputs and comments.

### 3.2.2 Review Processes

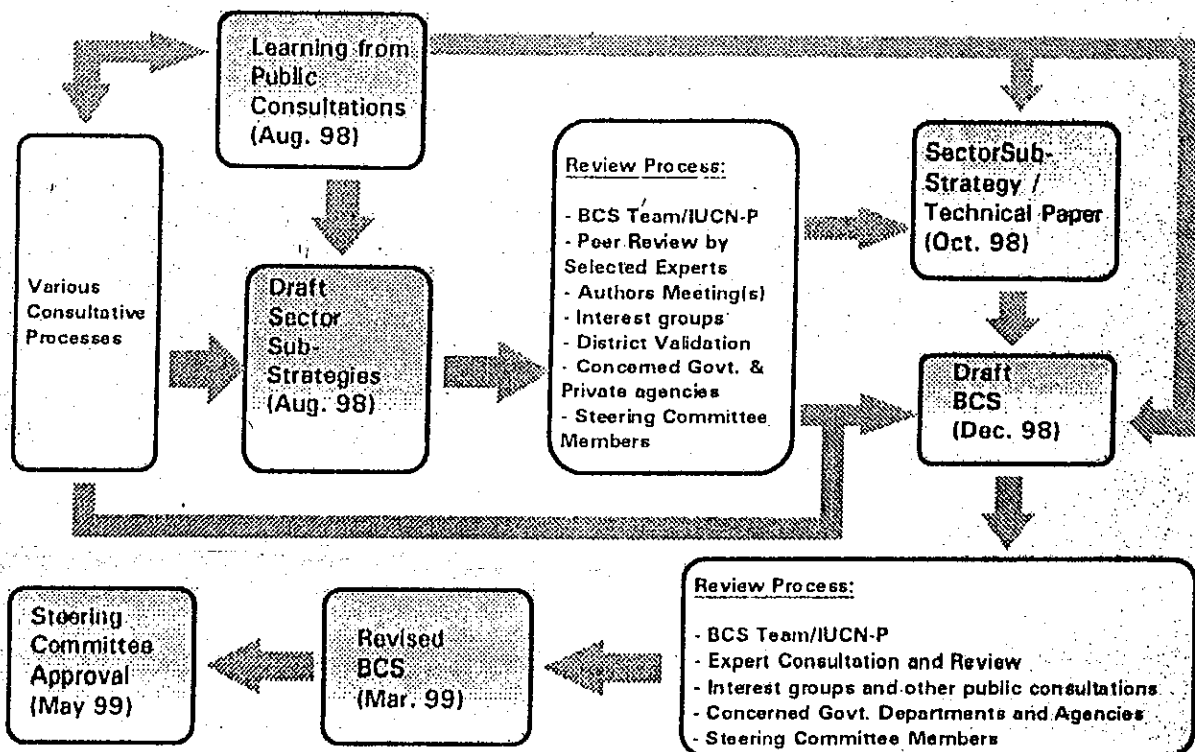
It is crucially important for the BCS Team to begin thinking and devising a detailed strategy for the various document review processes associated with the BCS. In this regard, a useful exercise was conducted with the BCS Team during the Assessment Workshop on August 10 which yielded a general flow diagram for how the review process will be handled and when key documents are due (see Annex V). Figure 3.1 presents the schematic flow diagram depicting the process.

While this exercise yielded many good ideas, it is important for the BCS Team to now translate them into a detailed strategy and action plan for undertaking the peer review of the Sector Sub-Strategies and later of the draft BCS document. In doing so, the key points raised during the team brainstorming (listed in Annex V) should be carefully addressed. These points are repeated below:

1. All members of the BCS Team and relevant units and individuals at IUCN-P will be involved in reviewing all Sector Sub-Strategies and all chapters of the draft BCS.
2. Lists of selected experts—reflecting local expertise, national expertise and cross-sectoral linkages (see Annex VII)—should be made for each Sector Sub-Strategy review and receipt of comments from these key reviewers should be vigorously pursued through follow-up.
3. Authors and the BCS Secretariat will work together to produce clear and concise briefs/executive summaries of each sector Sub-Strategy which will be used (instead of, or in addition to, the full paper) at Interest Group meetings, Public Consultations, Steering Committee review, review by government departments and agencies, etc.
4. Some form of an authors conference, or a set of authors meetings, will be designed to ensure that authors and experts from cross-cutting sectors get adequate opportunity to comment on Sub-Strategies in related areas.
5. Findings of the Sector Sub-Strategies and the draft BCS will be validated through public consultations. Overall, therefore, the BCS would go through three rounds of public consultation—first, before the production of Sector Sub-Strategies; second, to review and

- comment on the findings of the Sector Sub-Strategies; and third, to review and comment on the draft BCS document.
- The draft BCS will be circulated to all relevant government departments and agencies (at all levels) for comment and review. It was suggested that lists of relevant departments (Provincial as well as Federal) should be prepared.

**FIGURE 3.1: BCS Documentation Review Strategy**



In addition to these, the experts listed for individual peer review (possibly with the provision of a small honorarium) should be selected to maintain a balance between local expertise, national expertise, and expertise in relevant cross-sectoral areas (see Annex VII). The EMT also wishes to particularly highlight the special importance of arranging some sort of a forum(s) where authors and experts from different cross-linked sectors can be brought together to meaningfully comment on each other's sectors and explore and address the linkages between sectors. The BCS Team should prepare detailed lists of selected peer reviewers for each sector without further delay.

Along with the above, the BCS Team should also begin thinking in greater depth about what the indicators of a "quality" BCS document would be. At the expressed desire of the BCS Team a preliminary brainstorming on this issue was conducted during the Assessment Workshop on August 10 (see Annex VI). However, the BCS Team will have to follow-up on this on its own.

### 3.2.3 Conceptual Framework

Chapter #2 has repeatedly highlight the continuing problem of a lack of coherent and common vision of the BCS 'idea' and philosophy within the BCS Team and misunderstanding amongst key stakeholders of what the BCS is about. The EMT is of the view that this is largely because of the lack of a clear and concise articulation of the BCS Framework

(including goals, objectives, principles, etc.). Moreover, the EMT is convinced that such a framework should have been developed **before** commissioning the Sector Sub-Strategies rather than after their completion. The EMT considers the development of a BCS conceptual framework through a set of team exercises involving **all** BCS Team members is of the utmost and urgent importance.

Once such a framework has been developed and all members of the BCS Team have a common understanding and commitment to it, it should be used at all BCS events as an introduction to the BCS (the style of presentation may vary according to audience). This could possibly be in the form of an adaptable standard presentation.

### 3.2.4 Other Issues

Finally, the EMT will like to reiterate a recommendation from its First Monitoring Report. This pertains to the advisability of beginning the actual drafting the certain sections of the BCS now instead of waiting for the completion of all Sector Sub-Strategies.

## 3.3 Process

The EMT is generally satisfied with the progress on Process issues. As discussed above, the process of selecting Sub-Strategy authors and developing draft outlines has been robust. A number of events were held during the last five months as well as three District Consultations. In at least two districts, active and functional DCC's have now emerged. It is expected that the number of 'events' will decrease as the focus shifts even more to final product development.

As discussed in section 3.2.3, the lack of an explicit conceptual framework seems to have contributed to a situation where BCS events have been far more successful in imparting general environmental awareness and mobilization than in instilling a deeper understanding of exactly what the BCS is and why it is important. Hopefully, this situation will improve once a conceptual framework and standard presentation are available.

The most important decision regarding process issues pertains to the future of the DCC's where they are active. The consensus within the BCS Team is that support should continue to these fledgling initiatives which have the potential for major impact in the future but may wither without nurturing at this point. This brings up the issue of providing resources for this activity. The EMT recommends that resources could be transferred to this activity from components that are not progressing well. In particular the Environmental Training (component #4) and Environmental Education (component #3) components could be restructured to free up resources for this activity. In the case of the first there seems to be little interest amongst partner institutions for local training. In the second, the activity itself is of great importance but has already been lumped, *de facto*, with environmental communication. The same person at the BCS Secretariat takes care of the education and communication portfolios and the two have also been merged for the purpose of the Sub-Strategy. Explicitly merging components #2 and #3 and devising a joint action plan should be able to free up resources to support activities related to DCC's in about two districts. Once this is done, efforts should also be made to ensure that district activities become less 'top-down' and less dependent on the good will of the District Administration. The goal should be to make the activity truly 'popular' and self-sustaining.

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 BCS conceptual framework would make these presentations all the more effective.

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 be utilized to the maximum. This will obviously entail providing the Steering Committee with questions, documents, and briefs that are designed to elicit their wisdom without overburdening their already busy schedules.

### **3.4 Project Management**

On Project Management, two major changes have occurred at the BCS Secretariat, the details of which are presented in Annex VIII. The EMT's findings on these changes and on other issues are presented in the following three sections.

#### **3.4.1 Office Location**

The First Internal and External reviews of the BCS had both pointed out the problems associated with working from three different locations and called for a streamlining of the multiple office situation. In response to these recommendations the entire team is now housed under one roof at the IUCN-B office at Marker House on Zarghoon Road (with the exception of the Project Director and one secretary who spend the morning, during government office hours, at Block 6 of the Main Secretariat). See Annex VIII for details.

The EMT would have preferred if a common location could have been found within the Main Secretariat so that proximity (and attendant ownership) could be maintained with key governmental stakeholders. However, the new format is quite satisfactory since it allows the entire team more opportunities to interact formally and informally while also allowing the Project Director—the key person for government liaison—the ability to maintain a visible presence at the hub of governmental activity. Members of the BCS Team seem happy with the move.

The one small concern is that Marker House is now a somewhat crowded and cramped working space (see Annex VIII for seating details) which could potentially effect performance. This may be particularly important during crunch writing periods for those involved in actual BCS writing. However, there is other free space in the building (for example, the rooms now used as guest quarters) which could be freed up if necessary. This is a minor concern that could easily be addressed through internal BCS management.

#### **3.4.2 Management Structure**

A much more important concern pertains to the changes in BCS management structure (details at Annex VIII). The crux of the change is that all BCS professional staff now reports directly to the Head of IUCN-B. While this has streamlined reporting requirements and

avoided the confusion of multiple reportage and leadership, it also has potential implications for internal team morale and external BCS relations. It is vital, therefore, to handle these changes with care and avoid any internal or external misunderstandings.

It is the EMT's understanding, and recommendation, that the BCS Project Director will remain the visible "face" and "voice" of the project with all outside constituencies, especially with government, irrespective of internal changes. This will not only build on the demonstrated strengths of the Project Director but will also avoid sending wrong signals to outside constituencies.

### 3.4.3 Other Issues

The First External Monitoring Report had recommended a system of weekly or fortnightly team meetings. At this point the BCS Team meets only at monthly intervals and that primarily for monthly planning and scheduling purposes. It is again recommended that **at least** fortnightly meetings should be mandatory and at least every second meetings should provide space and time for discussions on conceptual issues and the emerging shape of the BCS document so that the entire team can develop and carry a common vision of the BCS as a document and as a process. For example, such meetings may be used to analyze the learning from district consultations, Interest Groups and other consultative processes.

Another important issue pertains to BCS identity. The new BCS brochures do a much better job of depicting the BCS than the previous version. However, a number of documents related to the BCS process still **only** carry IUCN identification and no mention of it also being a BCS event. Consequently a number of people seem not to be familiar with the 'BCS' but are well aware of the 'IUCN project'. It is to the interest of IUCN-P as well as the BCS that all documents explicitly mention **BOTH** identities and carry **BOTH** logos.

The EMT is in agreement with the Internal Review that while record and report keeping seems to have improved it still has much more room for improvement, particularly in the area of writing and capturing the learning from various public consultations. Minutes of district consultations and Interest Groups still tend to be bureaucratic and void of the rich detail about the discussions that go on at these meetings and which should be valuable data for the final BCS document.

A useful exercise was conducted individually with all BCS Team members to determine which activities had occupied their time during the period under review. The results of the exercise is presented in Annex IX. The key findings of this exercise is that the development of Sectoral Sub-Strategies and organizing and attending various workshops consumed the vast bulk of the team's time in the last five months. Since the number of 'events' are likely to decrease over the next many months it is expected that the BCS Team will be able to devote even more time to the final BCS document in the coming months.

## 3.5 Monitoring

The External Monitoring Team has shared a detailed monitoring protocol for its next mission with the BCS Team Head (see Annex X). This includes information on the focus of the next mission as well as on the timing of the next two missions. It was mutually decided that the third and fourth EMT Missions should be undertaken around early January and May-June 1999, respectively.

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 EMT 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 is repeated verbatim from the first BCS External Monitoring Report (Section 3.6, page 19):

The EMT considers a system of regular internal monitoring to be a useful addition to the project. However, it is important to avoid 'monitoring fatigue'. It is recommended that a system of internal and external monitoring be coordinated so that the two do not overlap or immediately follow each other. External monitoring missions are planned to be at six-monthly intervals. If the internal reviews are held at the same frequency but three months before/after the EMT missions it would essentially translate to a quarterly monitoring regime for the project (alternating between internal and external monitoring). This would be a reasonable monitoring load for the project. In the normal course of events, seeking a more strenuous system of formal reviews and planning exercises (internal or external) would place an unnecessary burden on the project.

On a different note, for successful monitoring it is extremely important that relevant material be provided to the EMT on time, including documents that are requested before the mission actually begins, so that these can be reviewed properly. Unfortunately there were serious delays in the provision of documents during this mission—with respect to documents that were to be provided prior to the mission as well as those requested during the mission. Since a larger number of (more serious) documents are to be reviewed for the next mission, the timely provision of documents for review will be absolutely necessary.

Finally, the Chair of the BCS Steering Committee has informed the EMT that the Government of Balochistan intends to conduct a thorough review of the BCS Project, including a performance audit as well as a financial audit. Details of how this review will be conducted, when it will be conducted, and who will conduct it are not available yet. If GoB so desires, their review may be done concurrently with the next External Monitoring Mission.

# Annexes

## Annex I

Schedule of External Monitoring Team's Second Mission

## Annex II

Individuals Interviewed During External Monitoring Mission

## Annex III

Documents Reviewed

## Annex IV

Component-Wise Analysis of BCS Progress

## Annex V

BCS Review Process (Assessment Workshop-1)

## Annex VI

Defining a Quality BCS (Assessment Workshop-2)

## Annex VII

Exploring Cross-Sectoral Linkages (Assessment Workshop-3)

## Annex VIII

BCS Project Office and Management Restructuring

## Annex IX

BCS Team's Use of Time, March-August 1998

## Annex X

Monitoring Protocol for Third EMT Mission





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

<b>EXTERNAL MONITORING TEAM:</b>	Prof. Adil Najam (AN), Mr. Nadeem Afzal (NA)
<b>BCS TEAM:</b>	Mr. Abdul Latif Rao (ALR) Mr. Iqbal Anwer Kidwai (IAK) Mr. Julian T. Inglis (JTI) Ms. Fauzia Deeba Tareen (FDT) Mr. Nadir Gul (NG)

**July 29, 1998      Wednesday      Islamabad**

1930 - 2130      Meeting with Dr. E.C. Kengen, Royal Netherlands Embassy, AN only.

**August 03, 1998      Monday      Karachi**

*All meetings attended by AN, NA and ALR. All meetings, except the first, also attended by Ms. Nargis Alvi, IUCN-P.*

0900 - 1000      Briefing on purpose and role of monitoring mission to IUCN-P Programme Directorate (Mr. Mohammad Rafiq, Ms. Nikhat Sattar) and Head, IUCN-Balochistan (ALR).

1000 - 1110      Meeting with IUCN-P Country Representative, Ms. Aban Marker Kabraji (Mr. Mohammad Rafiq also present).

*Meetings with selected Thematic Units of IUCN-P on their substantive contributions to the BCS process.*

1110 - 1130      Meeting with Ms. Nadia Loan and Mr. Ijaz Nazimani, NGO Unit, IUCN-P.

1130 - 1210      Meeting with Ms. Nelma Akhund, Business and Law Unit, IUCN-P.

1210 - 1230      Meeting with Mr. Tahir Qureshi, Coastal Ecosystem Unit, IUCN-P.

1230 - 1300      Meeting with Dr. Pervaiz Naim, Environment Assessment Unit, IUCN-P.

1400 - 1530      Meeting with IUCN-P's Environmental Education and Communication Units on their contribution to the BCS and on the BCS Sector Sub-strategy on Environmental Education and Communication; Mr. Ali Raza Rizvi, Ms. Dhunmal Cowsjee, Mr. Omar Afridi, Ms. Shakira Saleem.

**August 04, 1998      Tuesday      Karachi**

*All meetings attended by AN, NA and ALR.*

- |             |  |
|-------------|--|
| 0920 - 1100 | Meeting with author of Coastal and Fisheries Sector Sub-Strategy, Dr. Shahid Amjad (Mr. Tahir Qureshi, IUCN-P also present). |
| 1130 - 1215 | Meeting with author of Industry Sector Sub-Strategy, Dr. Arshad Ali Beg.   |
| 1300 - 1320 | Meeting with author of Mining and Minerals Sector Sub-Strategy, Shah M. Saad Husain (Dr. Arshad Ali Beg also present).       |

**August 05, 1998      Wednesday      Quetta**

*All meetings attended by AN and NA.*

- |             |  |
|-------------|--|
| 0900 - 0930 | Briefing on Monitoring Mission to BCS team, by EMT.                      |
| 0930 - 1030 | Presentation on BCS progress, by BCS Team.                               |
| 1030 - 1115 | Presentation on BCS Sector Sub-strategies, by JTI.                       |
| 1130 - 1230 | Individual meeting with Iqbal A. Kidwai, BCS Project Director.           |
| 1430 - 1600 | Individual meeting with Julian T. Inglis, BCS Technical Advisor.         |
| 1615 - 1715 | Individual meeting with Fauzia D. Tareen, BCS Communication Coordinator. |
| 1730 - 1800 | Individual meeting with Nadir Gul, BCS NGO Coordinator.                  |
| 2030 - 2230 | Dinner to meet government officials, NGO representatives and authors.    |

**August 06, 1998      Thursday      Quetta**

- |             |  |
|-------------|--|
| 0900 - 0940 | Meeting with authors of Agriculture Sector Sub-strategy, Mr. Arif Masood Ansari, Dr. Mohammad Ismail, Mr. Mushtaq Ahmed and Dr. Muhammad Saeed (ALR and JTI also present; AN and NA).                          |
| 0940 - 1045 | Meeting with one co-author of Livestock and Rangelands Sector Sub-strategy, Dr. Faqir Mohammad (JTI and ALR also present; AN and NA).  |
| 1045 - 1130 | Meeting with one co-author of Forests and Wildlife Sector Sub-strategy, Dr. Muhammad Saleem (JTI and ALR also present; AN only).   |
| 1100 - 1245 | Observed Interest Group meeting on Urban Environment (IAK, FDT and NG also present; NA only).  |
| 1300 - 1415 | Meeting with lead author of Cultural Heritage and Tourism Sector Sub-Strategy, Mr. Muhammad Ayub Baloch; Dr. Fazal Dad Kakar, co-author for the sector was also present (ALR and JTI also present; AN and NA). |
| 1430 - 1510 | Meeting with author of Urban Environment Sector Sub-strategy, Prof. Shabih-ul-Hasan Zaidi (ALR and JTI also present; AN and NA).   |
| 1530 - 1630 | Meeting with author of NGO Sector Sub-strategy, Prof. S. M. Rizvi (ALR, NG and JTI also present; AN and NA).   |

**August 07, 1998      Friday      Ziarat**

*Attended by AN, NA, ALR, IAK and JTI.*

- |             |  |
|-------------|--|
| 0930 - 1230 | Observed meeting of District Conservation Committee, Ziarat. Included individual interviews with Deputy Commissioner, Ziarat (AN only), representatives of government agencies and local NGOs and CBOs (AN and NA), and Principal, Government Girls High School, Ziarat (NA only). |
|-------------|--|

**August 08, 1998 Saturday**

**Quetta**

*All meetings attended by AN and NA.*

- 0915 - 1015 Meeting with Mr. Ahmed Khan Khajjak, Chief of Environment Section, P&D Dept., GoB (IAK also present).
- 1040 - 1100 Meeting with Mr. Zafar Iqbal Qadir, Secretary Agriculture, GoB (IAK also present).
- 1140 - 1200 Meeting with Mr. Muhammad Younus Khan Mandokhel, Additional Chief Secretary (Development) / Chairman BCS Steering Committee (ALR and IAK also present).
- 1230 - 1400 Group meeting with selected government and NGO representatives who had attended Quetta District Consultations (ALR, IAK, FDT and NG also present).
- 1515 - 1600 Individual meeting with Abdul Latif Rao, Head IUCN-Balochistan Programme.
- 1730 - 1830 Meeting with Mr. Kamal Siddiqui, Vice President, BCC&I / Member of Steering Committee (JTI and NG also present).

**August 10, 1998 Monday**

**Quetta**

*Attended by AN, NA, ALR, JTI, FDT and NG.*

- 0930 - 1115 Presentation on the development of BCS Conceptual Framework and on cross-sectoral linkages, JTI assisted by BCS Team during discussion.
- 1130 - 1230 Assessment Workshop-1 (brainstorming on review processes).
- 1230 - 1330 Assessment Workshop-2 (brainstorming on indicators of a 'quality' BCS).
- 1430 - 1700 Assessment Workshop-3 (brainstorming on sectoral cross-linkages).

**August 11, 1998 Tuesday**

**Quetta**

*All meetings attended by AN and NA.*

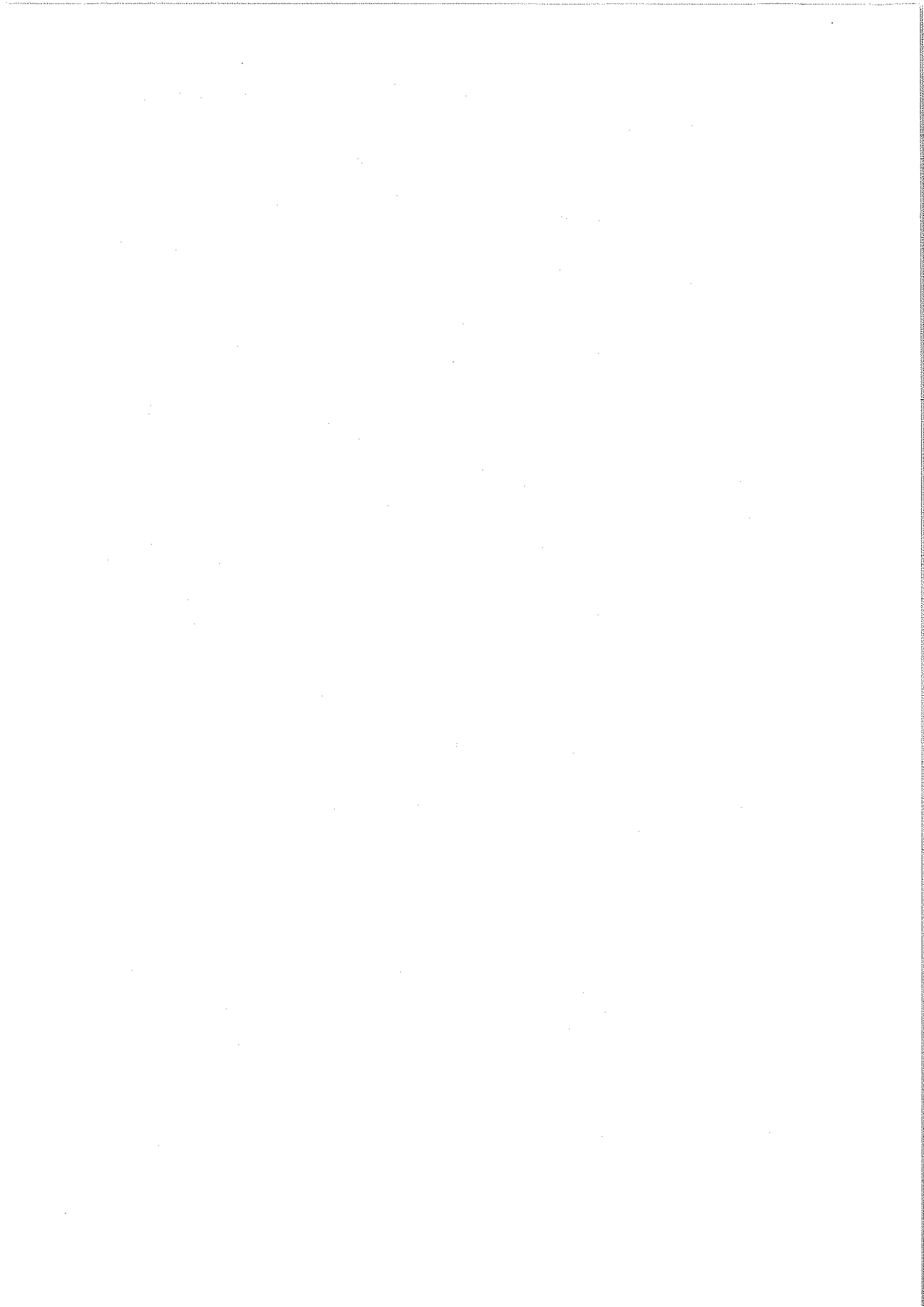
- 1200 - 1330 Monitoring mission debriefing by EMT to full BCS Team (Ms. Aban Marker Kabraji also present).
- 1330 - 1430 Meeting with authors of Water Sector Sub-strategy, Dr. Abdul Majeed and Mr. Jalal-ud-Din Qureshi, (ALR and JTI also present).

**August 18, 1998 Tuesday**

**Islamabad**

- 1400 - 1500 De-briefing for Mr. Wim Van der Kevie, Counsellor Development, Royal Netherlands Embassy, AN and NA.

*In addition to the above, the EMT met to prepare for the mission on July 31 (Friday) in Islamabad; spent all of August 9 (Sunday) in Quetta analysing information, reading documents and preparing for the Assessment Workshop; and finalised its findings during the first half of August 11 (Tuesday) in Quetta. The EMT also had daily meetings each evening to review and synthesise that day's discussions. The final report of the mission was compiled between August 12 (Wednesday) and August 17 (Monday) in Islamabad.*



## **ANNEX II:** **Individuals Interviewed During External Monitoring Mission**

### **Members of BCS Steering Committee, Quetta**

Mr. Muhammad Younus Khan Mandokhel,	ACS(Dev), P & D Dept., GoB (Chairman)
Mr. Zafar Iqbal Qadir	Secretary, Agriculture Dept., GoB
Mr. Mohammad Ayub Baloch	Secretary, Information and Culture Dept., GoB
Mr. Kamal Siddiqui	Vice President, BCC&I
Mr. Ahmed Khan Khajjak	Chief of Environment Section, P&D Dept., GoB, Secretary to the BCS Steering Committee

### **Authors of Sectoral Sub-Strategies, Karachi and Quetta**

Mr. Arif Masood Ansari Mr. Mushtaq Ahmed Dr. Mohammad Ismail Dr. Muhammad Saeed	Agriculture Sector
Dr. Shahid Amjad	Coastal and Fisheries Sector
Mr. Muhammad Ayub Baloch Dr. Fazal Dad Kakar	Cultural Heritage and Tourism Sector
Mr. Ali Raza Rizvi	Environmental Education and Communication Sector
Dr. Muhammad Saleem	Forestry and Wildlife Sector
Dr. Mirza Arshad Ali Baig	Author Industry Sector
Dr. Faqir Mohammad	Livestock and Rangelands Sector
Shah M. Saad Husain	Mines and Minerals Sector
Prof. S. M. Rizvi	NGO Sector
Prof. Shabih-ul-Hasan Zaidi	Urban Environment Sector
Dr. Abdul Majeed Mr. Jalal-ud-Din Qureshi.	Water Sector

### **BCS Team, Quetta**

Mr. A. L. Rao	Head of IUCN Balochistan
Mr. Iqbal Anwer Kidwai	Project Director, BCS
Mr. Julian T. Inglis	Technical Advisor, BCS
Ms. Fauzia Deeba Tareen	Communication & Education Co-ordinator, BCS
Mr. Nadir Gul	NGO Co-ordinator, BCS

## IUCN-P, Karachi

Ms. Aban Marker Kabraji	Country Representative, IUCN-P
Mr. Mohammad Rafiq	Programme Directorate, IUCN-P
Ms. Nargis Alvi	Head of Social Programmes, IUCN-P
Ms. Nelma Akhund	Business & Law Unit, IUCN-P
Ms. Dhunmai Cowasjee	Communication Unit, IUCN-P
Ms. Nadia Loan	NGO Unit, IUCN-P
Mr. Pervaiz Naim	Environment Assessment Services Unit, IUCN-P
Mr. Ijaz Nazimani	NGO Unit, IUCN-P
Mr. Ali Raza Rizvi	Education Unit, IUCN-P
Ms. Shakira Saleem	Education Unit, IUCN-P
Ms. Nikhat Sattar	Programme Directorate, IUCN-P
Mr. Tahir Qureshi	Coastal Ecosystem Unit, IUCN-P

## Group Meetings, Quetta

District Conservation Committee Meeting, Ziarat.

Meeting with selected government and NGO representatives who had attended Quetta District Consultations.

Meeting of Interest Group on Urban Environment.

Dinner to meet government officials, NGO representatives and sub-strategy authors.

## **ANNEX III:** **Documents Reviewed**

### **• Project Planning and Review Documents**

- List of major BCS events held during March-July, 1998.
- Revised BCS work plan for 1998 (undated; with some later cleared by BCS team).
- Report on the Second Internal Review, BCS Project* (June 22-23), June, 1998 (by IUCN-Balochistan Programme).
- First Draft Chapters of "Learning" from District Consultative Meetings in Ziarat and Quetta.
- Notes related to BCS framework, including minutes of the meeting held at IUCN-P Karachi office on 20 June, 1998.

### **• Minutes, Correspondence, etc.**

- Minutes of BCS Executive Committee meeting held on May 8, 1998.
- Minutes and Working Paper for BCS Steering Committee meeting held on July 8, 1998.
- Minutes/Notes for File of District Conservation Committee Meetings held in Ziarat (18 and 30 July, 1998) and in Turbat (25 July, 1998).
- Various Notes for File, Minutes and correspondence related to Interest and Specialist Group meetings on Sustainable Agriculture, Sustainable Livestock, NGOs, Environmental Communication, Environmental Education, Sustainable Industry, and Water.
- Various correspondence related to proposal for a working group on Information Management, Agriculture Roundtable, training opportunities, marine turtle initiative, 'Rickshaw Project' initiative, establishment of SDNP in Quetta, BCS Management Changes, etc.

### **• Workshop Reports, etc.**

- Draft Report on the Consultative Workshop on Sustainable Industrial Development, Held at Hub on April 14, 1998* (by BCS-SU).
- Report on Environmental Orientation Workshop for NGOs and Educators, April 1998* (NORAD funded; by IUCN-P NGO/Community Support Unit and Education Unit).
- Report of Orientation and Training Workshop on Environmental Journalism, April 1998* (NORAD funded; by IUCN-P).

- Material distributed at Seminar on Pakistan Environmental Protection Act, 1997 held in Quetta on 16 May, 1998 (NORAD funded).
- 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 Environmental Awareness in collaboration with IUCN).
- Report on Training Needs Assessment of P&D Dept. and BEPA, June 1998 (by IUCN-SPCS Unit).
- Draft Report of Gender Sensitization Workshop for BCS Team, July 1998 (by BCS-SU).
- Rapid Assessment of Wildlife and its Habitat in Dureji Wildlife Sanctuary, July 1998 (by IUCN).
- Draft Project Proposal for "Balochistan Juniper Forest Conservation Through Community Participation" for GEF funding (by IUCN-P).

#### • Other Documents

- Various Notes for File, Minutes and correspondence related to Sub-Strategy development for Mining, Industry, Urban Environment, and Cultural Heritage and Tourism sectors.
- List of proposed and selected authors for Sector Sub-Strategies.
- Draft outlines for 11 Sector Sub-Strategies: 1) Water, 2) Minerals and Mining, 3) Industry, 4) Nongovernmental Organizations, 5) Agriculture, 6) Forestry and Wildlife, 7) Coastal and Fisheries, 8) Cultural Heritage and Tourism, 9) Livestock and Rangelands, 10) Urban Environment, and 11) Environmental Education and Communication.
- New BCS brochure in English and Urdu.



## **ANNEX IV:** **Component-Wise** **Analysis of BCS Progress**

The tables presented on the next six pages present The EMT's analysis of the progress that the BCS Project has made since the first mission.

The activities defined in the original Logical Framework Analysis, or *LogFrame*, are used as the baseline for continuity and comparison. These are listed in the first column of each table and provide an anchor to the past. The second column lists the planned activities for 1998 as presented by the BCS Team during the EMT's first Monitoring Mission during March 1998. The new BCS workplan is largely based on that discussion. The final—and most important—column in each table presents a summary of the EMT's analysis and assessment regarding the activity in question. **In essence, the first two columns are provided as reference points to illustrate the evolution of project activities, while the third column provides the EMT's component-wise analysis of progress during the last five months.**

The EMT had originally planned to fill out these tables in consultation with the BCS Team (possibly as a Team Exercise, similar to the one conducted during the First Mission). Towards this end, a performa was given to the BCS Team to fill out on the 5th of August. Unfortunately, the filled out response was not returned to the EMT until late on the 11th of August—after the final monitoring debriefing had already been completed. Therefore, it was not possible to conduct a self-assessment exercise that could reflect the BCS Team's views or to rearrange the second column to reflect recent changes to the BCS workplan.

It is important to note that despite appearance (and although the first two columns are identical to columns in Annex IV in the First External Monitoring Report), **this annex is entirely different—in both substance and intent—from Annex IV of the last monitoring report.** Most significantly, while Annex IV in the First External Monitoring Report was largely 'owned' by the BCS Team and was the result of their direct inputs, the tables below are 'owned' by the EMT and reflect our assessment and analysis.

# Component #1: BCS Document

Original LFA Activities	Planned 1998	EMT's Analysis of Current Situation
1.1 To recruit a Project Director and establish BCS Support Unit.		
1.2 To establish contacts with key Government line departments and ongoing projects, especially BNRMP.	On going activity	Establishment of contacts ongoing. Focus on BNRMP dropped. (Activity not listed in revised workplan).
1.3 To identify public priorities for the BCS by organizing public consultations at district and provincial levels.	3 meetings March-May, 98	3 District Consultations held in Zhob, Quetta and Ziarat.
1.4 To organize sectoral, thematic and inter-sectoral workshops around key natural resource management issues.	Changed to the dev. of sectoral sub-strategies through consultation	Plans for inter-sectoral/thematic workshops dropped at this stage in favor of interest groups. Should be revived in some form for Sub-Strategy peer review.
1.5 To obtain additional technical advice on the status of Balochistan's environment and natural resources from sectoral and thematic experts, focal points in govt., and NGOs.	Ongoing activity	Obtained information and advice. Urgent need to analyze learning from District Consultations and transmitting it to sector authors and Interest Groups.
1.6 On the basis of the public consultations and the technical workshops, establish roundtables in priority sectors. Each roundtable will be responsible for developing sector-specific sub-strategies.	Sector sub-strategy de-linked from Roundtable.	Interest or specialist groups have been initialized in most sectors in which papers are being commissioned. These may develop into Roundtables in the future. These groups have been involved in reviewing paper outlines and will also be involved in reviewing draft Sub-Strategies.
		12 Sub-Strategies have been commissioned, around 6 cross-cutting thematic papers still need to be commissioned.
		Analysis of learning from District Consultations need to be transmitted to authors.
1.7 To synthesize the outcome of the above activities into a draft BCS document.	From Sep. 98 onwards	BCS Team expects to complete the first draft of the BCS document by the end of December, 1998.
1.8 To circulate the draft document for review, and to organize another round of public consultations.	Expected in 1999 workplan	BCS Team expects to complete this round of review and revision during January-March 1999.
1.9 To finalize the document on the basis of comments rcvd..	Expected in 1999 workplan	The BCS Team expects the revised BCS document to be complete by the end of March 1999.
1.10 To present the completed BCS document to the Steering Committee and the Provincial Cabinet for consideration.	Expected in 1999 workplan	The BCS Team expects to have received final Steering Committee Approval by May 1999.
<b>New Activities:</b>	-Input in the 9th Five Year Plan	Unclear what inputs have been provided.
	-Steering and Executive Committee Meetings	The Steering Committee and the Executive Committee met once during March-August, 1998.

## Component #2: Communications and Awareness

Original LFA Activities	Planned 1998	EMT's Analysis of Current Situation
2.1 To recruit a Communications Coordinator.		
2.2 To assess the communications needs of the BCS and identify target audiences.	Not mentioned	BCS Communication Sub-Strategy, merged with Environmental Education Sub-Strategy, now being developed by IUCN-P, Karachi with relevant inputs from BCS.
2.3 To prepare PR material and provide media coverage for the BCS.	Brochure in simpler language more focussed on BCS process; Inputs to IUCN publication Communication Strategy de-linked from Roundtable; Communication sub-strategy to be drafted Feb. to Oct. 98	New BCS brochure in English and Urdu. One article on BCS in IUCN <i>Jareeda</i> .
2.4 To establish a Communications Roundtable and develop a BCS Communications Strategy.		Interest Group active in providing inputs into the process and outline of BCS Communication Sub-Strategy; will also be involved in the review process.
2.5 To provide support to the public awareness work of the Environment Department, BEPA and P&D.	On going activity (when and if BEPA recruits relevant staff)	Provided appropriate inputs to BEPA. Plan to organize orientation on BCS for P&D Section Chiefs.
2.6 To provide information support, by: developing a central storehouse of resources within the BCS Unit; implementing an information dissemination program; and providing specific inputs to the media, NGOs, GoB, the private sector and educational institutions.	Reformulated to on going activity on information support	Authors and other interested parties being encouraged to use BCS collection of documents. Additions made to BCS library.
2.7 To enhance the communications capacity of key partner organizations and GoB agencies by: carrying out a needs assessment; developing a custom-designed capacity development program; and organizing skills development workshops.	Reduced to 1 skill workshop in March, 98	Training on Environmental Journalism organized by IUCN-P in April 1998 (with NORAD co-funding) for national journalists, including those from Balochistan (about half of total participants).
2.8 To develop the publishing skills of selected partners.	Dropped	Dropped in the revised workplan for 1998.

## Component #3: Environmental Education

Original LFA Activities	Planned 1998	EMT's Analysis of Current Situation
3.1 To recruit an Education Coordinator.		
3.2 To assess the current status of formal and informal education, and the extent to which environmental concerns are reflected.	Merged under 3.3 below	See 3.3 below.
3.3 To build an environmental education constituency, through a series of orientation meetings and consultative workshops, and the establishment of an Education Roundtable.	Orientation workshop April 98; Interest group on going; Broken as a separate activity on training need assessment and 1 Training Workshop in Oct. 98	Environmental Orientation Workshop organized by IUCN-P in April 1998 (same as for NGOs; with NORAD co-funding). An active Interest Group is now operational and involved in the development of Environmental Education Sub-Strategy (now merged with Communication Sub-Strategy). Some master trainers identified.
3.4 To develop a strategic framework in collaboration with the Education Roundtable, and draft an Education Strategy.	Strategy de-linked from Roundtable; Separate sub-strategy activity Feb. to Oct. 98	The Environmental Education Interest Group, and its core group is active in the process and review of the Sub-Strategy (now merged with Communication Sub-Strategy) and will also be involved in the review process.
3.5 To develop the capacity of selected resource persons, to help ensure the future implementation of the Education Strategy.	Lumped with activity 3.3	See 3.3 above.
3.6 To implement representative components of the strategy, as pilot initiatives.	Expected in 1999 workplan	
3.7 To review and revise the strategy in the light of lessons learned.	Expected in 1999 workplan	
	<b>New activity:</b> Environmental teacher-training module Oct-Dec 98	

## Component #4: Environmental Training

Original LFA Activities	Planned 1998	EMT's Analysis of Current Situation
4.1 To develop environmental training courses appropriate to different levels of users, including one on the application of EIA/IEE.	Approach changed from developing courses to facilitating participation in existing courses.	Focus of training changed from delivering training to sponsoring appropriate persons to the relevant courses offered elsewhere.
4.2 To organize and facilitate regular training courses for key government departments in the application of EIA/IEE procedures.	Trainings planned March and Aug. 98	A new training needs assessment of P&D Dept. and BEPA conducted. No trainings (except as in 4.4) conducted yet.
4.3 To assist other course organizers to incorporate environment into curricula and teaching materials.	Dropped	
4.4 To conduct Training of Trainers for BEPA, Business Community, Consultants in environmental management implementation of NEQs and IEE/EIA auditing.	Changed "conduct" to "facilitate", Aug 98	Communication training for Publicity Officer, BEPA arranged at PIM, Lahore.
4.5 To familiarize BEPA staff with waste water treatment and pollution control technology.	Activity planned for Oct-Dec. 98	

## Component #5: Private Sector

Original LFA Activities	Planned 1998	EMT's Analysis of Current Situation
5.1 To establish consultative mechanisms aimed at initiating a dialogue with private sector.	To initiate interest groups/roundtable on industry and urban issues May 98	Initial meetings of Industry and Urban Environment Interest groups held. Interest Group on Mining and Minerals still to be initiated.
5.2 To prepare a strategy for strengthening the role of the private sector in developing and implementing the BCS, particularly in relation to EIA procedures and the NEQs.	Separate sub-strategies on industries and urban environment produced between Feb and Oct. 98	Separate Sub-Strategies for urban environment, industry, and mines & minerals commissioned.
<u>New activity:</u>	Rapid environmental survey of Hub and Winder, June 98	Intern was appointed, but rapid environmental survey exercise proved unsuccessful.
<u>New Focus:</u>	Urban Activities	See 5.1 and 5.2 above.

## Component #6: Nongovernmental Organizations

Original LFA Activities	Planned 1998	EMT's Analysis of Current Situation
6.1 To recruit an NGO Coordinator.		Orientation provided to new NGO Coordinator.
6.2 To carry out a baseline survey of current NGO work, in order to identify strengths, weaknesses, constraints and opportunities.	Phase-2 survey to be decided (Merged with 6.4)	In progress. (see 6.4 below)
6.3 To develop an NGO/Community Strategy through a series of consultative workshops.	NGO interest group (on going activity); NGO sub strategy Feb to Oct, 97; Focus on NGO involvement in BCS process	An Interest Group on NGOs is now functional and involved in the development and review of NGO Sector Sub-Strategy, which has been commissioned.
6.4 To carry out a needs assessment of selected NGOs and CBOs, followed by custom-designed training programmes to meet identified needs.	Subsumed under now head of capacity building which include training need assessment (June, 98), Training events (4 events in 98) and mobilization workshop (May, 98)	Needs Assessment still in progress. One Environmental Orientation Workshop organized by IUCN-P in April 1998 (same as for Environmental Education; with NORAD co-funding).
6.5 To strengthen the environmental management work of selected NGOs, through the provision of technical advice, training and other inputs.	Subsumed within 6.4 above	See 6.4 above.
<u>New Activity:</u>	Gender, including training (Aug. 98) & workshop for BCS team (April 98)	Two-day gender sensitization workshop for BCS Team in June 1998. Training not held yet.
	Linkages and Networking	Ongoing activities.

## Component #7: Environmental Legislation

Original LFA Activities	Planned 1998	EMT's Analysis of Current Situation
7.1 To carry out a review of existing environmental legislation and assess the need for new laws to support the BCS.	Identify and collate legislation on ground water by July, 98	Postponed to end August, 1998.
7.2 To establish links with other provincial initiatives on environmental legislation (in particular, BNRMP).	"Strengthening" from April, 98 onwards; Also reflected in new activity head on assisting BEPA on priority legislation	BNRMP project has remained inactive during this period and has been restructured. Information on other provincial initiatives not provided.
7.3 To prepare draft framework and sectoral legislation as necessary.	Draft wildlife policy for Balochistan, July, 98	Draft wildlife policy for Balochistan still in preparation. Workshop on model Wildlife Law held in May 1998; comments collected.
7.4 To organize a series of consultative workshops to review the draft legislation.	Facilitate consultation on forestry policy, and wildlife legislation; PEPA 97 workshop April 98	Seminar on Pakistan Environmental Protection Act, 1997 held in May 1998 (co-funded by NORAD).
7.5 To revise the draft legislation in the light of feedback from the consultative workshops, and present the final versions for consideration by GoB.	Reframed as consultation through interest group on legislation, May 98	Draft Wildlife Law for Balochistan to be produced during November-December, 1998.

## Component #8: Demonstration Projects

Original LFA Activities	Planned 1998	EMT's Analysis of Current Situation
8.1 To identify demonstration projects based on input from consultations with stakeholders.	Identification of potential demonstration on going activity	Identified the following new potential projects to the Steering Committee: a) Management of Dureji Wildlife Sanctuary, and b) Conservation of Marine Turtles.
8.2 To design/assist in designing demonstration project.	Input on proposal on Zingi Nawer Lake (Aug. 98)	The BCS Steering Committee has asked for a Concept Paper on this proposal. Some headway on Ziarat Junipers and 'Rickshaw' proposals; Hanna Lake proposal dropped; no further headway yet on Water Recharge project.
8.3 To assist in implementing and monitoring demonstration project.	Dropped	The BCS Team, Steering Committee, and stakeholders identified a need to give higher facilitation focus on this component and activity.



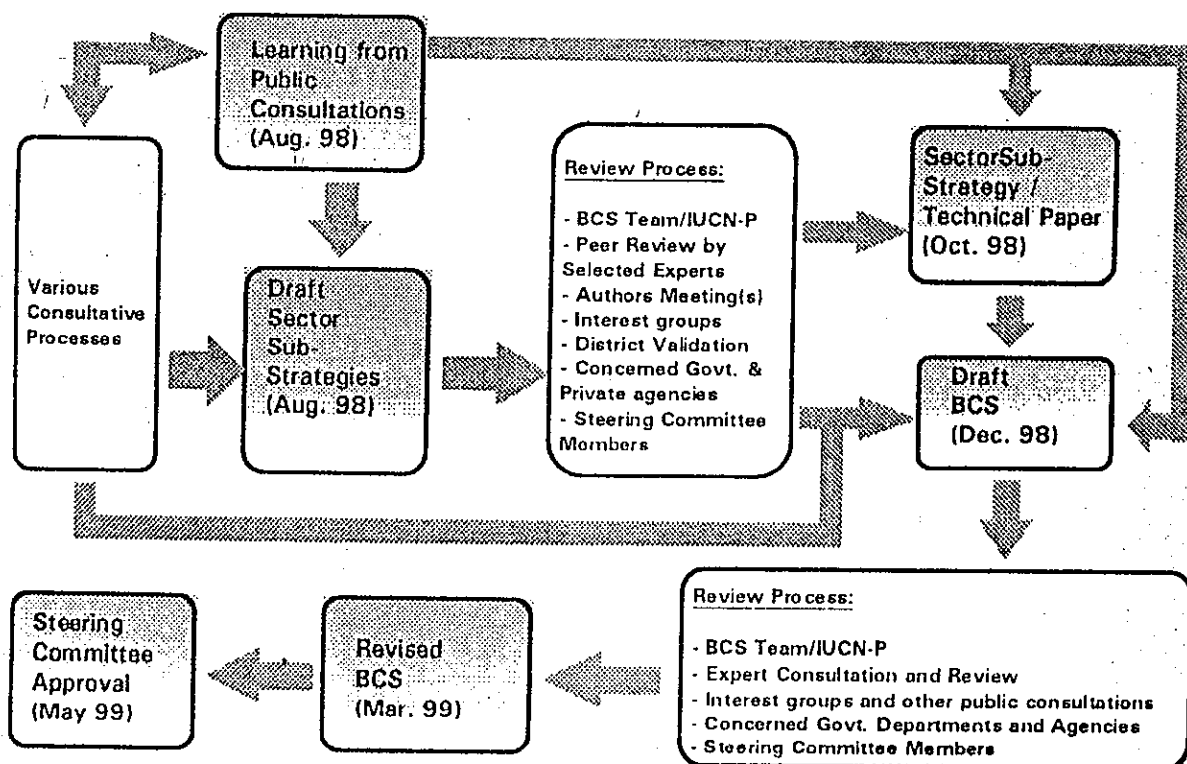


## ANNEX V: BCS Review Processes (Assessment Workshop-1)

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 purpose of the exercise was to:

- ❖ 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 dates and deadlines associated key BCS documentation, and
- ❖ establish a common understanding of how, and why, key documents are linked to each other.

**FIGURE A5.1: BCS Documentation Review Strategy**



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 Sector Sub-Strategies—some of which will become BCS Technical Papers at a later appropriate stage. It was argued (by the BCS Technical Advisor), that the review process should be designed for, and guided by, the following set of four indicators; which also reflect the purpose of initiating the review process in the first place:

- ❖ Accurate reflection of issues and trends.
- ❖ Realistic policy options and recommendations.
- ❖ Adequate opportunity for relevant stakeholders to comment.
- ❖ Appropriate treatment and coverage of cross-cutting issues.

It was also suggested that while these indicators also hold true for the review process of the draft BCS, three additional goals should be kept in mind in designing the review process for the later:

- ❖ Ensuring ownership of the document by policy makers.
- ❖ Ensuring ownership of the document by implementers (within and outside government).
- ❖ Ensuring ownership by the broader BCS constituency.

The following key points were made regarding the review process(es):

1. All members of the BCS Team and relevant units and individuals at IUCN-P will be involved in reviewing all Sector Sub-Strategies and all chapters of the draft BCS.
2. Lists of selected experts—reflecting local expertise, national expertise and cross-sectoral linkages (see Annex VII)—should be made for each Sector Sub-Strategy review and receipt of comments from these key reviewers should be vigorously pursued through follow-up.
3. Authors and the BCS Secretariat will work together to produce clear and concise briefs/executive summaries of each sector Sub-Strategy which will be used (instead of, or in addition to, the full paper) at Interest Group meetings, Public Consultations, Steering Committee review, review by government departments and agencies, etc.
4. Some form of an authors conference, or a set of authors meetings, will be designed to ensure that authors and experts from cross-cutting sectors get adequate opportunity to comment on Sub-Strategies in related areas.
5. Findings of the Sector Sub-Strategies and the draft BCS will be validated through public consultations. Overall, therefore, the BCS would go through three rounds of public consultation—first, before the production of Sector Sub-Strategies; second, to review and 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 levels) for comment and review. It was suggested that lists of relevant departments (Provincial as well as Federal) should be prepared.

## **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 have expressed a need to begin thinking about what shape, or shapes, the final BCS document should take and how might one define a "quality" BCS. In response to this felt need, the EMT initiated a team brainstorming exercise on the following two questions:

- ❖ What could/should the possible final BCS "products"?
- ❖ What are the indicators of a "quality" BCS?

Surprisingly, the response to the first question remained lukewarm from all except the BCS Technical Advisor. All ideas, except that of an environmental education training module, came from the BCS Technical Advisor. These are listed in Table A6.1.

**TABLE A6.1: BCS "Products"**

---

• Balochistan Conservation Strategy (Main Technical Document) •
• BCS Sector Sub-Strategies (some will be converted to BCS Technical Papers) •
• Standalone BCS Synthesis in Urdu (or 'popular version'; around 20-30 pages) •
• BCS Executive Summary (in English and Urdu) •
• BCS 'Popular Version' on Audio Tape (in local languages) •
• BCS Video •
• CD-Rom version of BCS Technical Document, Sector Sub-Strategies, and related data •
• BCS Brochure (focussing on 'What is the BCS?') •
• Sector Technical Sheets (1-2 pages each) •
• Environmental Education Training Module •

---

During the discussion, it was pointed out by the Head of IUCN-Balochistan that at this point only the BCS Technical Report and supporting Sector Sub-Strategies could be committed to. All other ideas could only be explored during the next phase. He did, however, add that given the availability of resources some of these 'products' may be obtainable during this phase, but no commitments could be made at this stage.

When asked to prioritize his list, the BCS Technical Advisor, said that after the BCS Main Technical Report and the Sector Sub-Strategies the three most important 'products', in terms of overall BCS acceptability and efficacy, would be: a) the BCS Brochure, b) a BCS Popular version on Audio Tape in local languages, and c) the standalone BCS synthesis in Urdu.

The ideas raised during the brainstorming on the second question—What are the indicators of a "quality" BCS?—are presented in Table A6.2. All ideas suggested are listed here (NOT in order of priority).

**TABLE A6.2: Indicators of a "Quality" BCS**

• Reliability/validity of information •
• Clear reflection of key issues raised by stakeholders during public consultations •
• Clearly defined recommendations to address these issues •
• Practical and useable findings •
• Accurate reflection of issues and trends •
• Consideration and treatment of cross-sectoral linkages •
• Identification of realistic policy options •
• Ownership by key constituencies •
• Understandable (simple language) •
• Not very bulky •
• Document should be standalone in and of itself •
• Good structure and indexing •
• Relevance to Balochistan's context •
• 'Doable' and 'Implementable' •
• Clear identification of implementers •
• Clear articulation of what to do (not allowing anyone an escape hatch) •
• Flexibility—Dynamic document and process •
• 'Monitorable', with defined and measurable indicators of success •
• Clear definition of goals? •
• Gender sensitive •
• Focussing on attitudinal change •
• Careful about not raising false expectations •

This is a preliminary list that still requires further discussion (within the BCS Team) and refinement. At this point it is merely a long wish-list of not mutually exclusive attributes. However, it could be the starting point of a useful team discussion which could potentially lead to a more focussed and defined set of indicators of exactly how the quality of the BCS document, and its impact, might be judged by its future evaluators. It is presented here in this light, and in the hope that the BCS Team may find the time and inclination at a later stage to take this exercise to its logical next (and much more exciting) step.

## **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,
- ❖ highlight a checklist of key issues that are to be explored in more than one Sub-Strategy, and
- ❖ trigger early thinking on how cross-sectoral linkages might be addressed during the Sub-Strategy review process.

To organize a team brainstorming on cross-sectoral linkages, the EMT presented the BCS team with a nine-by-nine matrix which listed the natural resource sectors identified by the BCS (for which Sub-Strategies are being developed) on each dimension.<sup>1</sup> The two thematic sectors of Nongovernmental Organizations and Environmental Education and Communication were not included in the matrix because they are cross-cutting by nature and therefore equally linked to all other sectors. Other cross-cutting issues on which papers have not yet been commissioned were also not included for similar reasons.

The BCS team was then asked to individually fill out the matrix according to the strength of inter-linkage between each pair of sectors. Thus, a three denoted a strong linkage between any pair of sectors, two denoted moderate linkages, one denoted slight linkage, and zero denoted no linkage. These individual assessments formed the basis of a group discussion which resulted in a team assessment of the strength of linkages between sectors. Matrix A7.1 presents this assessment.

For the purpose of obtaining comparable assessments it was decided to focus on how much of a particular sector's Sub-Strategy would likely be discussing issues also covered in the Sub-Strategies of other related sectors. While this approach forced a certain discipline to the exercise, it did create a certain problem in a few selected cases. For example, while issues related to water can be of significant importance to the mining sector, the issues pertaining to mining may be of relatively less importance to the water sector as a whole. Given the paucity of time, and because this was only a preliminary exercise, it was decided to focus only on the stronger of the linkages in cases where the

---

<sup>1</sup> This exercise built on an earlier discussion (led by the BCS Technical Advisor) on the issue of cross-sectoral linkages and how they are to be addressed in the BCS. During that discussion the BCS Technical Advisor presented a set of three unfilled matrices which could be used to depict the relationships between sectors, and between sectors and cross-cutting themes and key stakeholders, respectively. (In some cases the sectors were further sub-divided into components; for example, the water sector was divided into water use for irrigation, domestic purposes and industrial use.) The EMT conducted its preliminary brainstorming exercise for exploring the cross-linkages between various sectors, to encourage the BCS Team to utilize the other matrices in whatever ways they considered most appropriate (hopefully through team brainstorming).

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

Another important point relates to how the individual preferences were converted into a group opinion. In a number of cases the assessment of all members of the team was the same and therefore no discussion was required. In a majority of cases, however, significant differences in assessment existed between individual BCS team members. In all such cases proponents of various views were asked to explain why they had assigned a particular strength to a particular linkage. This discussion was particularly rich and brought out a number of issues that particular individuals had missed in their own assessments. For example, the importance of preserving traditional practices of water management was raised as the reason why there is a strong linkage between the water and the cultural heritage sectors. In most cases, this discussion led to the emergence of a consensus view. In the few cases where this was not possible, a range of assessments was agreed upon (for example, zero-to-one in the case for the link between agriculture and coastal and fisheries, or two-to-three in the case between industry and urban environmental issues).

**MATRIX A7.1: BCS Cross-Sectoral Linkages**

	Mining and Minerals	Urban Issues	Culture and Tourism	Coastal and Fisheries	Water	Industry	Forests and Wildlife	Livestock and Rangelands	Agriculture
Agriculture	1	1	1	0-1	3	2	3	3	<b>3</b>
Livestock and Rangelands	0-1	1	1	1	3	2	3	<b>3</b>	
Forests and Wildlife	2	1	3	2-3	3	1	<b>5</b>		
Industry	3	2-3	1-2	3	3	<b>4</b>			
Water	2	3	3	3	<b>7</b>				
Coastal and Fisheries	3	2	3	<b>5</b>					
Culture and Tourism	1	3	<b>4</b>						
Urban Issues	0-1	<b>3</b>							
Mining and Minerals	<b>2</b>								

**NOTE:** The numbers (*in italics*) in black boxes denote the total number of other sectors with which this sector demonstrates a STRONG linkage. Wherever a range is specified, the stronger of the values is used for this calculation.

- 3 denotes a STRONG linkage between sectors.
- 2 denotes a MODERATE linkage between sectors.
- 1 denotes a SLIGHT linkage between sectors.
- 0 denotes a NEGLIGIBLE linkage between sectors.

In analyzing the results of the exercise, the EMT has focussed on the areas where a strong linkage has been identified by the BCS team. The digit presented in italics in the black boxes represent the total number of other sectors with which a particular sector has strong cross-linkages. Water, for example, is deemed to have strong linkage with every other sector except Mining and Minerals, with which a moderate linkage has been identified. The EMT was assured that these importance cross-linkages will be accounted for during the sectoral and BCS review processes and adequate space and time will be structured for experts from related sectors to interact with each other and explore the issues and options that span more than one sectors.

## **ANNEX VIII:** **BCS Project Office and Management Restructuring**

Effective May 1, 1998, the management structure of the BCS project—and of the IUCN Balochistan Programme—underwent two sets of major changes.

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 NGO Coordinator at Block No. 6, Main Secretariat, GoB; and the Head of IUCN-Balochistan at Marker House on Zarghoon Road. As of May 1, 1998, the BCS staff was relocated to Marker House which now serves as the principal office of IUCN-Balochistan Programme as well as the BCS Project (and more recently also of SDNP, Quetta). The key features of this relocation are as follows:

- ❖ The BCS Technical Advisor, Communication and Education Coordinator, and NGO Coordinator have been permanently moved from the Main Secretariat to Marker House.
- ❖ The BCS Project Director, along with one office secretary, maintains the office at Block 3, Main Secretariat in the morning in accordance with government timing and move to Marker house in the afternoon.
- ❖ One room at Marker House has been partitioned to form separate cubicles for the Head of IUCN-Balochistan and the BCS Technical Advisor.
- ❖ One room at Marker House accommodates the Communication and Education Coordinator, NGO Coordinator, and the BCS Project Director (during the afternoon).
- ❖ One room at Marker House is maintained as a guest room for visitors.
- ❖ A small room at Marker House serves as the office of the Finance Officer.
- ❖ An enclave at Marker House serves as the office of the Administrative Officer.
- ❖ The lobby of Marker House houses a secretarial pool of two office secretaries.
- ❖ A conference room is maintained at Marker House.

The second major change relates to **management restructuring** which also came into effect on May 1, 1998. The office memorandum from the IUCN-P Country Representative (dated May 15, 1998) defines the changes as a move towards a "flatter, web structure". In essence, it translates to a restructuring of reporting responsibilities with the entire BCS team (including the BCS Project Director) reporting directly to the Head of IUCN-Balochistan, "both functionally and administratively"; instead of reporting to the BCS Project Director.

Table A8.1 seeks to highlight the nature of these changes. The top two-thirds of the table summarizes the individual responsibilities of each BCS Team member as outlined in their original Terms of Reference (TORs).<sup>1</sup> The bottom one-third highlights the key changes in responsibilities and reporting lines brought about by the management restructuring.

---

<sup>1</sup> It should be noted that this table is identical to Table A7.1 in the First External Monitoring Report.

**TABLE A8.1: Responsibilities of BCS Team—  
Before and After Management Restructuring**

	<b>A.L. RAO<sup>2</sup></b>	<b>IQBAL A. KIDWAI</b>	<b>JULIAN T. INGLIS</b>	<b>FAUZIA D. TAREEN</b>	<b>NADIR GUL</b>	
	<i>Head IUCN Balochistan</i>	<i>Project Director, BCS</i>	<i>TECHNICAL ADVISOR, BCS</i>	<i>COMM. &amp; EDU. COORDINATOR, BCS</i>	<i>NGO COORDINATOR, BCS</i>	
<b>Responsibilities as Defined in Original TORs</b>	<ul style="list-style-type: none"> <li>• Provide conceptual guidance to BCS and ensure quality.</li> <li>• Supervise BCS Support Unit and maintain financial and administrative discipline.</li> <li>• Represent IUCN in Balochistan.</li> <li>• Develop IUCN Balochistan Programme</li> <li>• Ensure close linkages with IUCNP thematic units and programme offices.</li> <li>• Assist IUCN Partners in Balochistan.</li> <li>• Maintain liaison with donors.</li> </ul>	<ul style="list-style-type: none"> <li>• Operationalize and implement the BCS project.</li> <li>• Formal and Informal consultation with relevant government agencies and creation of focal points in key departments of GoB.</li> <li>• Provide technical assistance to relevant agencies.</li> <li>• Promote a participatory culture in government system.</li> <li>• Ensure close linkages with IUCNP thematic units and programme offices.</li> <li>• Liaison with P&amp;D and other govt. depts. and provide them technical support re. BCS.</li> <li>• Provide leadership to BCS Support Unit.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for the development of quality BCS document.</li> <li>• Providing strategic planning support to BCS project and IUCN Balochistan for managing natural resources, urban env., and industry.</li> <li>• Provide input into thematic and sectoral sub-strategies.</li> <li>• Reviewing sector sub-strategies and synthesizing into BCS.</li> <li>• Assisting Proj. Dir. in identifying investment portfolio, inputs to 9th five year plan, and BCS demo. projects.</li> <li>• Advising and supporting BCS training and capacity building activities.</li> <li>• Advising on env. edu. and env. comm.</li> </ul>	<ul style="list-style-type: none"> <li>• Build constituencies to support env. comm. and env. edu. at large.</li> <li>• Take lead in developing an env. communication and an env. education strategy as integral parts of the BCS.</li> <li>• Facilitate Roundtables on environmental communication and env. education.</li> <li>• Facilitate capacity building of key media and edu. institutions.</li> <li>• Facilitate relevant agencies to design and implement key environmental communication and education projects.</li> <li>• Link with and support communication programs of BEPA and BNRMP.</li> <li>• Assist in BCS training programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate public consultations with NGOs, CBOs and VO's.</li> <li>• Carry out need assessment of NGOs, CBOs, VO's, etc. and assist them in developing programs to meet their needs.</li> <li>• Mobilize people through NGOs, etc. for self-reliant action against env. degradation.</li> <li>• Facilitate better government-NGO relationship.</li> <li>• Liaise effectively with NGO unit in Karachi and relevant IUCN persons in Peshawar, Islamabad and Gilgit.</li> <li>• Convince govt. of the need for partnering with people through NGOs, CBOs, VO's, etc.</li> <li>• Facilitate networking of NGOs.</li> </ul>	
	<b>Impact of Management Changes</b>	<ul style="list-style-type: none"> <li>• All BCS professional staff now report directly to Head of IUCN-Balochistan for all functional and administrative issues.</li> <li>• Responsibility for providing "leadership to BCS Support Unit", earlier with BCS Project Director, now rests with Head of IUCN-Balochistan.</li> </ul>	<ul style="list-style-type: none"> <li>• No longer responsible for administrative and financial issues or direct oversight of other members of the BCS Team.</li> <li>• Principal focus on liaison with government and other agencies, and on organizing consultations.</li> </ul>	<ul style="list-style-type: none"> <li>• Now reports directly to Head of IUCN-Balochistan.</li> <li>• Responsible for providing technical guidance and input to IUCN-Balochistan office, as and when required.</li> </ul>	<ul style="list-style-type: none"> <li>• Now reports directly to Head of IUCN-Balochistan.</li> <li>• On thematic issues related to env. communication and education will receive direction from IUCN-P's Head of Social Sectors, Env. Communication Unit, and Env. Education Unit.</li> <li>• Will liaise closely with BCS Project Director and Technical Advisor.</li> </ul>	<ul style="list-style-type: none"> <li>• Now reports directly to Head of IUCN-Balochistan.</li> <li>• On thematic issues related to NGOs and CBOs will receive direction from IUCN-P's Head of Social Sectors and NGOs and Community Organizations Unit.</li> <li>• Will liaise closely with BCS Project Director and Technical Advisor.</li> </ul>

<sup>2</sup> - The Head of IUCN's Balochistan Programme, Mr. Abdul Latif Rao, notes that his TOR is a long-term document designed to be relevant beyond the BCS project and that presently the main initiative in Balochistan is the BCS Project where the current focus is to ensure that it is completed on time and with the requisite quality of outputs.



## **ANNEX IX:**

### **BCS Team's Use of Time, March-August 1998**

During individual interviews, each BCS Team member was asked to list the major heads of activity that consumed their time during the period between the first and second External Monitoring Missions. They were then asked to provide rough estimates of what percentage of their total time was consumed by each of these activities. The responses received are listed in Table A9.1.

**TABLE A9.1: Use of Time by Activity, March-August 1998**

<b>A.L. RAO</b>	<b>IQBAL A. KIDWAI</b>	<b>JULIAN T. INGLIS</b>	<b>FAUZIA D. TAREEN</b>	<b>NADIR GUL</b>
<i>Head IUCN Balochistan</i>	<i>Project Director, BCS</i>	<i>TECHNICAL ADVISOR, BCS</i>	<i>COMM. &amp; EDU. COORDINATOR, BCS</i>	<i>NGO COORDINATOR, BCS</i>
General Project Management	District Meetings and Follow-up	District Consultations	District Consultations	BCS Workshops and Events
<b>35%</b>	<b>35%</b>	<b>5%</b>	<b>10%</b>	<b>20%</b>
Project Planning	Interest Groups, Workshops, etc.	Interest Groups, Workshops, etc.	Interest Groups, Workshops, etc.	Interest Groups
<b>15%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>
Development of Sector Sub-Strategies	Organizing Steering Comm. Meetings, etc.	Author Selection for Sector Sub-Strategies	Env. Education and Communication Sub-Strategy	NGO Sector Sub-Strategy
<b>40%</b>	<b>15%</b>	<b>20%</b>	<b>35%</b>	<b>20%</b>
	General Liaison with Government	Outlines for Sector Sub-Strategies	General Communication and P.R.	General Support and P.R. Activities
	<b>15%</b>	<b>20%</b>	<b>10%</b>	<b>15%</b>
		Follow-up with Sector Authors	Attending Events of Other Projects, etc.	NGO Baseline Survey
		<b>20%</b>	<b>10%</b>	<b>15%</b>
Miscellaneous	Miscellaneous	Miscellaneous	Miscellaneous	Miscellaneous
<b>15%</b>	<b>15%</b>	<b>15%</b>	<b>15%</b>	<b>10%</b>

The table necessarily presents a rough picture since the numbers are broad estimates and were allocated by rapid recollection rather than systematic time accounting. Moreover, it should be highlighted that since the activity heads were generated by the respondent (as opposed to a standard set being provided by the EMT), different BCS Team members tended to define the activities differently. For example, the BCS Project Director, Technical Advisor and the Communication and Education Coordinator chose to lump Interest Groups and other BCS events (such as workshops) as one activity, while the NGO Coordinator broke this up into two separate activities. Similarly, the Head of IUCN-Balochistan defined his activity heads very differently from the rest of the team. Under his schema, general project management also included the time spent in implementing changes in office location and management structure (see Annex VIII), external relations, and other management sundries. Similarly, he subsumed issues such as district consultations or interest groups within the heads of project planning and development of Sector Sub-Strategies. Finally, it should also be noted that although the table has been rearranged to place similar activities in the same row, any comparisons across rows are of limited utility because of reasons already discussed.

Having said the above, the table does provide a useful picture of the activities that each team member considered to be important in the period under review and provides a reliable, even if rough, overview of how the BCS team utilized its time in the last five months. A rapid analysis of Table A9.1 highlights two key points:

- ❖ Even though none of the BCS Team members is directly involved in writing a Sector Sub-Strategy, the development of these papers was the major activity for the team during this period. This involvement included author selection, reviewing outlines, following-up with authors, collecting and providing research material to authors, organizing and attending Interest Group meetings for authors, etc. The Head of IUCN-Balochistan claims spending as much as 40% of his time in activities related to Sector Sub-Strategies, the BCS Technical Advisor estimates that 60% of his time was spent in such activities, while the Communication and Education Coordinator and NGO Coordinator feel that 35% and 20% of their time, respectively, was spent in assisting in the development of their sector's Sub-Strategies.
- ❖ Organizing and attending various events (including District Consultations, Interest Group Meetings, and other Workshops, etc.) also consumed a significant amount of the Team's time. This included 55% of the Project Director's time, 40% of the Communication and Education Coordinator's time, and 40% of the NGO Coordinator's time.

# **ANNEX X:** **Monitoring Protocol for Third EMT Mission**

## **• Period of Monitoring for Third Mission**

- ❖ From August 1998 to date of third mission.

## **• Key focus for next mission (in addition to progress on other issues)**

- ❖ Sector Sub-Strategies and their conversion to BCS Technical Papers (including papers on crosscutting themes which have not been commissioned yet).
- ❖ Draft BCS Chapters and the emerging shape of the final document.
- ❖ Role of Steering Committee.
- ❖ Progress on various consultative mechanisms with special emphasis on the level of understanding of BCS amongst key stakeholders.
- ❖ Future 'implementability' of the BCS.
- ❖ Workplan for 1999.

## **• Meetings**

- ❖ Since the main focus of the third mission will be on the draft BCS document, the format of meetings may need to be different. In particular, detailed meeting(s) with relevant BCS team members (particularly the Technical Advisor) would be required to get a deeper understanding of the key elements and recommendations of the BCS.
- ❖ The following meetings will be helpful for general BCS monitoring:
  - A presentation on progress since last EMT mission and on the BCS document from the BCS Team on the first day in Quetta.
  - Individual meetings with BCS team members.
  - At least one day of group meeting with BCS team with open agenda.
  - A day visit to a selected district where consultations have been held.
  - A day visit to IUCNP-Karachi, to review inputs of thematic units to BCS.
- ❖ In addition to the above, the following meetings will provide insights from the BCS constituency:
  - Individual meetings with key Steering Committee members, including the Chair.
  - Meetings with key stakeholders, including partners in government, NGOs and the private sector and selected participants in various consultative forums.
  - Selected sector authors based on relevance at that point in time.
- ❖ Any other meetings that the BCS Team or Monitoring Mission may deem appropriate at the time of the visit

## • Documents to be reviewed & Communication between EMT and BCS

- ❖ The vast bulk of substantive documents associated with the BCS (e.g., sector sub-strategies, draft BCS chapters, report on learning from District Consultations, etc.) are to be produced between the second and the third missions. The EMT places the highest priority on being able to read and review these documents with care and devote to them the time they deserve. **It is vital, therefore, that these be provided to the EMT as soon as they are ready** (in most cases well in advance of the third EMT mission). Wherever possible, electronic copies of these documents may be provided to Mr. Nadeem Afzal at PIEDAR's Islamabad office.
- ❖ The key documents that the EMT would wish to review for the third mission include:
  - BCS Conceptual Framework.
  - Draft of BCS chapters, as and when they are produced (*the BCS Team expects the first draft of the complete BCS to be ready by end December 1998; chapters should be sent to the EMT as they become ready*).
  - Sector sub-strategy drafts.
  - Comments received during sub-strategy review.
  - Final report of learning from District Consultations.
  - Latest version of Workplan, including 1999.
  - Any internal review report, if produced.
  - Minutes of Steering Committee meetings.
  - All other documents and reports produced.
  - List of key events and achievements between August, 1998 and the Third External Monitoring mission and accompanying records, if any.
  - Workplan for 1999.
  - Any other document that the BCS might want the mission to review, or vice versa.
- ❖ The contact persons for communication between the External Monitoring Team and the BCS Team will be Mr. Nadeem Afzal and Mr. Abdul Latif Rao respectively.

## • Timing of future EMT missions

- ❖ The third EMT mission will be held by the beginning of January, 1999.
- ❖ It is proposed that the fourth EMT mission be held during May-June, 1999.