

Evaluation Abstract

Title, author and date of the evaluation report:

IUCN Pakistan Programme Review, conducted by Aban Marker Kabraji, Abdul Latif Rao, Alejandro Impach, Udaya Kaluaratchi, Gul Najam Jamy, Andrew Ingles, and Lucy Emerton, October 2004

Name of project, programme or organizational unit:

IUCN Pakistan Programme

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

To ensure sustainable development of Pakistan's natural and local resources, IUCN-Pakistan aims at:

- Integrating environment and development;
- Supporting institutional and human resource development for environment;
- Facilitating the creation of a supportive policy and legal framework; and
- Increasing popular support for the environment.

IUCN-Pakistan follows a two-pronged approach in pursuing these objectives:

1. Advocates and technically assists the development of conservation strategies
2. Supports strategy implementation by providing assistance in policy and legislative reforms, capacity development, environmental assessment, awareness and education, and selected field projects.

IUCN area of specialisation: N/A

Geographical area: Pakistan

Project or programme duration, length of existence of organisational unit:

In 1982, an exploratory mission from the IUCN Headquarters laid the foundation of the IUCN Programme in Pakistan. Three years later, a one-person Country Office was established in Karachi (1985). Since then, IUCN-Pakistan has grown into the largest country programme with five programme offices and a number of offices in the field.

Overall budget of the project, programme or organizational unit: Not specified

Donor(s): N/A

Objectives of the evaluation:

1. To assess the relevance and effectiveness of IUCN-Pakistan's programme in global, regional and national context;
2. To assess the appropriateness and adequacy of the structure and systems supporting programme implementation, including projects;
3. To assess financial sustainability of the IUCNP Program; and
4. To provide feedback and recommendations for improvement of related structures and processes.

Type of evaluation: Programme

Period covered by the evaluation: 2002 - 2004

Commissioned by: IUCN Director General; IUCN Global Programme Director

Audience: IUCN Director General, IUCN Senior Management, IUCN-ARO Regional Director, IUCN-Pakistan Country Representative; IUCN Regional and Country Office staff.

Evaluation team: Internal

Methodology used:

The Review Team's approach to gathering information included visits to all IUCN-Pakistan Country and Provincial Offices; presentations of all programmes (thematic and provincial) and projects; document analysis; interviews with key governmental officers, partners, and donors; participation in the regular meeting of the IUCN Donors Coordination Group; discussion sessions with staff, etc.

Questions of the evaluation:

Findings:

The following represent some of the Review Team's key findings:

- IUCN Pakistan's performance has enhanced significantly since the last strategic review (mid-2002), with improvements most visible in external organizations' perception of IUCN-Pakistan.
- Donors were very positive about IUCN-Pakistan's capacity to implement the changes they requested and expressed readiness to support this process. The government also seemed positive about engaging IUCN-Pakistan on a larger and deeper scale. At the same time, almost all interviewees pointed out their interest in seeing actual change in practice, in addition to IUCN's policy, awareness, and strategic planning work.
- The Pakistan Intersessional Programme 2005-2008 constitutes an appropriate platform for IUCN-Pakistan's process of change.
- Good progress was achieved in balancing budgets and securing funding. More than 90% of the resources needed for 2004 and 2005 had already been secured.
- Good results were generally observed in the various offices and projects. The Review Team was particularly impressed by the progress in Balochistan and the results achieved by the Environmental Rehabilitation Project in the North West Frontier Province and Punjab (ERNP). It was also noted that recent external reviews have left good results in the Sarhad Provincial Conservation Strategy / Programme Support for Northern Pakistan Projects (SPCS/PSNP) and the Mountain Areas Conservancy Project (MACP).

Some remaining issues identified are:

- An excessive focus on planning, awareness and government support activities. There is a need for a stronger set of field activities in order to achieve a better balance between ground and policy activities.
- An excessive degree of isolation among the different components of IUCN-Pakistan (Thematic Programmes, Provinces and Projects). This isolation is having several negative effects, both internal (poor communications, reduced joint work, poor coordination, waste of resources, etc) and external (limited visibility of IUCN-P, insufficient knowledge among partners and stakeholders about the experience of IUCN-P in other places of the same country, etc.)
- A need for streamlining the organizational structure in terms of role clarification, pooling of small units, creation of some additional positions, and adjustment of some reporting lines as a way of increasing effectiveness and improving work integration.

Recommendations:

The following general recommendations are considered key to IUCN-Pakistan's future development:

1. Streamline the structure and reporting lines.
2. Improve integration of the Programme components by setting specific positions and procedures.

3. Aim for a stronger focus on identifying and working in settings where the field work – policy loop can be clearly established, i.e. open field work in areas where IUCNP is active in policy/legislation/strategic planning, and strengthen policy work in the areas related to current field work.
4. Incorporate horizontal movements in the career path of IUCNP staff by developing opportunities for personnel moving from the Country Office to Projects, Provincial Offices, the Ecosystem and Livelihood Group (ELG), the region, etc.
5. Improve communications at all levels, including dissemination and exchange of knowledge management
6. Sharpen the Programme focus to a few key areas, such as landscape and ecosystem management, poverty and livelihoods, global change, and protected areas and species.
7. Intensify working relations by engaging into two-way exchanges with other countries, the Asia region, and the global level.

The report also contains a section with specific recommendations to the Pakistan Country Office and the Programme Offices in Islamabad, Peshawar, Gilgit, Quetta and Sindh, as well as a section on the recommendations' implications for IUCN-Pakistan's organizational structure.

Lessons Learned: Not specified

Language of the evaluation: English

Available from: IUCN Global Monitoring and Evaluation Initiative, Gland, Switzerland; IUCN Asia Regional Office, Bangkok; IUCN Pakistan Country Office, Karachi.