

Evaluation Abstract

Title, author and date of the evaluation report:

Pakistan Environment Program (PEP), 2nd Monitoring Mission, conducted by Dr. Pervaiz Amir, Bernard Boudreau and Eric Kamphuis, November 2004

Name of project, programme or organizational unit:

Pakistan Environment Program (PEP)

Objectives of the project, programme or mandate of the organizational unit:

Goal: To improve Pakistan's capacity to achieve environmentally sustainable forms of economic and social development.

Purpose: To facilitate the implementation of the National Conservation Strategy (NCS) by building the capacity of various Pakistani institutions.

IUCN area of specialisation: Conservation strategies

Geographical area: Pakistan

Project or programme duration, length of existence of organisational unit: Phase I (July 1994 – June 2002); Phase II (November 2002 – November 2005)

Overall budget of the project, programme or organizational unit: CIDA (18,685,000 Canadian dollars, 1994 – Nov 2005); RNE (150,000,000 Pakistani Rupees, Feb 2004 – Feb 2007)

Donor(s): Canadian International Development Agency (CIDA); Royal Netherlands Embassy (RNE)

Objectives of the evaluation:

The following were among the major objectives of the 2nd Monitoring Mission:

- To assess various programme aspects, including project management, leadership, gender awareness, and technical themes;
- To advise on the Performance Monitoring Framework, including finalization of indicators and collection of reliable data.

Type of evaluation: Programme

Period covered by the evaluation: July 2003 – June 2004

Commissioned by: CIDA and RNE

Audience: IUCN-Pakistan, government and NGO partners

Evaluation team: External

Methodology used:

The monitoring mission followed a three-stage approach: 1) review of relevant PEP documents (semi-annual reports, in particular); 2) extensive interviews with stakeholders (including PEP managers and partner institutions' staff); group discussions with project beneficiaries; and debriefing sessions with donors; and 3) report compilation.

Issues Covered:

The following were among the main issues covered:

- Assess progress made towards the achievement of results at the outcome and output levels;
- Assess the extent to which the cross-cutting themes of gender equality, poverty and environment, and knowledge management are effectively integrated and progress made;
- Review the overall project management, including management systems and procedures;
- Evaluate the potential for achieving sustainability and for stakeholders assuming ownership;
- Track down the project's reach, critical assumptions, risks, and risk mitigation strategies;
- Assess performance in terms of relevance of results, sustainability, shared responsibility, appropriateness of design, resource allocation, and informed and timely action;
- Evaluate the ratio between costs and results, etc.

Findings:

Expected output results have been scored on a five-point scale, ranging from 1 ('Likely to be completely achieved') to 5 ('Unlikely to be realized'), and including an estimate of X ('Too early to judge'). The following are excerpts of the performance scores:

Score of 1: Sectoral and sub-sectoral policies developed from a sustainable development perspective; increased and diversified financial support.

Score of 2: Improved and effective core capacities of the Sustainable Development Policy Institute (SDPI), IUCN-Pakistan, and the Environment Section of Pⅅ gender issues integrated into policy, planning and implementation.

Score of 3: Improved and effective core capacities of the National Conservation Strategy Unit (NCS) of the Ministry of Environment (MoE); policies adopted in up to 3 provinces; increased awareness, knowledge, demand and support for the environment; a fully resourced reference information base.

Score of X: sustainable development plans developed in at least one district and implementation partially facilitated; stakeholders' capacity for environmental monitoring and compliance under the Pakistan Environmental Protection Act enhanced; improved core capacities of MoE Environment Wing and the Pakistan Environmental Protection Agency (EPA).

The report also presents a number of findings and recommendations organized along the following topics: (1) PEP Follow-Up (2) Themes and Issues (including policy issues, core themes, advocacy, capacity enhancement, constituency, and gender); (3) Institutions; and (4) Management (including leadership and organization, budgeting, financial systems, funding, performance monitoring, risk management, and programme monitoring).

Recommendations:

The report contains a comprehensive list of recommendations, some of which are highlighted below:

- Policy Issues: A clear re-orientation to "applied and problem solving research" must be followed with high value "targeted themes" during the remainder of the project period.
- Core Themes: The future challenges in the water area require immediate upgrading of the institutions capabilities and broadening the scope of such analysis with a clear national agenda.
- Advocacy: Greater attention will be needed in future to identify, document and make available "World best practices" suited to the Pakistani context.
- Capacity Enhancement: More clarity is however needed about IUCNP's mandate in the project operation. Now it appears that the organisation can be held responsible for programme performance in general without having any formal authority vis-à-vis the other partners.
- Constituency: Although most activities carried out by PEP Partners will build a wider constituency equipped with adequate capacity to promote environmental agenda in Pakistan, there is no single theme that stands out to bring out 'la raison d'être' of PEP. PEP Partners should select a few key

themes that would help to bring partners together such as Gender and the Environment, the role of media in the environment sector, Environment Assessment as a planning tool, etc.

It also offers a series of recommendations targeted at each partner institution (NCS Unit, Environment Wing, EPA, SDPI, Environment Section, and IUCNP) and suggestions regarding the programme's management, monitoring, and financial systems.

Lessons Learned: Not specified

Language of the evaluation: English

Available from: IUCN Global Monitoring and Evaluation Initiative, Gland, Switzerland