

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

10th - 18th June 2001

by

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

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Executive Summary

Co-ordinated by the P&D Department of the NAA, technically supported by the IUCN and co-funded by SDC and NORAD, a support project of three years was launched mid 1999 aiming at the participative formulation of a “Northern Areas Conservation Strategy”. After nearly two years of work, a mid-term review (MTR) was conducted.

As a result, the support project team and their direct partners proved to be very dedicated and competent. In a relatively short period of time, they were successful in creating both a high level of understanding of the potential use of the future NACS and a broad commitment to it from various stakeholders. The *overall assessment* is therefore that the ***project deserves to be strongly supported by all partners for its future work and the completion of its activities.***

Correspondingly, the review appreciates that many activities led by the project are well on track, requiring only few improvements. In relation to some other topics, while recognising the quality of the work done so far, the review suggests however some more significant course corrections:

- The issue of ownership towards the NACS is to be given a stronger attention;
- The Steering Committee is very active but should envisage to enlarge its membership to the civil society and to improve its connectivity with key mechanisms and processes;
- The facilitating role of the support project and the use of ongoing processes and operating mechanisms for increasing the quality of partnerships are to be given more thinking;
- A more comprehensive concept for capacity building is to be established with relatively more emphasis given to “learning by doing” and “on the job training”;
- More innovative thinking might be introduced, especially in terms of new collaborative mechanisms and in relation with the background papers to be established;
- The issue of pilot projects and their use in the overall process is to be cleared out;
- A progressive shift from activity monitoring to more results oriented monitoring, based on concrete indicators, might increase process transparency and commitment of stakeholders.

Specific recommendations are brought in relation to the pre-cited topics and additional comments are provided on issues like pilot projects, capacity building and monitoring system.

List of Acronyms

AKDN	Aga Khan Development Network
AKES	Aga Khan Education Services
BCS	Balochistan Conservation Strategy
CBOs	Community Based Organisations
FPs	Focal Points
GFPs	Government Focal Points
IGs	Interest groups
IUCN	World Conservation Union
KANA	Kashmir Affairs and Northern Areas (a Ministry of Govt. of Pakistan)
MTR	mid-term review
NAA	Northern Areas Administration
NACS	Northern Areas Conservation Strategy
NALC	Northern Areas Legislative Council
NAs	Northern Areas
NCS	National Conservation Strategy
NGOs	non governmental organisations
NORAD	Norwegian Agency for Development
NRM	natural resources management
P&DD	Planning and Development Department
RTs	Roundtables
SC	Steering Committee
SDC	Swiss Agency for Development and Co-operation
SPCS	Sarhad Provincial Conservation Strategy
TORs	terms of reference
WWF	Worldwide Fund for Nature

Table of contents

<i>Table of contents</i>	4
<i>Background of the Mid-Term Review</i>	5
Introduction	5
Composition of the review team	5
Acknowledgements	5
Documentation	5
Methodology	5
Major issues addressed during the mid-term review	5
Overall assessment	6
<i>Major findings</i>	7
Ownership, Partnerships and Facilitating Role	7
Capacity Building	8
Processes and institutional mechanisms	9
Learning mechanisms	10
Management issues	11
<i>Main Recommendations</i>	11
Ownership, Partnerships and Facilitating Role	12
Capacity Building	13
Processes and institutional mechanisms	13
Learning mechanisms	15
Management issues	16
<i>Specific Notes</i>	16
On Pilot Projects	16
On Capacity building	17
On Monitoring	18
<i>Annexes</i>	20
Annex 1 List of Documentation	20
Annex 2 Key issues to be addressed	21
Annex 3 List of persons and organisations met	23
Annex 4 Prioritised Conceptual Framework for the NACS support project	25
Annex 5 List of the participants to the debriefing of 18th in Gilgit	26
Annex 6 Terms of Reference of the Mid-Term Review	27

Background of the Mid-Term Review

Introduction

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

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

Composition of the review team

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

Acknowledgements

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

Documentation

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

Methodology

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

Major issues addressed during the mid-term review

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

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

Overall assessment

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

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

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

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

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

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

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

- The way Roundtables have been put in place and are currently in function is considered appropriate and only their interlinkages might be improved;
- The involvement of various actors and partners is high and partnerships are in creation, indicating for useful networking and only clarification of expectations might deserve more attention;
- The work of communication about and around the future NACS made so far was successful and the level of understanding is high, while maybe the whole process of approval might be broader discussed and communicated;
- The consultative process of the communities is broadly considered as fair, far reaching and in time and only the issue of timely and extensive feedback needs further thinking.

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

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

- The Steering Committee appears to be very active but the enlargement of its membership to the civil society should be envisaged and its connectivity with key mechanisms as Interest Groups or Roundtables should be improved;
- The facilitating role of the support project in the NAs (and therefore that of IUCN) is to be given more thinking and the use of ongoing processes and operating mechanisms for increase the quality of partnerships - and by this the intensity of ownership - are to be improved;
- A more comprehensive concept for capacity building is to be established with relatively more emphasis on “learning by doing” and “on the job training”;
- More innovative thinking should be introduced, especially in relation to drawing the main lessons and introducing new collaborative mechanisms, but also in what the elaboration of background papers is concerned;
- The issue of the pilot project and their use in the overall process is to be cleared out;
- A progress shift from activities monitoring to more results oriented and on concrete indicators based monitoring would considerably increase the transparency of the process and the commitment of the stakeholders.

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

Major findings

Ownership, Partnerships and Facilitating Role

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

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

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

- Linkages with key stakeholders have been established and they have been adequately networked through different process facilitated by the project,
- Stakeholders know, understand and have appreciation of the need to have a strategy,
- Stakeholders participate and contribute directly and indirectly to different stages of the development process,

- Processes of development, decision making and prioritisation related to Strategy development are reasonably transparent and known to the stakeholders,
- Stakeholders know and accept their role in the development of the Strategy and have a fair idea about their role in its implementation.

Generally the assessment on both levels is positive. However there is a need for major improvements in a few processes and minor adjustments in others to enhance ownership of the Strategy development and implementation process and to effectively perform the facilitation role of the project.

At the level of the ownership of the development process, effective networks and partnerships with key players have been established through the project processes and mechanisms. The key stakeholders who have reasonable association with these processes have the required understanding and appreciate the need for a sustainable development and conservation strategy for the NAs. However there is variation in their expectations from such an exercise. Barring a few exceptions there is a fairly high participation in the process and mechanism of development of the Strategy. However at the level of the understanding regarding the whole process of development, decision making, and prioritisation there are quite a few gaps in communication and transparency of the process which have resulted in differences in perception and understanding of these processes. This to some extent has also diluted the understanding of stakeholders' role in the whole process of development, although the participation, involvement and inputs from the stakeholders has not suffered as a result. Because of their high expectations and unclear appreciation of the role in development it is not clear if they would own the final product, even if they participate in its development. There is also a large variation in the stakeholders' expectations from the support project.

At the second level, i.e. ownership of the role in implementation, the debate is at a preliminary stage in most cases. There are also many co-ordination gaps between key stakeholders responsible for implementation especially at the informal, general programme co-ordination. Some of the mechanisms that were facilitated by the project have effectively capitalised on the opportunity to improve informal co-ordination while others have not. On the other hand there is co-ordination at the formal level (project level) where different players are working in partnerships. The implementation roles are also impacted by the institutional reforms. Although the devolution process has not been extended to the NAs, it has been partly enforced through the Poverty Alleviation Programme, with district level planning, project development and approval, within a certain monetary ceiling and community implementation. As Poverty Alleviation Programme (also known as KPP – Khushal Pakistan Program) is something recent, the connectivity of the NACS support project to these changes and new players is still weak. The support project has been able to develop ownership on implementation to some extent through capacity building packages offered to key implementing partners. However this offer has been extended without formal commitment towards implementation.

Capacity Building

Capacity building is one of the principals of the support project for NACS. It is not limited to the current Strategy development phase of the project but is also linked with any future planing of implementation of the Strategy. Therefore the MTR considered the following three dimensions:

Framework of capacity building

The support project has fully realised the need of capacity building of different stakeholders from its very inception. It also understands that capacity building is not only limited to formal training but that informal mechanisms are also essential for learning. As the project itself is process oriented in nature, learning from different mechanisms such as public consultations IGs, RTs, Steering

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

Capacity building/ Institutional strengthening of P&D

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

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

Capitalisation of existing experiences and resources

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

Processes and institutional mechanisms

Interest Groups and Roundtables

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

Public Consultations

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

Communication

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

Steering Committee

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

Focal Points (IUCN and Government)

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

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

Background papers

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

Learning mechanisms

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

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

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

Management issues

Monitoring System

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

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

Position of Technical Advisor

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

June 2002 and beyond

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

Direct access to small funds for the key partners

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

Main Recommendations

All recommendations hereafter are grouped according to the five major issues addressed during the review. They were shared and discussed with a broad participation of stakeholders during an official debriefing on June 18th, chaired by the acting Chief Secretary (see list in [Annex 5](#)). In the following, these recommendations are divided in recommendations of first and second priority.

Most of the activities, which are recommended by the MTR team, are activities that are already part of the Work Plan 2001. The MTR mainly provides advice on “how to conduct them”. In terms of time, there are few recommendations that may require more resources (than foreseen in the Work Plan 2001) and they are indicated as such in the following pages. Doing so, the MTR team is fully

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

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

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

Ownership, Partnerships and Facilitating Role

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Capacity Building

- 1st** A holistic (comprehensive and strategic) concept paper for capacity building should be developed which should address issues such as focus of capacity building, prioritisation of formal and informal training, primary stakeholders of capacity building, etc. (see chapter on Specific Notes). **Additional time**

The project should further develop communication skills and mechanisms which are in line with the local context.

The representatives of Interest Group of Communication and Education should be given special training on communication skills and they may be given the task of local resource persons. **Additional time**

The project should provide for a fast track capacity building support to the NAA, especially to the P&D in short term.

The P&D should also hold a strategic planning exercise, clarifying the vision and role for the Environment Resource Centre.

- 2nd** Capacity building – in particular for P&D – should not be only limited to formal class room training programmes but informal means should also be considered, such as exposure visits, short term attachment/internship with other departments and NGOs, on the job training, seminars and participatory workshops, etc.

In relation to capacity building, an action like the support project can never be “too” aware of its limitations and always has to rethink its priorities in terms of training and clients.

Identify the core team from different stakeholders including Steering Committee to sensitise on sustainable development issues. It may be useful for decision-makers to get general conceptual level training but may be more feasible for implementers to get skill enhancement training such as environmental assessment, etc. Specialised institutes, such as Leadership for Environment and Development (LEAD), Islamabad, could be considered for this purpose.

Processes and institutional mechanisms

Interest Groups and Roundtables

- 1st** To the extent possible, due consideration to gender representation needs to be given. IGs and RTs need to be linked to the Steering Committee, enabling their deliberations and recommendations to be timely considered by the Steering Committee.

IGs and RTs should increasingly debate and arrive on a consensus regarding the following key issues :

- Their potential role viz-a-viz existing decentralised structure of development planning and upcoming Devolution Plan;
- Future perspective (structure, content) after June 2002 (possible “institutional homes” secretariats, resourcing, etc.);

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

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

Public Consultations

2nd The useful information collected through the public consultations needs to be collated and shared with, among others, participants of the consultations. The 16 priority areas identified via this process are too broad an agenda. NAs-specific prioritisation is needed (perhaps, by even finding priority themes within each area). **Additional time**

Communication work

1st Appropriate advocacy with Chief Executive NAs / Minister KANA, NAs Legislative Council and other critical players needs to be given due consideration in view of the future approval of the NACS. **Additional time**

Communication within and across key fora (IGs, RTs, SC, GFPs, IUCN FPs, etc.) needs to be further improved (maybe once a year all of the above meet to have a general discussion on key issues related to NACS formulation and implementation).

2nd The commendable communication work done so far needs now to be taken down further to, at least, the district level decentralised planning fora and local government (“Dehi Council”) representatives (*).

A simple 2-3 page brochure on NACS explaining its focus, role and key components of Support Project and other basic facts needs to be produced (*).

Steering Committee

1st In order to enlarge the representation in the steering mechanism, there is a need for two bodies:

- an NACS Support Project Management Committee, headed by the Secretary P&D Department and comprising of eight other members giving due representation to key partners and institutional mechanisms,
- an NACS Steering Committee, headed by the Chief Secretary of NAA and comprising up to 24 other members giving due representation to all districts, key partners and any future institutional mechanisms for NACS implementation. **Additional time**

Agenda and working papers should be widely circulated before each meeting to seek input of those who are not formally members of the Management Committee, yet represent a key group of stakeholders.

2nd Once every six months, the Management Committee members may consider going into a “retreat” to have a general assessment of progress towards overall results of the project. **Additional time**

IUCN's and Government Focal Points

1st The vacant positions for FPs need to be filled-up urgently. An internal assessment of the efficacy of individual FPs may be conducted and, if need be, some adjustments made.

There is a need to remove any ambiguities related to the specific role of GFPs.

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

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

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

Since it is rather early to comment on the efficacy of the GFPs mechanism, an assessment may be warranted after six months for this purpose.

Continuity of governmental focal points and other staff related to NACS should be ensured.

Background Papers

1st Remaining papers need to be commissioned at the earliest. To the extent possible, local resource persons should produce the remaining papers.

The NACS document needs to be produced as an operational document giving due consideration to on-ground realities and local resource and capacity scenario. It needs to recognise considerable work done already by various partners, parallel to the NACS process, as a means to foster greater ownership.

2nd Technical jargon needs to be avoided and any technical terms used should be elaborated through simple and reader-friendly explanations - preferably in a standard text commonly shared with key partners. **Additional time**

Pilot Projects

1st The overall objective and concept behind the pilot project has to be thought through and further clarified (see chapter on Specific Notes).

2nd Even in the context of demonstration there is a need for further thinking about what should this demonstrate, how and with whom? The capacity required to accompany pilot projects has also to be taken into account. **Additional time**

Learning mechanisms

1st Continued exchanges with other experiences (SPCS, BCS, Chitral, Abbottabad) are recommended in future.

The support project should explore more innovative ways to resolve issues that have not been resolved so far by similar initiatives. **Additional time**

The background papers should provide concrete suggestions in relation to implementation, burden sharing among partners and possible mechanisms for informal co-ordination. The MTR team sees in this a very key condition for the future NACS to be able to provoke real debate and concrete commitment.

In relation to local experiences, formulation of the NACS should be seen as a cycle. From the point of view of the process, the most important thing is that communities as well as potential execution agencies will be involved in the mechanism for setting priorities and in the discussion about possi-

bilities of implementation, as soon as all background papers have been compiled into a first draft of the NACS. This again will increase their willingness to commit to the process and share their experiences (*).

- 2nd** The background papers should bring new interesting ideas –thematic as well as partnerships oriented ones - and not only concentrate on the analysis of constraints and problems

Management issues

Monitoring System

- 1st** The MTR team recommends that a more results or outcomes oriented monitoring system be put in place (see chapter on Specific Notes). This part of the monitoring should not have the same frequency (maybe only twice a year), and should consist in a reasonable set of indicators allowing to establish if the expected results are to be achieved in due time or not. The work of collecting information and making decisions for course correction or whatever should be done in association with the key partners, in order to create better awareness and ownership. The MTR strongly feels that, in such a strategic endeavour, this function is very needed. **Additional time**

June 2002 and beyond

- 1st** The MTR team strongly recommends IUCN and the donor agencies either to extend the length of the current phase or to envisage the possibility of a second phase.

Direct access to small funds for the key partners

- 1st** A modest portion of the existing technical assistance funds should be directly made accessible to the key partners in order to undertake “soft” activities like planning platforms, studies, concept papers, project proposals, etc., which are within the overall framework and objectives of the NACS. **Additional time**

Position of Technical Advisor

- 2nd** The recommendation here is that the person to be recruited very soon to fill the Technical Adviser position be a person with an extensive knowledge of the region in order to be able to contribute properly to the Strategy formulation process.

() means that additional required for that recommendation has already been indicated against a previous recommendation.*

Specific Notes

On Pilot Projects

The whole concept behind pilot projects needs to be further thought through to bring about greater clarity. The demonstration value of a given pilot needs to be an integral part of a comprehensive strategy, thus each pilot needs to be developed as a mini strategy.

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

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

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

On Capacity building

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

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

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

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

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

- ◆ strengthen mechanism for setting priorities in relation to key partners to invest efforts into and to the training areas;
- ◆ looking carefully at the issue of remoteness of certain areas and the outreach potential of capacity building efforts in these areas;
- ◆ trying to bring individual capacity building in closer link to the corresponding institutional set up (complementary need for institutional strengthening?);
- ◆ monitoring the impact of capacity building along the idea of a “given-and-take” with the beneficiaries or participants;
- ◆ systematically learning about successes – and – encountered with capacity building and readjusting periodically the framework and its implications on the Work Plan 2001.

On Monitoring

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

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

What could – or should - this monitoring consist of? Mainly of indicators selected in fields of observation considered crucial to determine if the main expected outcomes and desired effects of the project have been achieved or not. Only the team and their main partners can define which indicators could fulfil this function. The few examples given hereafter have the unique value to try to indicate in which directions the to be selected indicators might be looked for:

- ◆ Number and variety of communities having been consulted and having received a feedback;
- ◆ Number and quality of background papers having been drafted, reviewed and discussed;
- ◆ Number and characteristics of new partnerships established and main outcomes;
- ◆ Participation to and outputs from IGs and RTs and their effect on dialogue and Steering;
- ◆ An indicator for capacity building of stakeholders from the civil society;
- ◆ An indicator for institutional strengthening and capacity building of P&E and NAA;
- ◆ And so on.

Usually, in not exactly similar but comparable situations, a set of, say, ten to twelve indicators is sufficient, provided that (a) most stakeholders consider them relevant, (b) credible and accessible data are available to characterise them and (c), it is easy to communicate, even broadly, about them.

The rhythm and participation of this intermediary monitoring is very important. The MTR team recommends to select it between, say, once and twice a year. It is crucial that as many stakeholders as possible are associated to that discussion. The indicators should be chosen so that they “speak” to

the people and are credible. Only so can the debate, which will take place on their basis, be productive and create identification and commitment (ownership). This means that the whole process deserves a very high level of transparency and communication.

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

Gilgit, June 2001

Annexes

Annex 1 List of Documentation

- IUCNP – Local Governance and the Sustainable Use and Conservation of Renewable Natural Resources, 15 p.
- IUCNP – Project Proposal Northern Areas Conservation Strategy (NACS) – A Project to Develop NACS and Assist in its Implementation, 38 p.
- NAA/P&D and IUCNP – Sustainability Assessment of Pakistan Northern Areas – Methodology & System Design Document, 15 p.
- NACS Mid-Term Review June 2001 – Terms of Reference, 3 p.
- NACS Support Project – A Conceptual Framework for the Preparation of the Northern Conservation Strategy (NACS), 14 p. & annexes.
- NACS Support Project – A Draft Paper on Mobilizing Private Sector For Sustainable Development in Northern Areas, 53 p.
- NACS Support Project – Background Paper on Environment Education, 19 p.
- NACS Support Project – Background Paper on NGOs, 30 p.
- NACS Support Project – Engendering Gender in NACS,
- NACS Support Project – Environment Communication & Public Awareness, 32 p.
- NACS Support Project – NACS Inception Report, 15 p.
- NACS Support Project – Internal Mission: Preparatory Assistance to the NACS-MTR 2001, 6 p.
- NACS Support Project – Minutes of Steering Committee in 1999, 2000 and 2001.
- NACS Support Project – NACS Interest Groups / Roundtables – A Working Paper, 3 p.
- NACS Support Project – Northern Areas Conservation Strategy - SDC, NORAD, IUCN Tripartite Meeting – Working Papers, 11 p & annexes.
- NACS Support Project – Progress Reports 1999 and 2000.
- NACS Support Project – Public Consultation Analysis, 15 p.
- NACS Support Project – Public Consultation for Northern Areas Conservation Strategy (NACS) – An Outline of the Process, 6 p.
- NACS Support Project – Annual NACS Tripartite Meeting, 5 p.
- NACS Support Project – Work Plan 2001, 22 p.
- IUCNP Forestry Programme – Review of Protected Areas in Northern Areas, 21 p.

Annex 2 Key issues to be addressed

	<i>Sounding board</i>	<i>Review team</i>	<i>NACS team</i>	<i>ToRs</i>
Ownership, partnerships and networking	Ownership towards NACS process	Effectiveness of support project (IUCN) in facilitating and promoting ownership among various stakeholders towards NACS	Effectiveness of key steps undertaken in favour of ownership amongst key groups	Clarity in support project as a facilitator
	Effective use of existing partnerships and experiences	NACS is a living strategy: how could the formulation process be used to prepare and facilitate its implementation?	Effectiveness of support project in using existing and new created partnerships for formulation and implementation work	Effectiveness of support project in supporting ongoing and new initiatives in the NA and developing their network and linkages with NACS
Learning skills	Lessons learned from other similar projects	Has NACS been able to draw lessons from NCS-SPCS-BCS and translate these lessons into winning approaches?	Learning skill of NACS from previous experiences (NCS, SPCS, BCS)	Robustness and effectiveness of learning and capitalisation of experiences with NACS support project and across its strategies and initiatives
Capacity building	Capacity building for various stakeholders	Which vision for the whole field of activities in capacity building	Effectiveness of support project in building awareness, enhancing skills and building capacities among stakeholders	
Consultative processes	Quality of background papers and packages/proposals	Effectiveness of public consultation mechanisms and of communication among stakeholders	Role, effectiveness and potential use of the consultative process Roles of Igs, RTs and FPs in Strategy formulation and awareness building	Efficacy of the current institutional mechanisms (Igs, RTs, FPs, SC, etc.) for NACS development

Planning, monitoring, steering	(Evaluation of potential of natural resources in NA)	Capacity of adaptation to changes in the context Quality of mechanisms for setting priorities Coherence between strategic planning and operational activities	Adequacy of support project's workplan and strategies and possible changes Validity of initial assumptions over time and possible changes Role, significance and potential of pilot projects	Task 2 Task 3
Management	(Relevance of support project activities and initiatives in relation to ground realities)		Which part are on track / lagging? Effectiveness of management and structure	Task 1 Task 4
Future		Options for the future of IUCN's support to NACS - how much and what kind of field work?		

Annex 3 List of persons and organisations met

IUCN Northern Areas Office

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

NACS Support Project Staff

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

P&D Staff

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

Roundtable Natural Resource Management

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

Interest Group Communication and Education

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

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

Interest Group NGOs

Mr Ghulam Abbas	Sector Development, WRANO/BNN
Mr Sham-uddin	Finance Secretary/Dist Diamer Chilas, Parbat SWO
Mr Ghulam Mehdi	Proj Coordinator/ Admin Director, HAWA/BNN
Mr Ghulam-us-Syed	Coordinator/Fin Director, MWO/BNN
Mr Iqbal Hussain	Chairman, KSDN
Mr Mir Alam	Gen Secretary, KSDN
Mr Ikramullah Baig	Deputy Director, Directorate of Population Welfare
Mr Ghulam Abbas	Manager for Publication & Academics, AKHSP
Mr Anwar Ali Khan	Coordinator Forestry, AKRSP, Gilgit
Mr Rahahtullah	Manager, HERP, AESWSH
Mr Jahangir Khan	Office Manager, The British Council (NAEP)
Mr Niatwali Shah	Chairman, NRM Khalti
Mr Ishtiaq Ahmed Youd	NGO Coordinator, AL-Khair Welfare Society

Naudeha Development Organisation (NDO)

Ali Mohammad	Chairman
Alam Khan	Manager
Muza Farridin	Director, Education Tourism

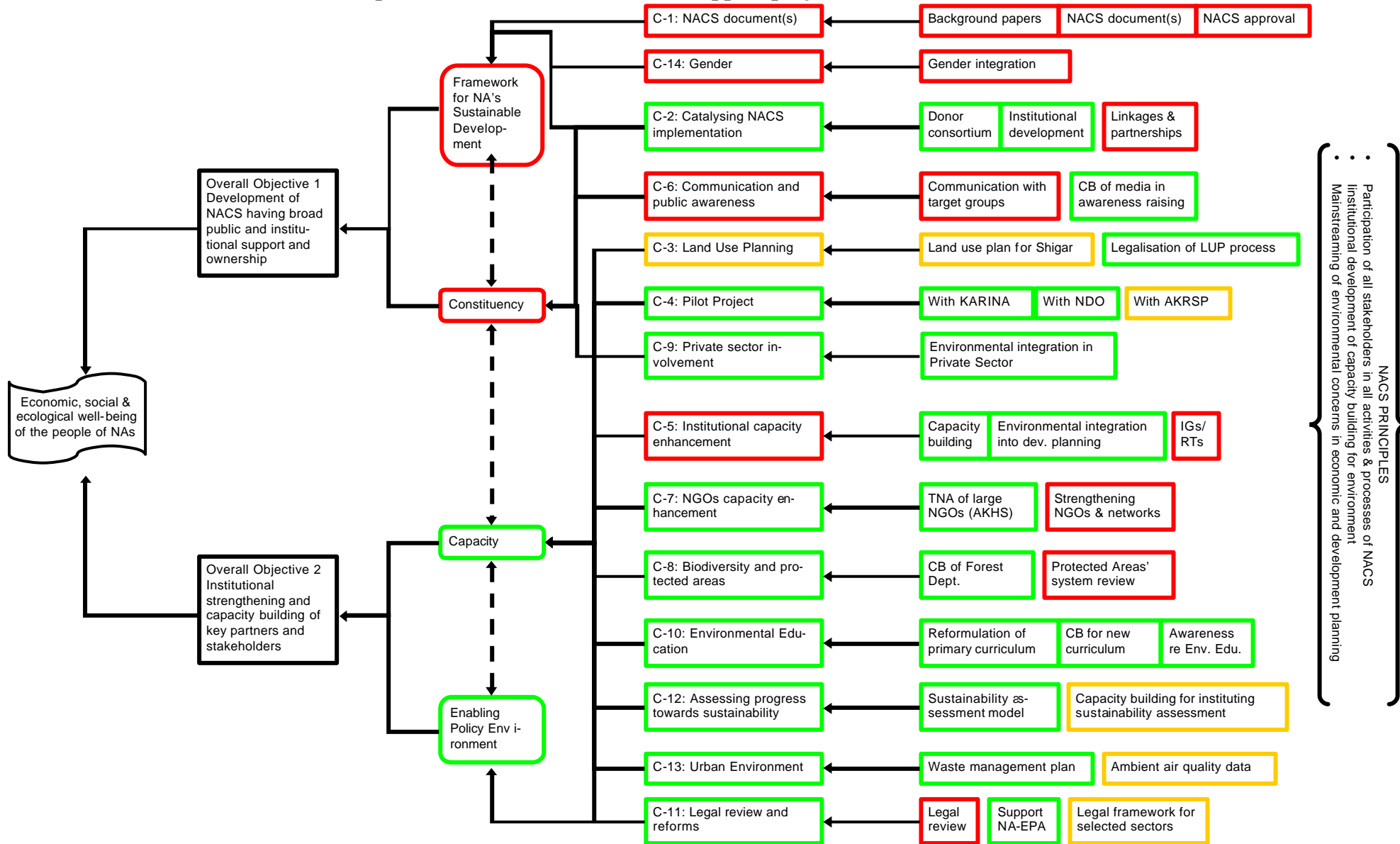
Aga Khan Development Network (AKDN)

Mr. Ghulam Abbas	Manager Publications, AKHS
Mr. Muhammad Gul	General Manager, AKES
Mr. Dawar Shah	Manager, AKES
Mr. Saleem	Coordination Officer, AKRSP
Mr. Anwar Ali	Forest Program, AKRSP

Members of the support project Steering Committee

Mr. Sanaullah	Secretary, Food and Agriculture
Mr. Gulbaz Khan	Planning & Development Dept.
Mr. Nazir Khan	Planning & Development Dept.
Deputy Secretary	LB&RD Dept.
Dr. Dost Mohammad	AKRSP
Mr. Irshad Abbasi	WWF

Annex 4 Prioritised Conceptual Framework for the NACS support project



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

Mr Abdul Hameed Balghari	Chief Secretary a.i. & Secretary P&D, NAA
Mr Abdul Karim	Monitoring Economist, NADP
Mr Iqbal Hussain	Agriculture Officer IPM (Focal Point NACS)
Mr Nazir Khan	AC (Environment), P&D
Mr Ghulam Hussain	GMC, Gilgit
Mr Fida Hussain	DS, H, E & L
Ms Nikhat Sattar	Director Programme, IUCN Pakistan
Mr Ahmad Malook	Assistance Chief, P&DD
Mr Gul Baz Khan	PO, P&DD
Mr Ghulam Tahir	CF, NAs
Mr Muhammad Shareef	DFO, Gilgit
Mr Bashir Ahmed Khan	Director, KARINA
Mr Shehbaz Khan	President NACCI, Gilgit
Mr Wazir Ghulam Hussain	Dy. Director, CB&RD
Mr Abdul Latif Rao	Head, IUCN, NAs
Mr Mohammad Iqbal	RPM MACP, IUCN
Dr Ahsan Mir	PD, NACS
Mr Hidayat Ali	DANA
Mr Muhammed Saleem	Coordinator Linkages, AKRSP
Mr Ali Mohammad Faizi	Chairman, NDO
Ch. Khalid Mahmood	DE (Acd) Director Education, Directorate Education NAs
Mr M. Faiz Joyia	Coordinator P&D NAs, NAA
Mr Shafiullah	Coordinator NRM, NACS Project
MTR Team	

I. Introduction

The idea of developing Northern Areas Conservation Strategy as a strategic framework for sustainable development of the Northern Areas and conservation of its natural resources originated in a workshop on Central Karakoram National Park in 1994. This was also complementary to the Federal Government's intention to develop regional and sub-regional conservation strategies after approval of the Pakistan National Conservation Strategy in 1992.

In the backdrop of formulation of SPCS, this idea was approved by the Government of Pakistan and the Northern Areas Administration requested IUCN to provide technical assistance. To initiate the process, the Swiss Agency for Development and Cooperation provided 'seed' funding through SPCS, which was used to develop a project proposal for the Northern Areas Conservation Strategy (NACS) Support Project. During this process, a number of stakeholders in NA were consulted and NORAD agreed to provide seed money for the preparatory phase of the project. This resulted in the design of a three-year Strategy formulation project, which was prepared by IUCN and approved for co-funding by SDC and NORAD.

The NACS is a project of the NA administration, based in the P&DD, technically assisted by IUCN. It builds on and links up with other IUCN and non-IUCN initiatives in the NAs, and draws upon similar experiences in other provinces. The support project started in July 1999. All the staff positions and office set-ups are in place, focal points are operational in various line departments while round tables are to be created through the different interest groups formulated during the last one year.

The conceptual framework of the Strategy has been approved and more than 46 consultation sessions have been held throughout the Northern Areas, resulting in a prioritised list of issues. Ten background papers on various sectors and themes have been commissioned. The project has been working extensively towards constituency building, capacity building of stakeholders and institutional strengthening of institutions responsible for formulation and implementation of this Strategy. The project has been able to establish relationships with other key initiatives in the area in order to develop synergies and further the sustainable development agenda through these partnerships. At the same time the project is providing inputs and contributing to make the existing policy and legal environment more conducive for the implementation of the Strategy.

The progress, achievements and constraints of the project were discussed in late 2000 and early 2001, and it was decided by all the partners to undertake a joint mid term evaluation of the project that will be financed partly by SDC and IUCN, and partly out of the project budget.

II. Objectives

The objectives of the mission are to advise and support NORAD, SDC, IUCN and NA Administration in assessing the progress as expected results of the implementation of the NACS Support Project in the Northern Areas in relation to the project objectives. The mission will also identify gaps and potentials and recommend measures to improve the impact and attainment of the objectives of the project.

III. Focus of MTR

The mission will review the status of NACS Support Project implementation through interactions and meeting with key partners and review of documents (listed in section VIII) including any reports on internal reviews of the project. This review would mainly focus on the progress in achieving the two main objectives of this phase, which are:

development of a comprehensive Strategy for sustainable development through sustainable management of natural resources for the Northern Areas, having broad support and ownership among the people and institutions of the NA, NGOs/CBOs and the civil society at large; and

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

IV. Tasks

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

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

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

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

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

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

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

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

the clarity in Support Project role as a facilitator

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

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

V. Inputs

The mission will take place from June 9 to June 20, 2001. The members would comprise of:

Core Team

SDC/NORAD Consultant – Philippe Zahner (Core Team Leader)

IUCN Pakistan Office representative –Gul Najam Jamy

Civil society (NGO) representative (Ms. Rehana Sheikh from NGO-Sungi)

Resource persons (part time):

Private sector representative (Mr Shahbaz from Chamber of commerce)

Partner organisation (AKF)- Dawar Shah, Senior Manager, AKES

NA Planning and Development Department representative- (Mr Gulbaz Khan of P&D)

NORAD and SDC local representatives

VI. Outputs/Reporting

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

- produce an aide-mémoire (maximum ten pages), consistent with the key questions and specific task identified in section III and IV above.
- finalise and distribute the aide-mémoire to the NORAD, SDC, NA Administration and IUCN by June 18, 2001 mid-day which will form the basis for debriefings on June 19 and 20, 2001; and
- provide a final report of maximum 20 pages by mid July 2001.

VII. Schedule

June 10, 2001	Internal meeting of mission members with NORAD, SDC and IUCN in Islamabad
June 11, 2001	Travel to Gigit, Internal meeting with project staff
June 12-16, 2001	Briefing/meeting with NACS Steering Committee and tasks as mentioned in Section III above, including site visit(s) to pilot projects
June 17, 2001	Follow-up actions/meetings/completion and distribution of the aide-memoire
June 18, 2001	Joint Debriefing with IUCN, NA Administration and NORAD/SDC in Gilgit
June 19, 2001	Travel to Islamabad
June 20, 2001	Combined debriefing with IUCN, NORAD and SDC in Islamabad. Another debriefing with donors only (SDC & NORAD)-Departure

A detailed itinerary is attached as Annex I.

VIII. Reference Documents

- Approved NACS Support Project proposal
- IUCN agreements with NORAD and SDC on NACS Support Project
- Various MoUs signed between IUCN and its partners, including those for pilot projects
- Agreed minutes of meetings of the NACS Steering Committee
- Agreed minutes of tripartite review meetings
- All progress reports
- Approved work plans
- Internal assessment reports
- Draft(s) of the NACS Background Paper