

Programme Directorate

Report on the Internal Review BCS Project

(Feb 10-14, 1998)

IUCN Pakistan Programme

IUCN
The World Conservation Union



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Executive Summary

The BCS Project is an initiative of the Government of Balochistan, technically supported by IUCN, with financial assistance from the Royal Netherlands Embassy. The project draws from the Pakistan National Conservation Strategy, the sustainable development policy guideline for Pakistan. Balochistan is the second province to take the implementation of the NCS forward, and to start the development of a conservation strategy for the province itself.

The primary objective of the 3-year project is to design and produce a policy framework, the Balochistan Conservation Strategy, that will ensure that environmental concerns are incorporated into development planning. The BCS itself, as well as the processes used for formulating it, will:

- address the key issues of resource degradation;
- build capacity for environmental policy planning and management;
- expand cross-sectoral linkages and promote the consultative processes initiated by the NCS;
- raise environmental awareness among key groups;
- involve sectors of the civil society in development planning; and
- initiate development of legislative and economic policies conducive to sustainable development.

The project design has eight components, each of which involves the prioritisation of key groups and issues; consultative activities; development of strategies and the final integration into a policy document. The eight components as defined include: natural resource management issues; communication; education; NGOs; private sector/industry; legislation; training and demonstration projects.

An internal review of the project was carried out in February, 1997. The review focused mainly on the IUCN Support Unit's work, although progress and constraints in government counterpart departments were also gauged. A meeting with government, and NGO partners was also held to assess the impact of the project's activities.

The internal review has concluded that the project has made progress in promoting and instituting consultative processes in many areas. Dialogues between the government and representatives of the civil society are beginning to be seen as an essential part of any development activity. A constituency for the BCS is beginning to be built, and there is a perceived keenness to participate in joint efforts for the development of the province.

There is, however, delay in the actual outputs as indicated in the work plan. The project has faced constraints in recruitment due to the limited pool of skilled persons available in Balochistan. In addition, the counterpart government departments, especially BEPA and the P&DD remain understaffed. The Support Unit has also had considerable logistic and initial start up difficulties that have contributed to the delay.

The review recognises that the pace of outputs has picked up over the past 6 months, and recommends that a clearer system of planning and monitoring be instituted. It also recommends that the project team should now focus on the development of sector specific strategies, and on carrying out selected activities that are likely to have a multiplier effect. This will result in a re-prioritisation of the workplans.



Report on the Internal Review

BCS Project

(Feb 10-14, 1998)

1. Introduction

An Internal Review of the BCS Project was held in Quetta from February 10-14, 1998 as part of IUCN's internal monitoring procedures. The review was also important because two key members have recently joined the BCS Support Unit Team, and this provided an opportunity to give them a quick in depth orientation to the project.

The ToRs of the internal review, and a description of the process followed are given in the Annex. Briefly, the purpose of the review was to:

- to revisit the project documentation, our contractual obligations and the project approach with the BCS Team;
- to review and discuss the goals, objectives, outputs and activities as stated in the Plan of Operations;
- to assess how the current approach incorporated the realities on the ground, and the deviations, if any from the Plan of Operations;
- to articulate the achievements of the project, including outputs and activities;
- to review the consultative process adopted by the Team with the stakeholders for the BCS;
- to share our experiences and learning from the BCS so far and to ensure that these are adequately reflected in the future plans;
- to identify any constraints or bottlenecks, and to discuss ways to overcome them;
- to review the Plan of Operations and the annual work plans and assess the performance level of the BCS Team;
- to review the BCS budget against inputs and outputs;
- to review the management and administrative systems put into place, and to recommend any changes, if required.

2. Introduction to the Project

2.1 Background

In 1992, the concept of a Balochistan Conservation Strategy was first advanced by the Government of Balochistan in November, at an Environment Seminar in Quetta. IUCN was invited to participate by the RNE and GoB, in recognition of its role in the NCS, which had been approved by the federal cabinet in March 1992. The Environmental Profile of Balochistan (developed with Dutch assistance) was presented. The Chief Minister emphasised the need for a full fledged conservation strategy. The Government of the Netherlands had also identified the strategy as a priority for investment.

In 1993, the GoB approached IUCN for assistance in developing a BCS. A PC1 was prepared by the Planning and Development Department, Government of Balochistan in 1995.

According to the PCI, the GoB is the sponsor of the project, to be executed by the Planning and Development Department (P&DD), GoB, and IUCN. IUCN's role is one of technical support and assistance to the GoB. The Environment Section (ES) of P&DD is the focal point for the project. BEPA is a key partner and the project envisaged strengthening of BEPA through staffing and training. The project is scheduled to be completed in three years (July 1996 - June 1999).

2.2 Objectives of the BCS (PC1):

(a) Long Term

- to progressively enhance environmental awareness and behavioural change amongst decision makers, administrators, planners, resource managers and users and the general public in Balochistan to reduce and reverse human-induced processes currently degrading the environment in Balochistan;
- to enhance capacity of government institutions, the private sector and NGO's in Balochistan for long term planning for integrating environment with development;
- to establish the norms of consultation with concerned organisations and individuals, in the planning and implementation of development policies, programmes and activities;
- to complement the Balochistan Natural Resource Management Project (BNRMP);

(b) Short Term

- to develop the BCS document through a consultative process;
- to resume and further the consultative process initiated under the NCS, as part of the emerging culture of participation;
- to build capacity, inside and outside the government, for developing and implementing the BCS as an interactive and consultative process; and
- to initiate policies, procedures, structures and projects in support of the BCS development and implementation.

2.3 Plan of Operations

The Plan of Operations was developed within three months of the start of the project. It lays out the three year framework for the project and was approved by the RNE and by the BCS Steering Committee.

The Plan of Operations operationalises the PC1, defines the approach to meeting its objectives, and sets out guiding principles. The key principles are:

- stakeholder participation;
- institutional and capacity development;
- mainstreaming of environmental considerations.

Based on the intermediate results defined in the PCI, the Plan of Operations identified eight principal components that are to be implemented broadly along the lines recommended. However, it emphasised that the approach adopted must be kept flexible and adaptive to the prevalent conditions in the province.

The intermediate results as defined are as under:

Component 1: BCS Document

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 the GoB.

Component 2: Communications and Public Awareness

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

Component 3: Environmental Education

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 for the BCS document.

Component 4: Environmental Training

Through this component, the capacity of staff in the P&DD, BEPA and key line departments to address environmental issues - and to implement the BCS once it is finalised - will be enhanced.

Component 5: Private Sector

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.

Component 6: NGO's

As a result of this component, NGO's 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 as part of the BCS document will be an important output.

Component 7: Environmental Legislation

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.

Component 8: Demonstration Projects

This component will lead to the identification 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 help ensure that the BCS remains firmly grounded in reality, and that the lessons learned are fed back to the planning process.

2.4 Project Gearing Up

Initial activities during the period of June-August, 1996 included meetings of the Head of the Strategies Unit for IUCNP, who was the focal point for the BCS in IUCNP, with government officials in Balochistan. The formal launch of the project was carried out also during the same period. The aim was to introduce the aims and objectives of the project and to begin the process of mobilising support.

Views expressed in these meetings included:

- that the BCS should not be another "top down", discrete project, isolated from its constituency;
- that it should pay attention to the people of the province and their concerns;
- that it should actively promote coordination and linkages between the GoB and the civil society;
- that it should attend to developing and maintaining continuity of processes;
- that it should also focus on development of human resources within the province.

In addition, some partners expressed the concern that BCS should not recruit staff from other organisations in the province.

These views were in line with the project approach and were particularly useful in subsequent work planning.

3. Progress and Achievements

3.1 Overall Progress

a) Recruitment

Progress to Date

Professional and administrative staff have been recruited for the BCS Support Unit. On the GoB side, the Environmental Section and BEPA already existed, but appropriate staff were to be made available, to ensure that they are integral to the process, and that the capacity of the governments agencies is built so that, on the phasing out of IUCN's active support, the government agencies are able to absorb the projects' activities into their routine work.

Recruitment to the BCS/SU was protracted. In effect it took 10-12 months from the date of the formal launch of the project to get the full team in place. Recruitment in BEPA has not yet taken place, and this has been a major issue in taking some of the programme activities forward.

In the BCS Support Unit, support staff were hired before professional staff as it was easier to find such skills. The full professional team has been on board since April, 1997. However, due to the relatively small size of the human resource pool, it has been difficult to have continuity in NGO Coordinators. The current person has just joined the team.

b) Infrastructure Establishment

Progress to date

The original plan was to have the BCS/SU housed with adequate facilities in the P&D Secretariat. One room was allocated in November 1996. As the team expanded, additional space was found on Zhargoon Road. A third location was allocated in Block 3 of the Civil Secretariat in October, 1997. While there is space for staff in these three locations, it has fallen short of requirements for the smooth running of the project.

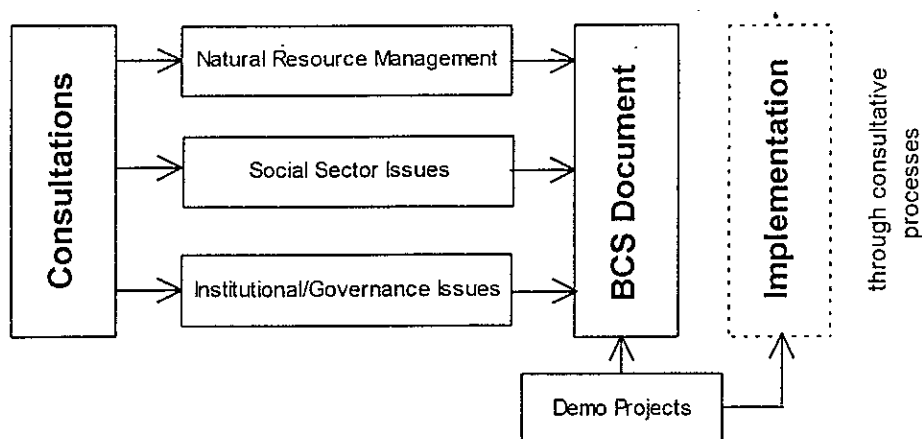
The project now has three vehicles (two from project funds and one from IUCN's pool), fax and photocopier machines, and computers.

c) Overall Progress on Outputs

The main achievement so far has been the consultative process that has developed an understanding and a certain level of commitment among the various stakeholders. The planning model used in the process design uses consultations as a means to identify and prioritise the issues; generate awareness and commitment; subsequently formulate fora to debate on, and review the strategies prepared, and then to continue active participation in their implementation. The main output of the project, i.e the BCS document is

conceived to comprise (and integrate) three "strands" - i) natural resource management issues; ii) social sector issues and iii) institutional and governance issues. These are to be supported through identification of demonstration projects, and ultimately brought together into a policy document. Demonstration projects are an example to show that the BCS can be implemented.

This concept is illustrated through Fig.1.



The main social sector issues viz, education, communication and awareness raising and the NGOs role were seen to be cross cutting. The institutional issues included legislation, private sector and environmental capacity building. The natural resource management issues were to be identified through various consultations.

The identification and prioritisation of issues has been completed through the consultative process followed. Preparatory work for strategy formulation, including collection of secondary data, development of guidelines for the sectoral strategies, and initiatives to ensure cross linkages between the various departments of the government, and NGOs has been completed. An additional, and initially unplanned activity was the gender component. This was identified as a critical cross cutting theme, and the team has undertaken specific activities to ensure that gender concerns are, and will be incorporated in the BCS activities.

The consultative process has taken the form of workshops; meetings; personal contacts; information sharing; and networking and facilitating interaction between various groups and organisations.

Under training, a number of standalone activities have been carried out. These have been partly in response to needs identified by individual organisations, and partly to use opportunities as they have arisen. A training needs assessment questionnaire has been sent to government departments, and a survey of NGOs has been conducted to assess their strengths and weaknesses. These are now being followed up.

Priority areas for policy and legislation have been identified. Initiatives for demonstration projects are being detailed out so that funding proposals can be developed.

4. Overall Constraints/Issues

The internal review spent considerable time to explore learning points from the work carried out so far. What problems were faced; which bottlenecks prevented progress according to plans, and which conditions have proved to be a challenge? These questions gave an opportunity to collectively discuss and seek solutions for the same. In addition, an important outcome of this discussion was the articulation of the reasons for changes in the course of action. This was possible only because the design of the project allowed for flexibility of approach and gave leeway to the team to adopt alternative ways and means to achieve objectives.

Some of the main constraints identified were:

- there is a credibility gap among the larger constituency in Balochistan, leading to scepticism towards any new initiative; this has created the need to give more time, and to make efforts to respond to expectations;
- the consultative process, a slow and time consuming mechanism under the best of conditions, is particularly slow in Balochistan;
- there is a multitude of agendas and terminologies that need to be clarified so that a shared understanding can be built on which the work can be taken forward;
- the lack of staff in some key partner organisations has prevented any consistent effort towards capacity building;
- recruitment in Balochistan is difficult because of the limited resource pool; the fact that most of the skilled persons are already working in various projects and NGOs, and IUCN must ensure that it does not "poach" on partner organisations added to the difficulties and delays;
- the project requires conceptual and planning skills which are not readily available in Pakistan, and particularly so in Balochistan.

Some of the issues internal to the team functioning were identified as under:

- IUCN follows a very rigorous recruitment process; it was time consuming to ensure that the process remained transparent and covered every step of the procedure;
- the process was lengthened to ensure that staff from Balochistan were taken, rather than transferred from IUCN's established offices;
- new staff also meant that they would be relatively inexperienced and take some time to develop an understanding of the project;
- the critical professional posts were filled late, leading to a delay in initial conceptualising, detailed project planning and identification of teething problems that could have been handled earlier;
- the time difference in the recruitment of staff also contributed to different levels of understanding of staff and their ability to function as one coordinated team;
- the availability of adequate office space was delayed, resulting in physical separation of the team in three different locations. This has led to inefficiency in sharing of resources; unproductive time spent in commuting from one location to another for discussions and meetings and lack of team interaction and the cohesion that is so essential for such a project;
- internal planning and monitoring systems are weak;
- there is lack of a cohesive programme on training;
- there is lack of consistent follow up.

5. Overall Lessons Learned

Over the period of the project so far, the team has worked with the above constraints and issues. Many of these have been overcome to some extent; some lessons have been internalised and incorporated in the work plans for the forthcoming period. The collective assessment of the team is as under:

- given the limited professional capacity of the provincial government, and the dearth of qualified personnel in Balochistan in general; targets and time lines should have been planned more realistically;
- recruitment and mobilisation time should be allowed for in project planning, with due consideration for local difficulties;
- it is essential to put staff together in the same office location if an integrated and cohesive staff team is to be formed.
- the process is as important, if not more, than the product;
- outputs and mechanisms are self sustaining only if they are understood by the stakeholders, and if they have a say in their formation;
- developing ownership of ideas and strategies requires time, patience and flexibility;
- the initial difficulties might have been overcome by transferring existing IUCN staff from other offices;
- a warming up/orientation period is essential for new staff; and should have been part of the plan;
- there should have been more interaction initially with the appropriate units in IUCN, Karachi, as well as a plan to ensure support on an on-going basis.

6. Overall Findings/Conclusions

The overall findings of the team are as follows:

- the outputs promised in the activity plan have been delayed by at least ten months. The delay is the result of three main factors:
 - under estimation of the difficulties encountered due to the unique political, social and economic systems in Balochistan;
 - delays in getting an effective team together;
 - an ambitious work plan for the period July 1996 - December 1997;
- the project is under resourced. Under staffing is also keenly felt in counterpart GoB agencies.
- there is delay in all components of the project. The pace of work is slower in the education and private sector components. Part of the reason for this can be attributed to the fact that one person is assigned the work of the communications, education and training components.
- the momentum of work has picked up over the past six months.

7. Recommendations

The following steps should be undertaken immediately by IUCN-BCS Support Unit with the concurrence of RNE:

- The entire team should be housed under one roof to provide the critical mass required for the delivery of an effective and efficient project in the stipulated time;
- The second version of the Plan of Operations should be developed in a shorter form, defining the critical activities to be undertaken, and focusing on essential outputs within the remaining time frame. As part of this exercise, some of the activities that do not contribute directly to strategy formulation should be dropped from the stipulated time frame;
- The Team should identify and subcontract some of the key activities to resource persons and consultants, in order to produce some of the critical outputs;
- To achieve the above, the budget may need to be restructured, to allow for adequate funds;
- The Team should rigorously follow an internal planning and monitoring process. A weekly activity planning and a monthly monitoring of outputs against the workplan is strongly recommended. See Section 8 for details;
- The Team should improve its internal documenting procedures;
- Improve administrative and system troubleshooting procedures;
- In September, 1998, the Team and RNE should meet to discuss the follow-up phase of the project.

8. Internal Monitoring Process

The BCS Support Unit currently follows a process of annual work plans; six monthly progress reports and monthly planning of activities. The internal review recommends that as part of the internal IUCNP monitoring, a system be instituted as follows:

1. Formal monthly work plans, shared and discussed jointly in a monthly meeting should be developed;
2. A weekly "Action List" for the whole unit should be used for tracking purposes; this will be a one pager on each component that will be discussed on a fixed day of the week;
3. Monthly meetings on a predefined frequency should be held to review progress against the work plans;
4. A quarterly review of progress and work plans with the participation of thematic units should be undertaken every fourth week of March, June, September and December; the reviews in June and December should be an overall review of to date progress;
5. Planning for 1999 should be undertaken in August this year.

9. Progress in Project Components

Project Component 1: BCS Document

Assessment of Progress

- The Project Director, BCS/SU was recruited in February 1997, and the Support Unit formally constituted.
- Reports and information on the state of Balochistan's environment and natural resources have been obtained from relevant departments, as well as from sectoral and thematic specialists and NGO's.
- Contacts with key, line departments in GoB were established with a view to involving them in the process.
- District consultative meetings have been held in 6 districts selected according to criteria established by the Steering Committee. The report on the Mastung meeting has been finalised and distributed. The other reports are in draft form and have been circulated for comments. The next meetings will be held in Zhob, Quetta and Ziarat in April/May 1998. Final analyses of reports on all meetings will be completed by June.
- The BCS Steering Committee, at its meeting on June 11, 1997, decided to set up sectoral Roundtables. The ACS (Dev.), P&D then issued a directive to all Secretaries in the Government of Balochistan requiring them to constitute Round tables in their respective sectors.
- The BCS/SU team met with line agencies to discuss the roundtable concept. A provincial workshop was held in November, 1997 at the request of some departments, to explore the concept further and to take initial steps in setting them up. All participants endorsed the concept of Roundtables and considered the workshop a useful learning experience.
- Draft terms of reference have been discussed with groups concerned with eleven of the thirteen sectors of the BCS. As a result, and on the direction of the Steering Committee, four Roundtables have been given priority for establishment within the appropriate ministries: Environmental Communication; Environmental Education; NGO's; and Industry. A decision on housing the Roundtable on NGO's outside of government will be taken at a future meeting of the partners.
- Initial discussions have been held with relevant officials and specialists on developing sector-specific sub-strategies. Discussions have also been held within IUCN on lessons learned from other conservation strategies developed in Pakistan, as well as on future directions for the development of provincial strategies.
- Contacts with BNRMP remained weak due to internal difficulties in that project. The potential for duplication in the activities of BCS/SU and BNRMP was resolved. The DG, BEPA, who is responsible for BNRMP, is a member of the Executive Committee. This should help ensure that duplication does not occur.

Constraints/Issues

- There was a delay of about nine months in recruiting project staff to the BCS/SU.
- The new concepts of consultation and cross sectoral linkages have been difficult to comprehend by various partners.

- Initially, the GoB was only able to spare one small room in the P&D department. In October, 1997 two additional rooms in another building were provided. Until that time, two of the coordinators shared the IUCN Programme Office accommodation. At this time, the team is operating in three separate locations.
- Lack of suitable accommodation poses obstacles to team building, creates logistical and equipment problems, and poses difficulty in coordinating team activities.

Project Component 2: Environmental Communication

Assessment of Progress

- The Communications Coordinator was recruited in April 1997. She was given additional responsibilities for education and training and was provided orientation with concerned thematic units in IUCN Karachi.
- An assessment of communication needs for the BCS was carried out. A project promotion strategy has been drafted. This includes the kind of messages to be communicated; target audiences, and tools and techniques required.
- An introductory brochure in English and Urdu has been developed.
- PR materials have been distributed to key stakeholders, including the BCS brochure *The Way Ahead, Jareeda*, and the IUCN Pakistan Annual Report.

Information on the BCS, and on environmental issues, has been disseminated through media coverage, workshops and meetings. Provincial and national media coverage of major BCS events was arranged. So far, three press conferences have been held; two documentaries on the local channel, PTV; two talk shows on the local channel; two talk shows on the national hook-up; three radio programmes with journalists from the Quetta radio station; two radio discussion programs in local languages from Quetta; and one radio interview from the Turbat radio station have been conducted.

The Urdu version of the NCS video, based on the Pakistan National Conservation Strategy document has been screened in almost all consultative meetings and workshops, and has been viewed by many participants.

- The roundtable concept was introduced to key stakeholders.
- A Communications Working Group has evolved through regular contact with the BCS process. The group currently consists of ten regular members.

Draft terms of reference for the Communications Roundtable were developed in consultation with members of the Communications Working Group.

Once the process of forming the Working Group is completed, a roundtable will be formalised with the participation and ownership of the membership.

The working group has developed a draft Plan of Action which paves the way for their involvement in the formulation of a sub-strategy.

- A resource centre and library is in the process of being established in support of the BCS, its stakeholders, and interested public.

The BCS/SU has responded to several requests for information about the BCS, and to visits from partners and interested individuals.

- One orientation session was held for individuals from the communications and education sector on environmental concepts. The event was attended by twenty seven participants.

BCS/SU facilitated three journalists, from Quetta, to become involved on a regular basis in the "Pakistan Forum of Environmental Journalists". One of the journalists has been elected as office bearer of the forum.

Constraints

- Some of the key partners were not available during normal working hours. This has imposed a constraint on holding joint meetings with other stakeholders.
- Support to the public awareness work of BEPA was postponed as the Communication Officer's post in BEPA remained vacant.
- Most of the available awareness raising material is in English. People generally respond better to communication in Urdu or in other local languages.
- There is a lack of audio-visual material on the environment.

Lessons Learned

- The mechanism of a Roundtable should be accepted, and evolve, from discussions amongst stakeholders. The lesson here is to delay the formation of the Roundtable until such time that they understand the purpose and objectives of a Roundtable.

Ways need to be found to get various partners together at a time convenient to all.

- We should allow the Communications Working Group to become fully involved in the design and implementation of an information dissemination program.
- Appropriate awareness raising material should be developed in Urdu and if possible in other local languages.

Project Component 3: Environmental Education

Assessment of Progress

- The same person is working for Communication, Education and training activities.
- Major stakeholders in the education sector have been identified; a questionnaire has been developed and distributed to the working group, and secondary information has been collected.
- The Roundtable concept has been introduced to key stakeholders in the education constituencies through a workshop.
- A draft Plan of Action has been formulated by a Working Group on Environmental Education.
- About sixteen members working in the education sector were given an orientation on general environmental concepts and on principles of environmental education.

BCS networked with the Primary Education Development Department and with CERD, a Karachi based NGO, to facilitate the inclusion of environmental concepts in the Class 5 syllabus.

The BCS/SU also arranged for the participation of two staff members from the Bureau of Curriculum, Education Department, GoB, to receive training on environmental education from the Centre of Environmental Education, Ahmedabad, India. The purpose of this training was to groom one of the members as the focal point for environment in the Education Department. Both were groomed to be potential master trainers.

Constraints

- The introduction of environmental concepts into curricula is perceived as an additional burden. There is considerable resistance to its inclusion, on the basis that it will be another development buzzword such as population planning, human rights, and drug abuse.
- Appropriate staff in the relevant government departments have not been generally available.

Lessons Learned

- The mechanism of a Roundtable should be accepted, and evolve, from discussions amongst stakeholders. The lesson here is to delay the formation of the Roundtable until such time as they understand the purpose and objectives of a Roundtable.
- Infusion of environmental concerns is a slow process and requires persistent follow-up.

Project Component 4: Environmental Training

Assessment of Progress

- The BCS is using a questionnaire developed by SDPI on training needs assessment. This questionnaire has been circulated to five sections within P&D and to BEPA.
- The BCS/SU arranged for the participation of an official from BEPA on the training course: "Understanding the Industrial Sector."
- A briefing session on EIA Guidelines was organised for 25 participants from relevant government agencies, non government organisations, the private sector, and media.
- The BCS/SU facilitated the participation of one Forest official in a training workshop, in Gilgit, on "GEF Funding Mechanisms for Biodiversity Conservation."

Constraints

- Availability of staff from government departments for training, especially BEPA and P&D Department is the major constraint.
- There is a limited pool of training organisations and trainers in Balochistan.
- Interest in local training is limited.
- The current procedures from the government departments for selection of trainees are long and cumbersome. If the nominated person is not available, there is no process to find an alternate.

Lessons Learned

- We should be creative in selection of trainees and develop a list of possible candidates who can be trained in case the first nominee is not available.
- It would have been more effective if an overall training needs assessment had been conducted earlier.
- We need to develop a more consistent link with other training institutions throughout Pakistan to help us identify which training programs are suitable and available.

Project Component 5: Private Sector

Assessment of Progress

- The President of the Balochistan Chamber of Commerce and Industry (BCC&I), who represents the private sector on the BCS Steering Committee, met with the BCS support unit and five members of BCC&I in July 1997. The BCS project was described and the role of business and industry discussed. The BCC&I agreed to provide their inputs into future consultations on the BCS.
- A Roundtable on Industry is being established. Links have been established with the Secretary and Deputy Secretary, Industries, GoB; President, BCC&I; MD LIEDA; Deputy Commissioner, Lasbela; and the Assistant Commissioner, Hub.
- The Deputy Secretary, Industries has been identified as the focal point for the round table. The first meeting of the group to be involved in the round table is expected to be held in April. It has been deferred to accommodate the visit of the external monitoring mission.
- The BCS organised a training session on EIA guidelines for members of the private sector the BCC&I and officials from government. The training was conducted by an Australian consultant.

Constraints/Issues

- The Industry sector in Balochistan is, in general, very weak, and is confined to Hub, Winder, Gadani, and Quetta.
- There is little evidence of an organised working relationship between GoB/BEPA and the industrialists.
- Available information on industries in Balochistan is sketchy, incomplete and unreliable.
- Verification of information on issues related to industrial activity is difficult.

Lessons Learned/Recommendations

- There is a need to collect details of the type and status of industry working in Balochistan, the associated effluents, emissions and wastes, and measures being taken to implement the NEQS. Progress in implementing PEPA, e.g. in complying with NEQS and in conducting IEE's and EIA's, should be documented, as well as monitoring progress towards achieving ISO standards.
- The BCS team needs external assistance in collecting accurate information regarding the industrial centres of Hub, Winder and Quetta.

Project Component 6: NGOs

Assessment of Progress

- The NGO Coordinator, Mr. Nadir Gul was recruited in February 1998. He replaced Mr. Usman Qazi who left in December, 1997.
- The first phase of the baseline survey was completed. A questionnaire was developed for umbrella NGO's. It was distributed to 30 key NGO's and to bilateral projects involving social mobilisation.

The questionnaire was followed up with interviews with individual NGO's. From the results obtained so far it is apparent that there is little awareness or expertise regarding environment and sustainable development.

Results were analysed to gain an understanding of geographical coverage and focus of these organisations.

A computerised, graphical representation of the results, and a brief report, was prepared.

An NGO workshop was held May 14-15, 1997. A SWOT analysis of the NGO sector was conducted. The capacity of individual organisations to expand or reorient their agendas to deal with environmental issues was assessed. The workshop proceedings were put together in the form of a report and circulated to all participants.

- NGO's were informally consulted on the draft terms of reference for the NGO Roundtable. Their suggestions were included in a discussion draft prepared for a Roundtable Consultative Workshop held on November 19, 1997. The workshop was attended by many NGOs, and they were represented in almost all working groups. NGOs from outside Quetta, such as SCOPE, NRSP, LAFAM, RCDC also participated.

Key NGO's have provided assistance to, and participated actively in, all district consultative meetings organised by the BCS Team.

Constraints/Issues

- There is little awareness on environment and sustainable development concepts among NGO's.
- Many NGOs expect the BCS team to get involved in grass root level issues. It is difficult to engage many NGOs and have them involved in the BCS agenda.

Lessons Learned/Recommendations

- Most NGO's need capacity building in institutional and generic issues. The BCS Team should respond to selected institutional needs, and then support them in greening their agendas.
- There is a lack of a credibility and confidence between the NGO's and government run projects in Balochistan. The BCS/SU has been seen as a trusted intermediary and should use this reputation to create joint fora for dialogue and discussion.
- There are a large number of projects working in Balochistan collecting information and conducting needs assessments. The BCS/SU should identify these sources, develop links and relationships, and build on the work already done.

-
- It will be useful to review existing and proposed legislation from other provinces and to assess its applicability in Balochistan. This methodology will ensure that legislative work is not duplicated.

Project Component 8: Demonstration Projects

Assessment of Progress

- The following four topics were identified by the BCS/SU and recommended to the Steering Committee as suitable for development as demonstration projects:
 - ground water recharge and sustainable use of water
 - control of vehicle emissions in Quetta
 - appropriate disposal of hospital wastes in Quetta
 - environmental audit of the Gadani ship breaking industry

The Steering Committee endorsed the first two topics. The first was assigned to BCS/SU and the latter to BEPA.

- A project outline was developed for the water project and revised after consultation within IUCNP. The revised version was discussed in the Executive Committee with specialist input from the Coordinator, Bureau of Water, Mian Bashir Ahmad. This initiative will be followed up in March, 1998 with the relevant government departments, NGO's and other concerned groups.

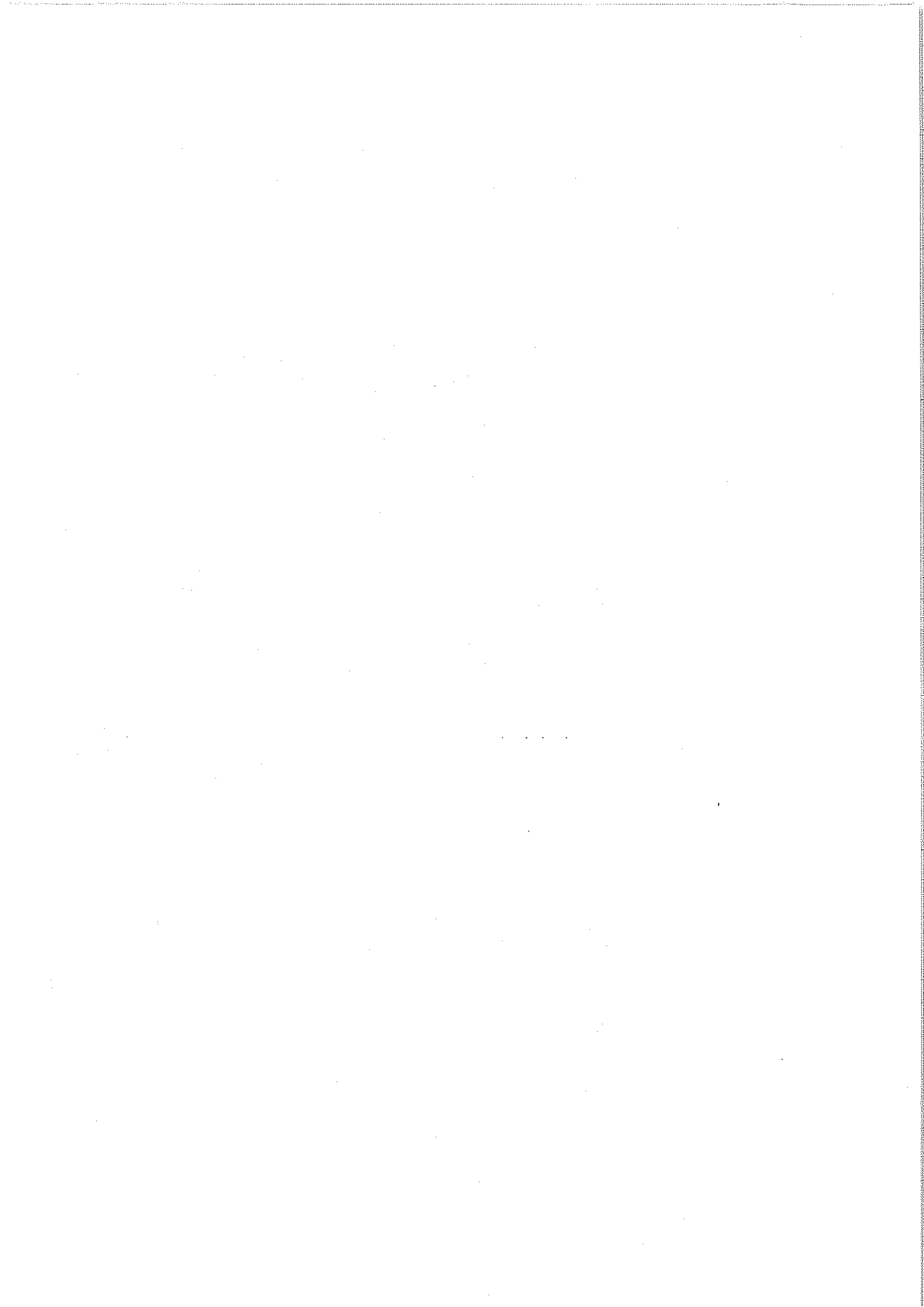
The project will be owned and operated by either PHE or Irrigation Departments.

- BCS/SU has provided technical and logistical support, and coordination to the Vehicular Emission Control ("rickshaw") Project. This project is being carried out under the Pakistan Environmental Programme, with funding from CIDA.
- An environmental communications demonstration project has been identified. It is focused on the Hanna Lake area, a popular wetland recreation area managed by the military near Quetta. The project targets school groups and visitors. The concept has been forwarded to the Log Area Commander, Quetta Cantt for permission to implement the project.
- As approval has not yet been received, and as the Canadian intern will return to Canada in March, the project is being put on hold. It will be included in the list of key initiatives for the future.

Unanticipated Outputs

The following outputs were not part of the workplan of the BCS/SU but were thought to be important in supporting the long term goals of the BCS, and in fostering good working relations with our key partners.

- The BCS/SU provided support for a request to UNDP/GEF for funding the development of a project proposal. It concerns the management of juniper forests and the designation of juniper forests in Ziarat as a World Heritage Site.
- The BCS/SU conceived the idea of having the GoB nominate Zangi-Nawar Lake for designation as a Ramsar site. Information on the lake is being collected in support of a proposal for follow up by GoB and GoP.
- The BCS assisted the Forest Department of the GoB to include the Hingol National Park in the Protected Areas Management Plan proposal to be submitted for World Bank/GEF funding.

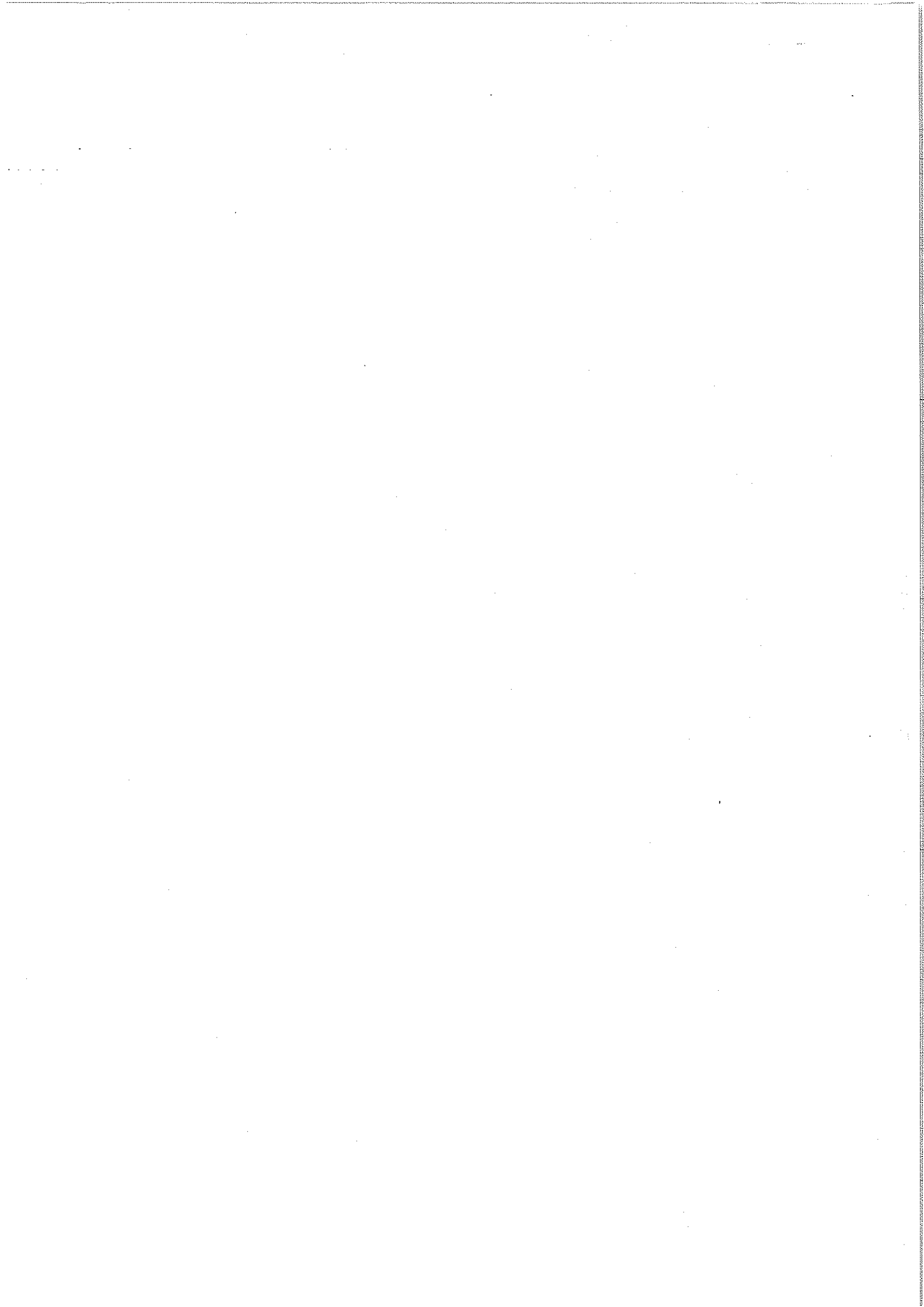


Issues/Constraints

- Funds available in the BCS/SU budget for demonstration projects are limited and can only support the identification and development of project proposals. More meaningful work will require time and additional resources.

Conclusions and Recommendations

- The present focus of identifying and developing proposals for demonstration projects should be put on hold in view of the constraints of time and funding.



Annex I: The Process Followed

- The process followed for the first three days of the Internal Review involved a detailed review and discussion of:
 - the origins and evolution of the project;
 - the key documents: contract between RNE and IUCN; PC1; Plan of Operations and Annual Work Plan;
 - project approach;
 - project start up process
 - the key partners; their expectations and responses;
 - work planning; monitoring, review and evaluation; reporting requirements;
 - progress/achievements to date, overall and by component including:
 - constraints/issues
 - lessons learned
 - conclusions/recommendations.

- The fourth and final day of the review included:
 - an analysis of strengths and weaknesses
 - key findings
 - conclusions
 - tentative recommendations.

Meetings with the government and NGO partners were held on February 25, 1998 to seek their inputs. The final report was then collated, synthesised and reviewed by Team members and IUCN Karachi staff.



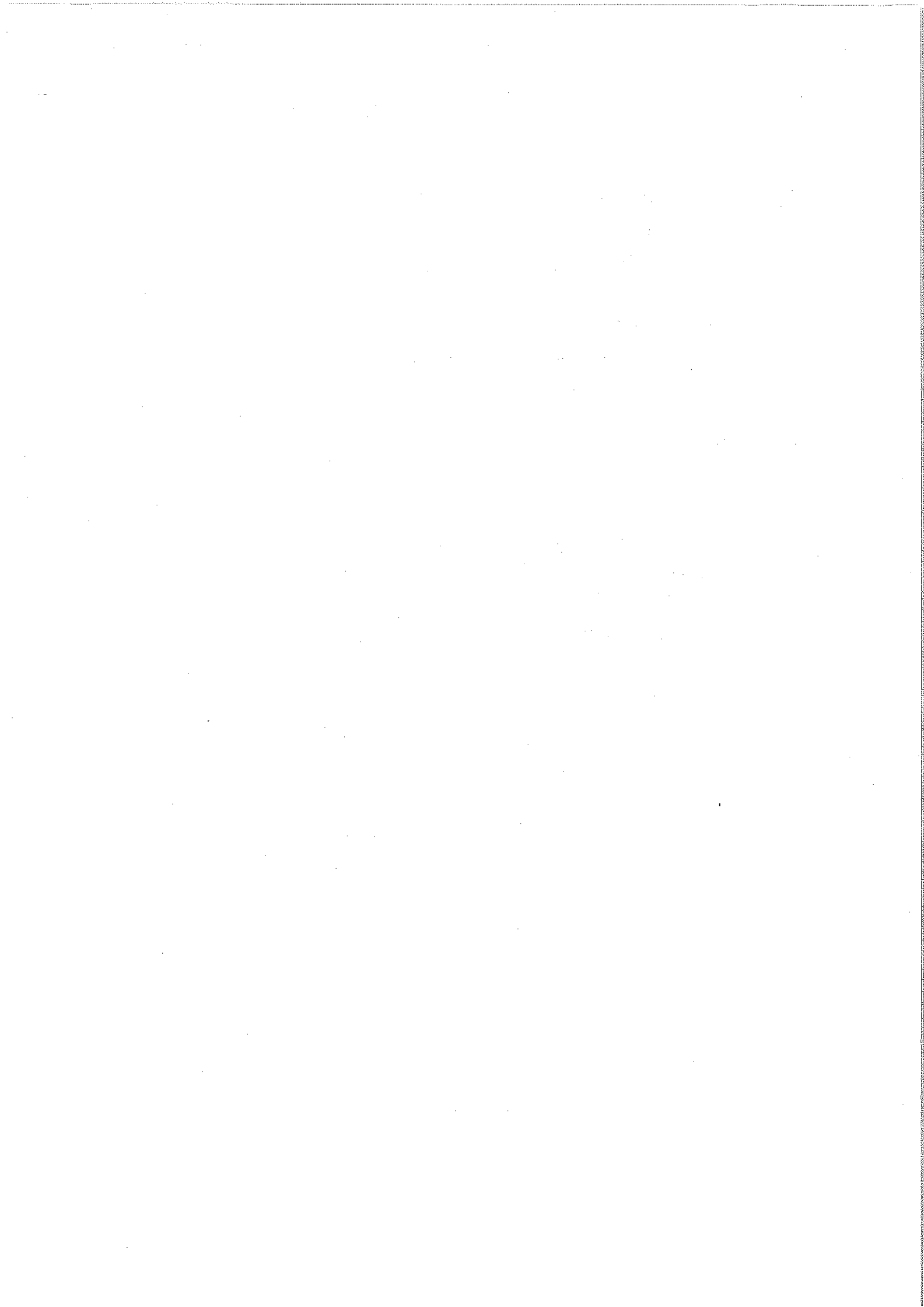
Annex II: Participants

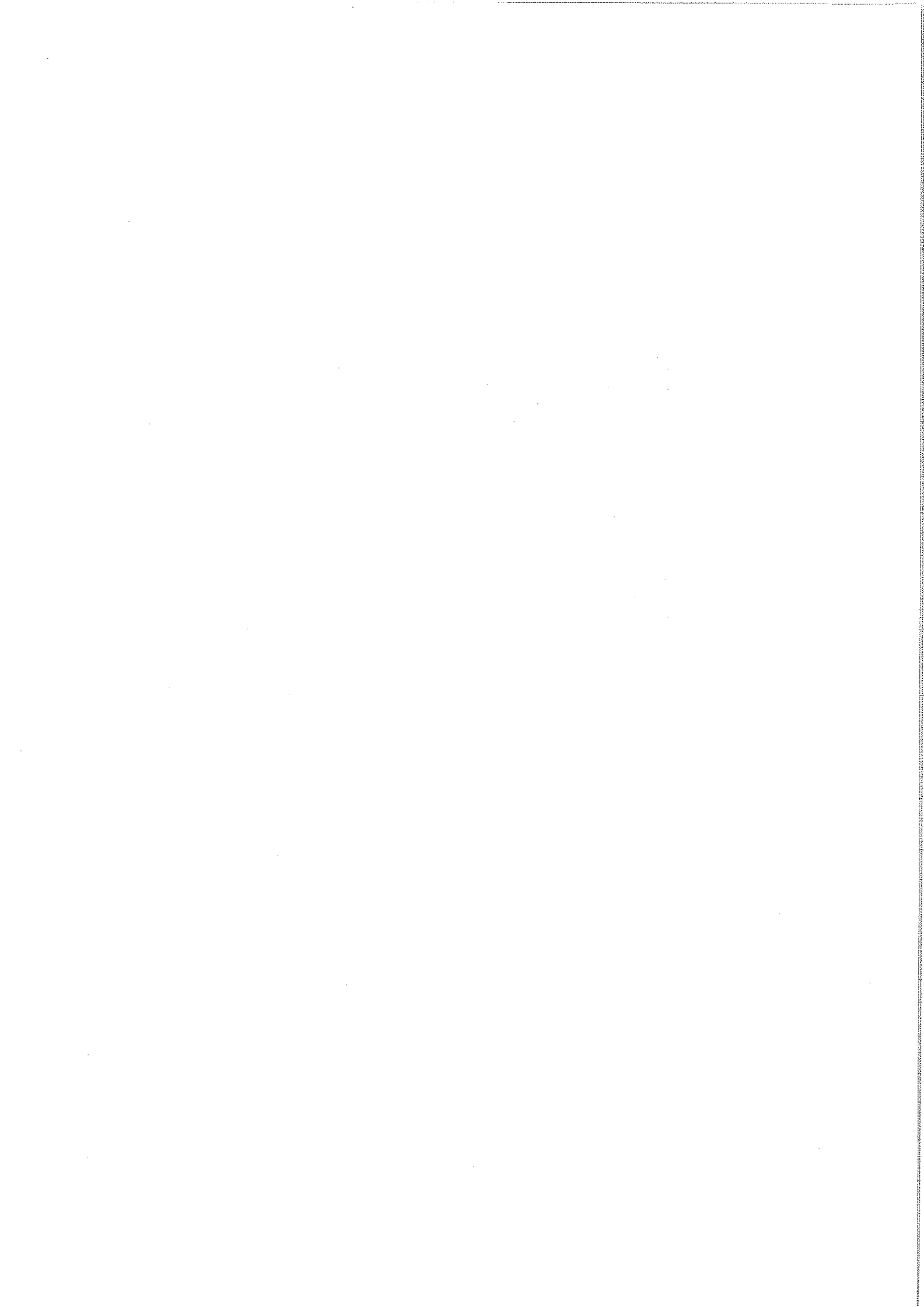
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IUCN - The World Conservation Union

Founded in 1948, The World Conservation Union brings together States, government agencies and a diverse range of non-governmental organisations in a unique world partnership: over 895 members in all, spread across 137 countries.

As a union, IUCN seeks to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable. A central secretariat coordinates the IUCN Programme and serves the Union membership, representing their views on the world stage and providing them with the strategies, services scientific knowledge and technical support they need to achieve their goals. Through its six Commissions, IUCN draws together over 6000 expert volunteers in project teams and action groups, focusing in particular on species and biodiversity conservation and the management of habitats and natural resources. The Union has helped many countries to prepare National Conservation Strategies, and demonstrates the application of its knowledge through the field projects it supervises. Operations are increasingly decentralised and are carried forward by an expanding network of regional and country offices, located principally in developing countries.

The World Conservation Union builds on the strengths of its members, networks and partners to enhance their capacity and to support global alliances to safeguard natural resources at local, regional and global levels.

In Pakistan, the Union seeks to fulfill this mission by empowering communities to participate in the implementation of the National Conservation Strategy.

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