

PIEDAR

PAKISTAN INSTITUTE FOR ENVIRONMENT DEVELOPMENT ACTION RESEARCH

SUBMITTED TO:
Royal Netherlands Embassy, Islamabad
Development Section

Monitoring the Balochistan Conservation Strategy Balochistan, Pakistan

Mission #1
(March 7-20, 1998)

PERIOD COVERED: July 1996-March 1998
EXTERNAL MONITORING TEAM: Prof. Adil Najam, Mr. Nadeem Afzal

First External Monitoring Report March, 1998

Pakistan Institute for Environment Development Action Research

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#1 • SUMMARY OF KEY FINDINGS

Introduction

The first external monitoring of the Balochistan Conservation Strategy (BCS) was undertaken between March 7-20, 1998. This report presents the External Monitoring Team's (EMT) assessment of the progress of the project since its inception in July 1996 to mid-March, 1998 and how it is positioned to achieve its overall project goals. Since very little work has yet been done on the actual contents of the BCS document, this first report does not discuss its structure or quality. This report also serves the purpose of setting the context and providing a framework for future monitoring missions and reports.

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

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

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

Overall Assessment

- ❖ The overall project is experiencing a delay of about one year. The delay is reflected in each component of the project. However, the pace of activities has picked momentum over the last six months.
- ❖ The EMT considers the revised workplan, 1998 to be an improved and more focused planning document although the schedule for the production of the sector sub-strategies is demanding. Unfortunately, because of past delay, that particular schedule is necessary. It is extremely important, therefore, for the entire team to focus attention on this particular activity for the near future and ensure that the targets are met.
- ❖ According to the BCS team the factors that contributed to this delay include: an unrealistic initial workplan; an underestimation of the problems associated with starting a project like this in Balochistan; a protracted process of staff recruitment and mobilization; working from multiple locations; and staff turnover in key partner institutions.

Product Issues

- ❖ The most serious consequence of the delay has been on the actual drafting of the BCS document which will now have to be produced under a stringent timeframe with little to no cushion for future slack.
- ❖ The most important activity for the near future is to ensure the quality and timely production of the sector sub-strategies. Meeting the targets that the BCS project has set for itself would require vigilant focus and tight management. The Steering Committee's advice to use and nurture local expertise should also be carefully heeded.
- ❖ Work on devising a detailed outline and table of contents for the BCS document should begin immediately. This process should involve the entire BCS team and seek due conceptual and operational guidance from the Steering Committee.

Process Issues

- ❖ The most important achievements of the project till now has been the six district consultations and the good contacts established with the Government of Balochistan.
- ❖ Key stakeholders, particularly in government, see the importance of a 'culture of consultation' in policymaking as the most important message of the BCS. Regular contacts have been maintained with key actors in government and they are generally informed about the broad outline of the project.
- ❖ However, key stakeholders--including Steering Committee members--exhibit a sporadic understanding of what the BCS is going to look like, the role of various stakeholders in its implementation, and why a Conservation Strategy is useful for Balochistan. Facilitating the development of this understanding amongst key stakeholders is a key challenge for the BCS team in the coming months.
- ❖ The BCS Project is blessed with a supportive Steering Committee. However, the Steering Committee seems to have been under-utilized as a source of substantive

- guidance and advice. Efforts need to be made to seek greater involvement of the Committee on substantive issues related to the content of the Strategy.
- ❖ The key process activity in the immediate future is to facilitate the development of sector Interest Groups, some of which may then evolve into independent Roundtables.
 - ❖ Activities in the two key components of communication and NGOs need to move away from broader issues such as public relations, mass awareness, or general capacity building to a focus on activities which directly help build a civil society that is ready to 'receive' and implement the Strategy once it is completed.
 - ❖ A number of partners view the BCS as a general 'awareness' or 'field' project. This misconception needs to be removed. This should be done through a careful analysis of the design of workshops, orientations and other events that the BCS organizes. Also, the preparation of a new brochure--more focussed on the BCS, its essential idea, its vision, and the role that key stakeholders would play in its implementation--would be extremely beneficial.

Project Management Issues

- ❖ Although the process of inducting and mobilizing a professional team has taken a long time, the EMT has been impressed by the individual skills of the BCS professional staff in their respective areas of competence. These skills should be nurtured and utilized to their full potential in the process of developing the sector sub-strategies and the BCS document.
- ❖ The problem of working in three different locations continues to be a serious impediment and needs to be addressed. In addition to placing extra administrative and financial burdens, it imposes a direct cost on the quality of both the product and the process. Since providing office space is to be a contribution of the GoB, efforts should be made to procure the use of the fourth cubicle in Block 3--and possibly an additional room in that building--so that the entire team can be housed in the Government Secretariat, close to key stakeholders.
- ❖ The range of expertise that IUCNP has to offer to the BCS in Quetta could be a valuable asset if it complements the skills already available in Quetta and responds to locally felt needs. The most relevant contribution would be a sharing of experience and lessons from the Sarhad Provincial Conservation Strategy (SPCS) in the form of structured briefings for the BCS team and person-to-person interaction.
- ❖ Good record-keeping and internal documentation plays an especially critical role in the BCS Project because the learning of the team is itself the most important asset for the Strategy. The accessibility, promptness, and detail of such documentation need to be improved.
- ❖ A true sharing of learning requires ample opportunities for formal and informal interaction and dialogue. A system of regular team meetings for self-monitoring, workplanning, and conceptual interaction should be instituted immediately.



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Key Information

• Project

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

• Sponsor

The Royal Netherlands Embassy (RNE), Islamabad, Pakistan

• Implementing Agencies

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

• BCS Team, Quetta

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

• BCS Project Offices

- ❖ Block No. 3, Main Secretariat, Government of Balochistan, Quetta, Pakistan
Phone/Fax: 081-843246 (Office for Project Director)
- ❖ Block No. 6, Main Secretariat, Government of Balochistan, Quetta, Pakistan
(Offices for Technical Advisor, Communication and Education Coordinator, NGO Coordinator)
- ❖ Marker House, Zarghoon Road, Quetta, Pakistan
Phone/Fax: 081-820706; E-mail: info@iucn-bcs.qta.khi.sdnpc.undp.org
(Office for Head IUCN Balochistan Programme)

• BCS Steering Committee

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

• External Monitoring Team (EMT)

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

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Duration of Monitoring Project: To be implemented in alignment with the BCS Project. Two External Monitoring missions planned per year.



Glossary

BCC&I	Balochistan Chamber of Commerce and Industry
BCS	Balochistan Conservation Strategy
BEPA	Balochistan Environmental Protection Agency
EMT	External Monitoring Team
GoB	Government of Balochistan
IUCNP	World Conservation Union-Pakistan Office
LFA	Logical Framework Analysis
NCS	National Conservation Strategy
NGO	Nongovernmental Organization
NWFP	North West Frontier Province
P&D	Planning and Development (Department)
PNCS	Pakistan National Conservation Strategy
POO	Plan of Operation
RNE	Royal Netherlands Embassy
SDPI	Sustainable Development Policy Institute
SPCS	Sarhad Provincial Conservation Strategy
TOR	Terms of Reference



#1 ● INTRODUCTION

1.1 External Monitoring

The first external monitoring of the Balochistan Conservation Strategy (BCS) was undertaken between March 7-20, 1998. This report presents the External Monitoring Team's (EMT) assessment of the progress of the project since its inception in July 1996 to mid-March, 1998 and how it is positioned to achieve its overall project goals. The EMT organized its monitoring along three related areas--the 3 P's--namely, Product, Process, and Project Management.

Apart from individual interviews with various stakeholders, the mission participated in two days of briefings on IUCN Pakistan's inputs to the BCS process (Karachi, March 9-10), two half-day briefings from the BCS team (Quetta, March 11-12), and a day-and-a-half of group discussions with the BCS team reviewing their perceptions of the project's future priorities, current management responsibilities, and past achievements (Quetta, March 14 and 16) (See Annexes V, VII and IV). In addition, the EMT also attended the initial meeting of the Interest Group on the Agriculture Sector (Quetta, March 14). The mission began and concluded with briefing sessions with the Royal Netherlands Embassy (Islamabad, March 7 and 20). A full itinerary of the mission is provided in Annex I while Annex II lists the individuals interviewed according to their relationship to the BCS process. Annex III lists the various documents related to BCS that were reviewed by the EMT.

Since very little work has yet been done on the contents of the BCS document, this report will not discuss its structure or quality. Such issues will, however, be a major focus of subsequent monitoring missions.

This introductory chapter is followed by a review of the progress of the project in each of its eight components (Chapter #2).y Chapter #3 concludes the report with the assessment and recommendations of the monitoring mission organized around the 3 P's. The EMT felt a need to discuss a number of issues related to the project at length because a) this is the

first external monitoring report and b) it covers a significant duration of time (more than 20 months). This report also serves the purpose of setting the context and providing a framework for future monitoring missions and reports.

1.2 The BCS Project

The Balochistan Conservation Strategy (BCS) Project is a policy planning initiative of the Government of Balochistan (GoB), technically supported by IUCN Pakistan, with financial assistance from the Royal Netherlands Embassy (RNE). The project draws from the Pakistan National Conservation Strategy (PNCS), which is the sustainable development policy strategy for Pakistan, and recommended that each province should develop its own provincial conservation strategy. According to the PC1 for the Balochistan Conservation Strategy:

The project aims to operationalize the National Conservation Strategy (NCS) in Balochistan. BCS will be the environmental action plan and sustainable development policy for Balochistan (taking care of natural resources). This overall and cross sectoral strategic planning exercise will create linkages between economic, social and environmental sectors. It will relate to priority programme areas to be identified for Balochistan, taking into consideration fourteen priority areas of the NCS. This project will also relate with the projects for Balochistan listed in the NCS Plan of Action and the Environmental Chapter of the 8th Five Year Plan.

TABLE 1.1: BCS Objectives

Long-term Objectives	Short-term Objectives
<ul style="list-style-type: none"> • Progressively enhance environmental awareness and behavioral change amongst decision makers, administrators, planners, resource managers, etc. • Enhance capacity of government institutions, private sector and NGOs in Balochistan for long-term planning for integrating environment with development. • Establish norms of consultation with concerned organizations and individuals, in the planning and implementation of development policies, programs, projects and activities in Balochistan. 	<ul style="list-style-type: none"> • Development of the BCS document through a consultative process. • Resuming and furthering the consultative process initiated under the NCS, as part of the emerging culture of participation. • Capacity-building, inside and outside the government, for developing and implementing the BCS as an interactive and consultative process. • Initiating policies, procedures, structures and projects in support of BCS development and implementation. • Complementing the Balochistan Natural Resource Management Project (BNRMP).¹

The Plan of Operation (POO) defines the immediate goal of this three year project as the development of the Balochistan Conservation Strategy through a process that builds on the following three principles:

- ❖ Stakeholder participation and the promotion of a consultative culture.
- ❖ Institutional and capacity development in government and civil society.
- ❖ 'Mainstreaming' of environmental concerns into the development planning process.

¹ - This objective was originally listed in the POO as a long-term objective. However, the BCS team considers it to be a shorter-term objectives.

In doing so, the long-term and short-term objectives listed in Table 1 are to be achieved.

For implementation purposes, the project design conceives eight component areas. These components, along with the expected intermediate results in each (as defined in the POO), are presented in Box 1. Operationally, activities related to the project are designed and implemented in these component areas which have been further elaborated in the original *LogFrame* for the project and are also reflected in the workplans.

Box 1: BCS Components and Expected Results

• #1: The BCS Document •

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

• #2: Communications and Public Awareness •

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

• #3: Environmental Education •

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

• #4: Environmental Training •

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

• #5: Private Sector •

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

• #6: NGOs •

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

• #7: Environmental Legislation •

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

• #8: Demonstration Projects •

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

Source: BCS Plan of Operation, December 1996

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

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

1.3 BCS Internal Review

A detailed internal review and planning exercise for the BCS Project was carried out by IUCNP's Programme Directorate in February 1998 (less than a month before the external monitoring mission). Some of the key points raised by the Internal Review include:

- ❖ 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 output promised in the activity plan have been delayed by at least ten months because of a) the underestimation of the particular difficulties associated with working in Balochistan, b) delays in getting an effective team together, and c) an ambitious workplan for the period July 1996-December 1997.
- ❖ There is delay in all components of the project and the pace of work is slower in the education and private sector components.
- ❖ The momentum of work has picked up over the past six months.
- ❖ Internal planning and monitoring systems in the project are weak.
- ❖ There is lack of consistent follow up.

The Internal Review has been a useful exercise for the BCS team and its report has also provided useful information to the EMT. Although there are significant differences in the mandates of the internal review and this monitoring report, a number of the findings of the internal review are validated in this report and will be further elaborated upon in later chapters.

#2 • PROGRESS AND ACHIEVEMENTS

2.1 Project Administration

Beginning in July 1996--and formally launched in August 1996--the Balochistan Conservation Strategy Project has taken a considerable amount of time in gearing up. The first professional hire was made in November 1996 with the induction of an NGO Coordinator. However, this NGO Coordinator left BCS within a month. In February 1997, the current Project Director and a new NGO Coordinator came on board. The current Communication and Education Coordinator joined them in April 1997. This completed the local professional team as envisaged in the original project design. However, due to a number of problems (including staff inexperience, multiple office locations, conceptual complexity of the project, and orientation needs) it has taken some time for this team to gel into a coordinated unit.²

In June 1997, a permanent Head of IUCN-Balochistan Programme was appointed who has been devoting 100% of his time to the BCS since January 1998 and has overall responsibility for the BCS Project.³ The NGO Coordinator's post became vacant once again in December 1997 and yet another person was hired for the position in February 1998. The hiring of an expatriate Technical Advisor--which, according to original plan, was scheduled for April 1997--was also postponed due to the initial delay in operationalizing the BCS Team and the Technical Advisor did not join the project until February 1998. In essence, then, it is only

² - For more on this theme, see *Report on the Internal Review--BCS Project*, IUCN Pakistan Programme Division, February 1998.

³ - This post was not envisaged at the time of the original design of the project and some of the activities of the Project Director have now been taken over by this post. However, Mr. Rao has been supervising the project from its inception: first as the Head of IUCN's Strategies Programme (from Islamabad) and now as the Head of IUCN's Balochistan office.

now that the full BCS team is beginning to come in place. Table 2.1 provides a full list of the BCS professional and support staff in Quetta.

TABLE 2.1: BCS Staff

Professional Staff	Support Staff
• Head, IUCN Balochistan Programme (1)	• Manager Administration (1)
• BCS Project Director (1)	• Office Secretaries (2)
• Technical Advisor (1)	• Office boys (2)
• Communication and Education Coordinator (1)	• Watchman/Cleaner (1)
• NGO Coordinator (1)	• Drivers (3)

The delays in recruitment of staff have been compounded by the problem of multiple office locations. A one-room office in Block 6 of the Provincial Secretariat was provided by the Government of Balochistan in November 1996 and has been occupied by the Project Director. An IUCN Balochistan Programme Office was established at Marker House (a five minute drive from the Provincial Secretariat) in April 1997 and now houses the Head of the IUCN Balochistan Programme, the Manager Administration and some support staff. Two office suites, consisting of four cubicles, in Block 3 of the Provincial Secretariat were made available to the project in October 1997 but only three cubicles can actually be used since the fourth stores GoB property that cannot be moved. The Technical Advisor, the Communication/Education Coordinator and the NGO Coordinator now occupy these rooms.

In short, the BCS Project is now housed in three different locations. This causes difficulties in communication and is an impediment to the sharing of learning between team members. The scattering of the staff over three different locations has also meant increased equipment needs over original design. However, with the recent procurement of seven new computers (which replace earlier hired ones), adequate equipment is now available to the project.⁴

2.2 Project Implementation

Overall the project is delayed by about one year because of various reasons discussed in section 2.3. However, the momentum of work has picked up over the last six months. This section will review the progress made towards implementing the BCS project.

The EMT spent much of its time in seeking information on the progress of implementation. This was done first through a series of presentations by the relevant BCS Team member on each of the eight project components and then through a group meeting to review progress on each activity head defined in the *LogFrame*. Annex IV presents the results of the later exercise and provides a useful summary of the project's progress (the last column in Annex IV presents the EMT's remarks, including observations about specific activity heads in the *LogFrame* and the revised workplan for 1998). The third column in Annex IV lists the events and achievements related to each activity. Instead of repeating the full list here, this section

⁴ - A detailed equipment inventory was not part of the EMT's mandate. However, based on the information provided in the Semi-Annual Progress reports and on EMT observation the BCS Project is now adequately equipped--3 vehicles (2 Toyota 4x4 double cabin pick-ups from Project funds and 1 Suzuki car from IUCN pool), 2 photocopiers, 2 fax machines, laser printers, audio-visual equipment, etc.

will comment upon the key areas of progress in each project component, highlight the main achievements, and discuss issues not captured in Annex IV. Some recommendations which are specific to individual components are also discussed here.

2.2.1 BCS Document

Till now the most significant progress in the project, and this component, relates to the district consultations. Consultations in six districts have already been completed and three more are planned in this initial phase of district meetings. Although full reports of only a few of these meetings are available, all indications suggest that they have been well structured, well attended and well received.⁵ These district consultations have been the source of valuable learning and a priority should be placed on writing it down, analyzing it within the team, and sharing it with other stakeholders.

A major achievement in this component has been the good contacts established with relevant officials in the Government of Balochistan. More importantly, key stakeholders in GoB see the inculcation of a consultative culture in policy-making as the most important element of the BCS process and a major strength of the BCS project. Regular contacts have been maintained with key actors in government and they are generally informed about the broad outline of the project. Deeper understanding of the BCS goals and philosophy is, however, not yet evident. Similarly, a full appreciation of the need to focus on cross-sectoral linkages, a clear picture of what the BCS document is going to look like, and the roles that various stakeholders will play in its implementation is also not evident yet.

The BCS Steering Committee has met four times (twice in January 1997, once in June 1997, and once in February 1998).⁶ More importantly, the minutes of record suggest that these meetings have focussed more on operational issues than on conceptual guidance. This is a cause of some concern especially since a separate mechanism for discussing operational and administrative issues is now available in the form of the Executive Committee.

Concerns about duplication between BNRMP and the BCS have been resolved through discussion. BNRMP has been mired in internal problems and has been undergoing major restructuring. This has made establishing deeper contacts with them difficult. It is hoped that these problems will soon be solved and a closer working relationship between the two projects established.

Collection of data and information from relevant agencies has been ongoing. However, a detailed analysis and evaluation of the data that has been collected has yet to be undertaken.

A major activity in this component was the Consultative Workshop on Roundtables held in November 1997. The workshop introduced the concept of Interest Groups and Roundtables to key stakeholders and initiated a process of dialogue that will hopefully lead to the creation of Interest Groups in 13 sectors, some of which will eventually blossom into meaningful Roundtables. The Workshop also finalized the TORs for these Interest Groups. Initial meetings of a few Interest Groups have already been held.

⁵ - The EMT hopes to visit a few of these districts on its next monitoring mission and interview some of the people involved in them. This will provide the basis for a more thorough assessment of their impact.

⁶ - The second meeting in January 1997 could be seen as a continuation of the first since it was called because the Steering Committee sought a presentation of the project's POO.

The most important change within this component relates to the process through which sector sub-strategies will be written. Firstly, these sub-strategies are now formally de-linked from the Roundtable process although the Interest Groups may still serve as a peer group that would work closely with sub-strategy authors and may also review its drafts. Secondly, the sector sub-strategies will now assume a more prescriptive flavor (as opposed to the more descriptive format conceived earlier). It is hoped that this will make the sub-strategies more directly useable in the final BCS document. A generic set of guidelines for these sub-strategies have been developed the process of author identification and TOR development for each sub-strategy is now in process. The project plans to have the final drafts of these sub-strategies ready by September-October 1998. Although this is an ambitious plan it is an understandable one given the current state of the project.

The whole project in general, and this component in particular, is experiencing a delay of at least one year. Nowhere is the delay more serious than in the development of the BCS document. Because of this delay, the revised workplan for 1998 has been forced to plan the completion of this activity on a tight schedule with little to no cushion for any future slack. The BCS Team, however, understand the tight situation they are in and seem determined to focus on this particular activity in the coming months. They are confident that the deadlines established in the revised workplan will be met.

2.2.2 Communication and Awareness

The BCS project has received good media coverage and the 'public relationing' aspect of dissemination has been adequately covered. The project has also been involved in disseminating general environmental awareness and answering specific informational queries upon request. A small library and resource center is in the process of being established at Marker House. A brochure on IUCN, with a box on BCS, has been developed in both English (April 97) and Urdu (August 1997) and widely distributed to the BCS constituency and at BCS events. Other informational material from IUCN including *The Way Ahead* and *Jareeda* have also been distributed through the project and *Jareeda*, in particular, has received a good response. In addition, the Urdu version of the NCS video has been screened at various BCS events.

The first steps towards the development of the BCS Promotion Strategy was taken in preparing a one-page draft of key messages, target audiences and communication tools. This is a useful effort and should now be operationalized in redirecting the communication efforts away from PR and general mass awareness and towards the directed (or 'catalytic') communication of the BCS 'idea' and philosophy to key stakeholders and target audiences. An example of such targeted communication efforts is the support that the BCS provided to three journalists from Quetta in becoming involved on a regular basis in the Pakistan Forum on Environmental Journalists, one of whom has now been elected an office bearer. The development and distribution of a new brochure more focussed on the BCS, its process, and its philosophy would be another example. Another example would be to seek (or write) more articles on the BCS process in *Jareeda* and *The Way Ahead*.

An important achievement in this component has been the emergence of a communications 'working group'--which will hopefully transform into a Roundtable. This group has evolved through regular contact with the BCS process and signifies the emergence of a communication constituency for the BCS. This constituency should be actively involved in

writing the communication sub-strategy, providing inputs into relevant sections of the BCS document, and evolving a broader environmental communication strategy for Balochistan.

Providing communication support to the Environment Department, BEPA and P&D, as envisaged in the original workplan, has been difficult because the Environment Department no longer exists, P&D has no communication component and BEPA has yet to hire its communication staff. Some recent progress was made in working with BEPA on its communication strategy on the request of its Director General. Unfortunately that DG has recently been removed and future progress will largely depend on the new appointee.

2.2.3 Environmental Education

The progress in this key sector has been slow. The major activity in this component to date was an orientation workshop on general environmental concepts and on the principles of environmental education, held in December 1997 and attended by 16 people working in the education sector. The BCS Project also arranged for two staff members of the Bureau of Curriculum in the Balochistan Education Department to attend a three month training course at the Center for Environmental Education in Ahmedabad, India. Unfortunately, neither was too happy with the experience partly because of visa problems and partly because of the theoretical nature of the training. However, the BCS hopes that the contact established with them will enable one of them to become a focal point on environmental training within the Department of Education.

A need assessment questionnaire was distributed in the December 1997 workshop and will be collected at the next orientation in April. Such a long lag is unlikely to produce the desired quality of information. An environmental teacher-training module has been added as a new activity to the revised 1998 workplan. If successful, this will be a potentially useful addition to the component. The project may also consider involving students more directly in its activities and also working with institutions of higher education.

2.2.4 Environmental Training

Participation was arranged for one official from BEPA in a training course on "Understanding the Industrial Sector"; a briefing session on EIA guidelines was arranged in October 1997 in which 23 people participated; a concurrent briefing on environmental mediation was attended by 15 people; and one officer of the Forest Department was sent to a training workshop in Gilgit on "GEF Funding Mechanisms for Biodiversity Conservation" in October, 1997. In addition, a list of training courses offered by the Sustainable Development Policy Institute (SDPI), Islamabad, was distributed to government agencies in November 1997. Responses have not yet been received or analyzed.

Progress in this component has been slow largely due to the lack of personnel in relevant government departments and the lack of interest in local training opportunities. The lack of available training opportunities has also hampered progress. Finally, the activities listed under this component in the *LogFrame* have themselves not been carefully thought out. In particular, these activities tend to be repetitive in intent, restrictive in focus, and ambitious in aspiration. Given the current state of the project it is inadvisable for the BCS Team to spend its time developing and conducting training courses itself. A more facilitative role would be more appropriate. While a focus on technical aspects of training should be

maintained to avoid duplication with training activities in other components, a need is felt to expand the scope to trainings beyond EIA/IEE and to involve all relevant agencies.

Moreover, a thorough training needs assessment should be completed soon and opportunities for relevant training within the country and abroad (within available resources) should be identified. Some level of innovation should also be exercised. For example, the experience of the Sarhad Provincial Conservation Strategy (SPCS) could provide rich opportunities for field visits and briefings for relevant agencies that can serve a valuable training function for the future implementers of the BCS.

2.2.5 Private Sector

There has been little actual activity in this component. An important workshop for industrialists in the Hub area, which was planned for December 1997 had to be postponed at the last minute due to an unforeseen turn of events in the tax negotiations at the federal level which sucked away all major industrialists in the area to Islamabad. Apart from this, a briefing meeting with the Chairman of the Balochistan Chamber of Commerce and Industry (BCC&I) and five members of the Chamber was held in July 1997 to initiate dialogue with the BCC&I. More recently an internship has been instituted for a University of Peshawar student who is will undertake a rapid environmental survey of industries in Hub and Winder. This is expected to be completed by June 1998.

The BCS team has rightly proposed an expanded focus for this component to include urban activities within its ambit. Looking at urban issues, including urban pollution and the trading sector, will allow the BCS to engage in 'private sector' issues more expansively since "industry" (in the narrow sense of the word) is of lesser importance in Balochistan than elsewhere. However, conducting a baseline survey of Balochistan' industrial profile--as part of the industry sub-strategy or as a separate activity--would be a useful contribution to the BCS.

2.2.6 NGOs

Progress in this key component of the BCS project has been hampered by the frequent changes in the NGO Coordinator. An important activity within this component was an NGO workshop held in May 1997, which also included a SWOT exercise on the NGO sector in Balochistan. NGOs have been involved in various BCS activities and have taken a lead role in the district consultation process. The first phase of a survey of NGOs and Umbrella Organizations in Balochistan has also been completed and a preliminary report has been compiled. However, the quality of the analysis leaves much to be desired and the BCS team is itself undecided on whether and how to proceed with the second phase of the survey. A properly conducted and analyzed survey of the NGO sector in the province could be a potentially useful input into the final BCS document.

The NGO Interest Group/Roundtable process has been initiated but it has yet to be decided whether the process will be 'situated' within or outside government. BCS has a potentially important role to play in fostering better linkages within NGOs and between NGOs and government and the Interest Group on NGOs could go a long way in playing such a role. The development of the NGO sub-strategy is another priority activity in this component that will also depend heavily on the quality of the Interest Group that might emerge in this area.

The focus of this component has been towards general capacity building of NGOs and needs to be redirected to creating a civil society that is ready to 'receive' and implement the BCS once it is completed. This would require placing a greater focus on the BCS idea and content in activities directed at NGOs than is currently envisaged. For example, the Internal Review echoes the EMT's view that "many NGOs expect the BCS team to get involved in grassroots level issues." This misconception, and the attendant understanding of the BCS as a 'field project' should be systematically addressed so that NGOs--who are to be key partners in eventual implementation--are better prepared for that ultimate role. This will require a careful analysis of the design of workshops, orientations and other events so that they more carefully communicate the purpose of the Balochistan Conservation Strategy and what it would seek from its key partners. The preparation of a new BCS brochure (see section 2.2.2) will also help.

Gender is a new focus that has been added as sub-activity within the NGO component. The BCS/IUCN supported an FAO workshop on Gender and Environment in December 1997 although no member of the BCS team was able to attend the event.

2.2.7 Environmental Legislation

Although no major planned activity--specific to the BCS--has yet been carried out within this component, the project has made good use of a number of opportunities within the area of environmental legislation. In particular, a draft 'model provincial wildlife law', prepared by the Law Program of IUCN, has been distributed to relevant agencies and the BCS Team is confident that it can be followed through to at least a level of serious consideration and debate. Similarly, links have been established with forest policy initiatives in NWFP, Azad Jammu & Kashmir, and the Federal government. This opportunity should also be pursued. The BCS process provides a useful forum for pushing for the adoption of environmental legislation in Balochistan. At the same time, any success in this direction is likely to yield valuable benefits for BCS implementation in the future.

In addition, the development of an inventory of environmental legislation has been initiated. Copies of the 1997 Pakistan Environmental Protection Act have been distributed to relevant agencies and a workshop on the Act is planned for April 1998.

It is realistically difficult for the BCS Project to fulfil its original goal of itself "prepar(ing) draft framework and sectoral legislation." It would not be advisable for it to try doing so. However, the project has identified three priority areas for legislation--wildlife, forestry, and water--and should actively pursue any opportunities that present themselves in these areas. The project may also consider providing training on environmental legislation for relevant agencies, NGOs and individuals.

2.2.8 Demonstration Projects

The BCS Project identified four areas for demonstration projects (ground water recharge and sustainable use; vehicular emissions; disposal of hospital wastes; and environmental audit of ship-breaking in Gadani) for Steering Committee to review. The Steering Committee endorsed the first two assigning the task of developing proposals on the first to the BCS and on the later to BEPA. A draft proposal outline on the ground water recharge and sustainable use has now been prepared by the BCS Project. The BCS Project also provided technical and logistic support on a vehicular emissions control ("rickshaw") project. Outlines of

project proposals for two other projects (the designation of Juniper forests in Ziarat as a World Heritage Site and an environmental communication project on the Hanna Lake) have also been prepared.

The focus of this component is on identifying possible demonstration projects and assisting in their design. Although the BCS team considers this component to be a low priority area (see Annex V), they also realize that a successful demonstration project, even if small, can have many benefits for larger BCS goals. As such, it is suggested that any opportunities that might emerge should be used to the fullest within the available resources and the proposal outlines already prepared should be pursued further.

2.3 Factors Contributing to Delay

During various presentations and group discussions the BCS team highlighted a number of factors that have contributed to the delay in the project. Much of the Internal Review is also a discussion of the same. The following are some of the key points amongst these factors:

1. The Plan of Operation for the project was over-ambitious. Mr. Abdul Latif Rao, who was himself part of the team that prepared the POO, admits the project's "workplanning targets were not realistic."
2. The constraints of starting a project like this in Balochistan were not properly appreciated at the time of its planning.
3. A significant portion of the project's time was spent in recruiting the professional staff and even more time was spent in orienting and mobilizing it.⁷
4. No lead person, with a prior experience or understanding of conservation strategies, was available on a full time basis in Quetta at the inception of the project (this itself contributed to the delay in putting the team together).
5. Operating from different locations has also tended to slow things down.
6. The internal planning and monitoring process of the project, as identified in the Plan of Operation (p. 11), has not been operationalized.
7. The lack of staff in partner institutions and the frequent turnover of key players in government placed extra burdens on the BCS team.⁸

Focussing on the future, one hopes that the lessons that the Internal Review lists in relation to these issues have now been learnt and that at least the first six of these will no longer be a reason for future delays. The first four issues are no longer valid because a full team and a revised workplan is now in place. The fifth and sixth points remain valid issues but the BCS Team has already committed to addressing them in the immediate future. The final point, however, relates to an external constraint and some degree of staffing and turnover problems in partner institutions should be expected. The BCS team, as well as people interviewed at IUCNP, have expressed a high level of confidence in the project's ability to meet its future targets without delay.

⁷ - Given that the initial interviews for all local posts actually began in August 1996, the overall recruiting process was extremely protracted. The individual interview and selection process also seems to have been time consuming, often spanning a number of months. As an example of recruiting delays, the Technical Advisor was ready to join the team in October 1997 but did not actually do so until February 1998.

⁸ - The Director General of BEPA has been changed twice since the inception of the project. The Secretaries of the departments of Forests, Agriculture, Education, Information, and Industry have been changed once each while Balochistan now has its third Chief Secretary since the project began.

#3 ● ASSESSMENT AND RECOMMENDATIONS

3.1 Introduction

Whereas the previous chapter principally looked at past progress in each project component in relation to the original workplan, this concluding chapter seeks to take a more holistic and forward-looking view of the project as a whole:

The key task here is to assess the future plans of the project in relation to its ultimate goal and to make recommendations in light of this assessment.⁹ This project's goal, as defined by the BCS Team, is taken to be:

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

This chapter is organized around the framework of the three P's introduced in Chapter #1: **Product, Process, and Project Management**. This organization reflects our belief that in order to perform well a project has to perform well on all three. Table 3.1 organizes the EMT's assessment of the key events of the BCS project along these three areas.¹⁰ This table reinforces the main finding of the previous chapter that while the overall project is

⁹ - Recommendations which are very specific to particular components have already been discussed in Sec. 2.2.

¹⁰ - A draft of this table was presented to the BCS team and suggestions were sought on what may be added or deleted from it. However, as was made clear to the BCS Team, not all of their suggestions have been incorporated since this table reflects the EMT's assessment.

TABLE 3.1: BCS Process—Key Events

	July-December 1996	January-June 1997	July-December 1997	January-March 1998
PRODUCT				<ul style="list-style-type: none"> •Generic TOR for sector sub-strategies developed, Feb.
PROCESS	<ul style="list-style-type: none"> •BCS launch, Aug. 	<ul style="list-style-type: none"> •2 Steering Comm. Meetings, Jan. •Steering Comm. Meeting, Jun. •1 District Meeting: Mastung (May). •Workshop on NGOs, May. •IUCN/BCS brochure (English), Apr. 	<ul style="list-style-type: none"> •5 District Consultations: Naseerabad (Oct); Pishin (Nov); Lasbella (Nov); Ketch (Nov) and Turbat (Dec). •Workshops on Roundtables (Nov); on Edu. & Comm. (Dec); on Biodiversity Action Plan (Dec). •Aug. 97-NGO survey (Phase I). •IUCN/BCS brochure (Urdu), Aug. •Training on Env.Edu.(for 2 in India, Aug); Briefing on EIA (for 23, Oct); Environmental Mediation (for 15, Oct); GEF Biodiversity training (for 1, Oct). Support for FAO workshop on Gender and Environment (Dec). 	<ul style="list-style-type: none"> •Steering Comm. Meeting, Feb. •Initiated 3 Interest Groups •Key Partners meeting, Feb. •Stall at Sibi Mela, Feb. •Demonstration Project Proposal outlines prepared, Jan-Mar.
PROJECT MANAGEMENT	<ul style="list-style-type: none"> •1 cubicle office est. in Block 6, Nov. •NGO coordinator hired, Nov. •NGO coordinator resigns, Dec. •Plan of Operation prepared, Dec. 	<ul style="list-style-type: none"> •Office est. at Marker House, Apr. •Project Director hired, Feb. •NGO coordinator hired, Feb. •Comm/Edu Coordinator hired, Apr. •IUCN-B Prog. Head appointed, Jun. •MoU signed, Jan. 	<ul style="list-style-type: none"> •3 cubicle office est. in Block 3, Oct. •NGO coordinator resigns, Dec. 	<ul style="list-style-type: none"> •NGO coordinator hired, Feb. •Technical Advisor hired, Feb. •Internal Review, Feb. •External Monitoring Mission, Mar.

experiencing a delay of about one year, the momentum of activities has picked pace over the last half year.

3.2 Product

As already discussed, the project as a whole and the development of its key product--the BCS document--is behind schedule by about one year. Even though the original target dates were obviously unrealistic, this delay is a cause for great concern because it implies a demanding schedule for the next year-and-a-half with little to no cushion for any future slack.

The first obvious recommendation in such a situation would have been to revisit the workplan and streamline it. Luckily a first step in this direction has already been taken and a revised workplan for 1998 has been prepared. In addition to the formal workplan, an elaborate critical path diagram for actually producing the BCS document between now and June 1999 has also been prepared and now adorns the wall of conference room at the IUCN office in Quetta. Compared to earlier plans, both the revised workplan and the critical path analysis are improved, although still ambitious, documents.

In essence, the idea is to produce eleven sector sub-strategies by early October 1998. These sub-strategies are to have a prescriptive focus and are to lay out policy options so that they might feed directly into the final BCS document. Given the time crunch that the project is in, this can be a good way to catch up on lost time. However, this is an ambitious goal, especially considering the team's assessment of available human resources in the province and the Steering Committee's justified insistence that expertise from within the province be tapped for these sub-strategies. Moreover, at this point only the generic guidelines for these sub-strategies exist. The authors are currently being identified and the specific TORs for each sub-strategy are being prepared.

This does not mean that the target cannot be met. It does mean that the BCS project has its work cut out for it. The team will have to work with both vigor and vigilance in the coming months and tight management of the process will be required (see section 3.4 below). Given the importance of these sub-strategies to the final document, the timely preparation of quality sector sub-strategies by authors from within Balochistan is by far the single most important priority of the project at this point.¹¹ The design of the sub-strategy requires close interaction between sector authors and the BCS Team (particularly the Technical Advisor). It is both wise and important to insist on such oversight and all members of the BCS team will have to be involved in this process if it is to be completed successfully. Moreover the Steering Committee's advice to focus on local relevance rather than linguistic and academic elegance should be carefully heeded.

Sector strategies to be considered by SC.

Discussions within the team, and with the Steering Committee, on the framework and structure of the final product should begin immediately. For example, neither an annotated outline nor a table of contents for the final document is available yet. Preparing these through a process of team consultation should be a high priority. Moreover, the critical path

¹¹ - A useful exercise on component prioritization was conducted with the BCS Team on March 14, 1998. The results are presented in Annex V. The responses suggest that the team appreciates the importance of focussing on the document. The task prioritization within the Communication and NGO components by the respective Coordinators suggests an understanding of the need to move the focus from mass awareness and general capacity building to initiatives that are more focussed on the BCS process. This would be necessary in order to create a communication and NGO constituency which is mobilized for eventual BCS implementation.

foresees the actual synthesis of the final document beginning **after** all the sector sub-strategies have been completed. It may be wise to begin drafting some sections of the final document earlier; especially the sections that deal with substantive issues on which the requisite expertise exists within the BCS Team.

3.3 Process

On process issues, the project has made a slow but good beginning through a set of initial consultative meetings in six districts. A number of other workshops and consultations have also been held. The 'ethic of consultation' in policymaking is widely seen as a major feature of the BCS message by key stakeholders. The project has developed a strategic understanding of its key stakeholders and cultivated good contacts and regular interaction with them (Annex VI). This is particularly true for key stakeholders within government though somewhat less evident for stakeholders in the nongovernmental and private sector.

In initiating the sectoral Interest Groups and Roundtables, a second level of consultation is now in its formative stage. District consultations were geographically focussed and concentrated more on problem identification. Interest Groups are more in the nature of expert consultations. They are structured around specific substantive areas and will concentrate on identifying and prioritizing policy options. A third set of consultations is planned once the actual Strategy starts taking shape. At that point the BCS Project will return to the District level for a new series of consultations seeking advice and comments on the policy options that have emerged from expert consultations and sector sub-strategies. Early planning for this second round of District consultations should begin soon.

At this stage, the challenge before the BCS team is to maintain its thrust on promoting a consultative culture while also focussing on the development of a deeper understanding of the BCS as a 'strategy' document amongst key stakeholders. Currently, this understanding is sporadic at best, even amongst members of the Steering Committee. The vision that key stakeholders seem to have of what the BCS document may look like, how and by whom it might be used, or how and by whom it would be implemented, tends to be hazy. To ensure that the BCS document--when it does arrive--does not take people by surprise, it is critical that a (clear articulation of the BCS 'philosophy' be developed and communicated to key stakeholders, particularly to the Steering Committee.) This will require focussed discussions within the BCS team to arrive at a common understanding of the same.¹²

The BCS Project is blessed with a supportive Steering Committee. However, interviews with various members of the Steering Committee and a review of the minutes of its meetings suggests that the Steering Committee has largely been used as a forum for operational decision-making and has been under-utilized as a source of substantive guidance and advice.¹³ Meetings of the Executive Committee--which was, in fact, created as a forum for operational decision-making--often duplicate the discussions in the Steering Committee. This seems like a waste of a valuable resource. Working consciously towards greater

¹² - On a related note, activities under all components but especially under communication and NGOs need to move away from more general 'awareness raising' or 'capacity building' to more strategically directed interventions that aim to create an enabling environment in which the Balochistan Conservation Strategy could be meaningfully implemented. For more on this, see discussion on these components in Chapter #2.

¹³ - For example, on the key issue of selecting sectors in which sub-strategies are to be written, the minutes of the Steering Committee record a decision of approval but give no indication of the discussion or advice from the Committee (in fact, even the selected sectors are not actually listed). It is on issues such as these that the experience and guidance of the Steering Committee can be most invaluable.

involvement of the Steering Committee on substantive issues related to the content of the Strategy would serve two important functions:

- a) it will enable the BCS to make better use of the experience and expertise that is represented on the Steering Committee, and
- b) it will ensure a deeper sense of ownership for the BCS document by the members of the Steering Committee and the agencies they represent.

Increasing the substantive involvement of the Steering Committee would require placing conceptual options for their considerations and working closely with key members. Such interaction would be facilitated by a) more frequent and regular meetings, b) individual briefings for Steering Committee members prior to the full meeting to highlight the key issue areas in which the BCS seeks advice and guidance, or c) holding the Steering Committee meeting at a location outside government premises to guard against distractions.¹⁴

Too demanding

3.4 Project Management

On issues related to project management, the EMT endorses the recommendations of the Internal Review regarding a) the problem of three offices, b) instituting a rigorous system of internal planning and monitoring, and c) improving internal documenting procedures.

Although the process of inducting and mobilizing a professional team has taken a long time, the EMT has been impressed by the individual skills of the BCS professional staff in their respective areas of competence. These skills should be nurtured and utilized to their full potential in the process of developing the sector sub-strategies and the BCS document.¹⁵ A full team--stronger than originally planned--is now on board and the project is comfortably equipped (see Table 2.1). There is a healthy understanding of each other's strengths and a clearer division of responsibilities is emerging (Annex VII). Mr. A.L. Rao pointed out that the process of creating a new team, managing it over three locations and the appointment of a full-time Head of IUCN Programme in Quetta necessitated more time investment in clarifying administrative routines and roles and defining each team member's management responsibilities. Given the important tasks ahead, clear and streamlined management will become ever more important in the year-and-a-half.

However, the problem of working in three different locations continues to be a serious impediment. It not only causes administrative and financial strain on the project but is also a major stumbling block in realizing the full potential of the professional staff. More than that, it imposes a direct cost on the quality of both the product and the process. The logic of maintaining the one room office in Block 6 of the Government Secretariat is appreciated by the EMT. The room is well located and facilitates regular contact with key government officials. It is suggested that this room be maintained and the Project Director spend one-half of his time here in order to maintain and expand contacts with government officials and

¹⁴ - The last of these is a suggestion from Sardar Naseer Tareen, member BCS Steering Committee.

¹⁵ - Mr. Julian Inglis, the BCS Technical Advisor, has the lead responsibility for the final BCS document. Some writing inputs will also be provided by Mr. Abdul Latif Rao who is an expert of national and international stature on issues of conservation. The EMT is of the opinion that the rest of the BCS team can also make valuable contributions. For example, Mr. Iqbal Kidwai has a deep understanding of the workings of government, especially in Balochistan, and can provide immense insights for sections on institutional arrangement and governance. Dr. Fauzia Tareen and Mr. Nadir Gul demonstrate a good grasp of issues related to communication and NGOs respectively. More direct involvement of this in-house expertise in strategy development and BCS drafting will also serve the purpose of human resource development in Balochistan and Pakistan.

agencies. The remainder of his time would be best spent at one central location with the rest of the BCS Team. Since providing office space is to be a contribution of the GoB, efforts should be made to procure the use of the fourth cubicle in Block 3--and possibly an additional room in that building--so that the entire team can be housed in the Government Secretariat, close to key stakeholders.

The range of expertise that IUCNP has to offer to the BCS in Quetta could be a valuable asset if it complements the skills already available in Quetta and responds to locally felt needs. The most relevant contribution would be a sharing of experience and lessons from the Sarhad Provincial Conservation Strategy (SPCS). Structured briefings for the BCS team on the lessons from that project and person-to-person interaction with those who had been involved in the SPCS and those playing similar roles in the BCS could be useful inputs. Given their more varied experience in comparable projects, the relevant thematic units in Karachi have an important coaching role to play in nurturing the BCS team to its full potential. Providing advice on the format and design of particular events, commenting on relevant reports and sub-strategies, and providing general feedback on troubleshooting are important backstopping roles for the IUCN Country Office.

While good record-keeping and internal documentation is critical to the smooth administration of any project, it plays an especially critical role in the BCS Project because the learning of the team is itself the most important asset for the Strategy. The accessibility, promptness, and detail of such documentation all need to be improved. For example, the detailed reports of all the District consultations are still not available. Documenting the discussions (rather than just the decisions) of the various consultative meetings, workshops, events, and Steering Committee Meetings would not only make for an improved BCS process but would make it easier for the texture of these discussions to be captured in the final BCS product.

Finally, a system of regular team meetings--as envisaged in the original POO and as recommended by the Internal Review--should be instituted immediately. While these meetings (at weekly or fortnightly intervals) should certainly focus on workplanning and regular self-monitoring of progress, it would be a pity if they were confined solely to these tasks. They should, instead, also be a forum for discussing conceptual issues related to the Strategy (such as the development of a table of contents for the final document) and seek to develop and constantly refine the team's shared understanding of what the Balochistan Conservation Strategy is about.

3.5 Revised Workplan 1998

Over the last one month, the BCS Team has gone through two major review exercises. First, an internal review and then an external monitoring. This has allowed the team to systematically look back at its progress to date and to look forward to the challenges ahead.

In the process of the Internal Review, the BCS Team developed a revised workplan for 1998 which was subsequently revisited and discussed at length during the External Monitoring Mission. The EMT's remarks on specific elements of the workplan are contained in the last column of Annex IV. Overall, the EMT considers the revised workplan to be an improved and more focussed planning document although the schedule for the production of the sector sub-strategies seems demanding. Unfortunately, because of past delay, that particular schedule is necessary. It is extremely important, therefore, to focus all attention on this particular activity for the near future and ensure that the targets are met.

3.6 Monitoring

The External Monitoring Team has discussed a monitoring protocol for its next mission with the Head of IUCN Balochistan Programme (see Annex VIII).

Although the close proximity of the Internal Review and the EMT mission (within a month of each other) had some benefits, it sometimes seemed to trigger a sense amongst the BCS team and its IUCNP back-stoppers that the questions being asked by the ETM were merely re-treading ground that had already been covered in the Internal Review.

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



Annexes

Annex I:

Schedule of External Monitoring Team's First Mission

Annex II:

Individuals Interviewed During External Monitoring Mission

Annex III:

Documents Reviewed

Annex IV:

A LogFrame-Based Analysis of Current Progress and Future Plans

Annex V:

Prioritization of BCS Components by BCS Team

Annex VI:

BCS Team's Perception of Key Institutional Partners

Annex VII:

The BCS Team: Division of Responsibilities

Annex VIII:

Monitoring Protocol for Second Mission



ANNEX I:
Schedule of External Monitoring Team's First Mission—March 7-20, 1998

EXTERNAL MONITORING TEAM:	Prof. Adil Najam (AN), Mr. Nadeem Afzal (NA)
BCS TEAM:	Mr. A. L. Rao (ALR) Mr. Iqbal Anwer Kidwai (IAK) Mr. Julian T. Inglis (JTI) Ms. Fauzia Deebà Tareen (FDT) Mr. Nadir Gul (NG)
IUCNP RESOURCE PERSON:	Ms. Nikhat Sattar (NS)

Except for the meeting with the BCS team on March 11 which was attended only by AN, both members of the EMT participated in all meetings. NS attended all meetings except those specified below.

March 07, 1998 Saturday Islamabad

1000 - 1230 Briefing for/from Dr. E.C. Kengen, Royal Netherlands Embassy, AN and NA.

March 09, 1998 Monday Karachi

All meetings attended by Mr. Mohammad Rafiq, Ms. Stella Jafri, and ALR.

0900 - 1000 Briefing on purpose and role of monitoring mission, AN and NA.
 1000 - 1500 Presentation on Organizational overview of IUCNP and BCS Context, Mr. Mohammad Rafiq.
 1500 - 1700 Discussion on Key BCS Partners and lessons from SPCS.

March 10, 1998 Tuesday Karachi

Presentations by IUCNP thematic units on their roles and functions, especially in the context of BCS. All meetings also attended by Ms. Stella Jafri and ALR.

0930 - 1030 Presentation on Programme Directorate, Ms. Nikhat Sattar.
 1030 - 1115 Presentation on Communication Unit, Ms. Saneeya Hussain, Ms. Dhunmai Cowasjee, Mr. Obaidullah Baig, and Mr. Saquib Hanif.
 1115 - 1200 Presentation on Environment Assessment Service Unit, Mr. Ahmed Saeed.
 1200 - 1230 Presentation on NGO Unit, Ms. Nadia Loan and Mr. Ijaz Nazimani.
 1230 - 1300 Presentation on Education Unit, Mr. Ali Raza Rizvi.
 1300 - 1400 Presentation on Coastal Ecosystem Unit, Mr. Tahir Qureshi.
 1400 - 1430 Presentation on Business & Law Unit, Ms. Nelma Akhund.
 1430 - 1730 Group Discussion with above on the role of IUCNP thematic Units in the BCS Process.

March 11, 1998 Wednesday (AN only) Quetta

Attended by entire BCS team.

1230 - 1300 Briefing on Monitoring Mission to BCS team, AN.
 1300 - 1400 Self-introduction, BCS team.
 1400 - 1730 Presentation on BCS, ALR.
 1730 - 1830 Presentation on Internal Monitoring, NS.

March 12, 1998 Thursday Quetta

0900 - 1000 Meeting with ALR.
1030 - 1130 Meeting with Mr. Ahmed Khan Khajjak, Chief of Environment Section, P&D Dept., GoB (with IAK and ALR).
1130 - 1200 Meeting with Muhammad Amin Chaudhary, Secretary Implementation, P&D Dept. GoB and Chairmain BCS Executive Committee (with IAK).
1200 - 1230 Meeting with Mr. Nahed Pervaiz, Director General S.A.P., GoB (with IAK).
1230 - 1300 Meeting with Mr. Koen De Wilde, Director IMPLAN Project (with IAK).
1330 - 1830 Presentation by BCS team on eight components of BCS (entire BCS team).

March 13, 1998 Friday Quetta

0930 - 1030 Meeting with Mr. Muhammad Younus Khan Mandokhel, Additional Chief Secretary-Development, GoB and Chairman BCS Steering Committee (with Dr. E.C. Kengen, RNE, ALR, IAK).
1030 - 1100 Meeting with Mr. Nazar Hussain Mahar, Secretary Forest, GoB (with IAK).
1100 - 1200 Meeting with Mr. Zafar Iqbal Qadir, Secretary Agriculture, GoB (with IAK).
1200 - 1230 Meeting with Mr. Saleem Chisti, Secy. Planning, P&D Deptt. GoB (with IAK).
1400 - 1430 Meeting with Mr. Zafar Zeeshan, SPO (NGO) (with NG).
1430 - 1530 Meeting with Ms. Surrayia Ameerudin and Ms. Rukhsana Ahmed, (representing educationists and NGOs) (with FDT, NS not present).
1600 - 1730 Meeting with Mr. Kamal Siddiqui, Vice President BCC&I (with IAK).

March 14, 1998 Saturday Quetta

0930 - 1030 Meeting with Ms. Asmat Khwaja and Mr. Asghar Ali, recipients of training in environmental education at CEE, India (with ALR, NS not present).
1045 - 1130 Mr. Asghar Ali and Sardar Naseer A. Tareen, STEP/SUSG, Member of BCS Steering Committee (with IAK and NG).
1200 - 1430 Observed Interest Group meeting on Agriculture.
1600 - 1830 Group Discussion on BCS Goals and Priorities (entire BCS team).

March 16, 1998 Monday Quetta

0930 - 1830 Group Discussion on BCS achievements, priorities, management structure and responsibilities of team members (entire BCS team).

March 17, 1998 Tuesday Quetta

1400 - 1500 Comments on Annex IV from BCS team.
1500 - 1600 Monitoring mission debriefing, AN and NA (entire BCS team).
1600 - 1620 Meeting with ALR (NS not present).

March 20, 1998 Friday Islamabad

1400 - 1600 De-briefing for Dr. E.C. Kengen, Royal Netherlands Embassy, AN and NA.

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

Members of BCS Steering Committee, Quetta

Mr. Muhammad Younus Khan Mandokhel,	ACS(Dev), P & D Dept., GoB (Chairman)
Mr. Zafar Iqbal Qadir	Secretary, Agriculture Dept., GoB
Mr. Nazar Hussain Mahar	Secretary, Forest Dept., GoB
Mr. Kamal Siddiqui	Vice President, BCC&I
Mr. Sardar Naseer A. Tareen	STEP/SUSG

Other GoB Officials, Quetta

Muhammad Amin Chaudhary	Secretary Implementation, P&D Dept., GoB, Chairman, BCS Executive Committee
Mr. Saleem Chisthi	Secretary Planning, P & D Dept., GoB
Mr. Ahmed Khan Khajjak	Chief of Environment Section, P&D Dept. GoB, Secretary to the BCS Steering Committee
Mr. Nahed Pervaiz	D.G. SAP (Ex-member of the BCS Steering Committee)

NGO & Others, Quetta

Mr. Zafar Zeeshan	Strengthening Participatory Organisation (SPO)
Ms. Surrayia Amcerudin	Principal, Zeb Public School, Quetta
Ms. Rukhsana Ahmed	Incharge of Nai Roshini School, Mariaabad, Quetta
Mr. Asghar Ali	Recipient of Training from CEE, India
Ms. Asmat Khwaja	Recipient of Training from CEE, India
Mr. Koen De Wilde	Director, IPMLAN Project, P&D Dept., GoB

BCS Team, Quetta

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

IUCNP, Karachi

Ms. Stella Jafri	IUCN Karachi Office
Mr. Mohammad Rafiq	Programme Directorate, IUCNP
Ms. Nikhat Sattar	Programme Directorate, IUCNP
Ms. Saneeya Hussain	Communication Unit, IUCNP
Ms. Dhunmai Cowasjee	Communication Unit, IUCNP
Mr. Obaidullah Baig	Communication Unit, IUCNP
Mr. Saquib Hanif	Communication Unit, IUCNP
Mr. Ahmed Saeed	Environment Assessment Service Unit, IUCNP
Ms. Nadia Loan	NGO Unit, IUCNP
Mr. Ijaz Nazimani	NGO Unit, IUCNP
Mr. Ali Raza Rizvi	Education Unit, IUCNP
Mr. Tahir Qureshi	Coastal Ecosystem Unit, IUCNP
Ms. Nelma Akhund	Business & Law Unit, IUCNP



ANNEX III: **Documents Reviewed**

• Project Planning and Review Documents

- (a) *PC-I for Formulation of the Balochistan Conservation Strategy*. March 1995.
- (b) *BCS: Plan of Operation and Annual Work Plan for July 1996 to December 1997* (undated).
- (c) *Semi Annual Progress Report, July-December 1996* (undated).
- (d) *Semi Annual Progress Report, January-June 1997* (undated).
- (e) *Semi Annual Progress Report, July- December 1997* (undated).
- (f) *Report on the Internal Review BCS Project (Feb 10-14, 1998)*. February 1998.

• Minutes, Correspondence, etc.

- (a) Minutes of Steering Committee Meetings.
- (b) Minutes of Executive Committee Meetings.
- (c) Terms of Reference of BCS Team Members.
- (d) Terms of Reference for 13 Sectoral Roundtables and Generic Guidelines for the preparation of sectoral sub-strategies.
- (e) Lists of Media Coverage & Press Conferences related to BCS (up till March 1998).
- (f) Correspondence regarding Steering Committee, Executive Committee and training courses.

• Workshop Reports, etc.

- (a) *Workshop on NGOs Involvement in BCS for Sustainable Development*, May 14-15, 1997.
- (b) *Report on District Consultative Meetings at Mastung*, May 6, July 1 and August 7, 1997.
- (c) *Report of Briefing Session on EIA Guidelines*. October 29, 1997.
- (d) *Report of Conflict Management Workshop*. October 31, 1997.
- (e) *Report on Orientation Workshop on Environmental Education and Communication*, December 9-11, 1997.
- (f) *Gender and Development--Training Module*. Used at FAO's Gender and Environment Training Workshop, (Sponsored by IUCN), Mastung, 16-18 December 1997.

• Other Documents

- (a) *Report on the 1st part of the NGO/UO's Survey in Balochistan*, (undated).
- (b) Draft Outlines for Demonstration Projects on *Ground Water Recharge and Sustainable Use Project* and *Balochistan Juniper Forest Conservation through Community Participation*.
- (c) *Draft BCS Promotion Strategy ('one-pager')*, (undated).
- (d) *BCS Brochures* (Urdu & English).
- (e) *Draft Model Provincial Wildlife Law (Pakistan)*. Prepared by IUCN and distributed by BCS to relevant agencies and individuals in February 1998.



ANNEX IV: **A LogFrame-Based Analysis of Current Progress and Future Plans**

The matrix presented on the next six pages presents an analysis of the progress that the BCS Project has made to date and the activities that it plans to complete under the project's revised workplan for 1998. Both are set in the context of the original *LogFrame* for the project and the initial workplan that was submitted with the original Plan of Operation.

The first column (titled "Original LFA Defined Activities") is taken directly from the Logical Framework Analysis (LFA or *LogFrame*) for the project as detailed in the POO and no changes have been made to it. The second column (titled "Original Target") is based on the initial workplan which was also contained in the POO.

The third column (titled "Current Situation") was completed in collaboration with the BCS team during group meeting on March 16, 1998 to reflect the progress of the project till now corresponding to each *LogFrame* activity. The fourth column (titled "Revised Work Plan, 1998") reflects the activities planned for the remainder of 1998 under the revised BCS workplan. The EMT undertook a reorganization of activities in the revised workplan because the workplan does not exactly follow the activity heads defined in the *LogFrame*. This reorganization was then discussed with the BCS Team on March 16, 1998 and changes were made accordingly. New drafts of columns 3 and 4 were reviewed once again to the BCS Team on March 17 to ensure that changes they had suggested were properly reflected in the matrix.

The final column (titled "Remarks") was completed by the External Monitoring Team upon completion of the mission. This column reflects the EMT's remarks on the key points raised regarding each component during the discussion accompanying this exercise. The remarks build upon the BCS Team's comments--especially as they relate to activities that are considered particularly important or unimportant--but are essentially the EMT's view of the discussion. They also include the EMT's suggestions about future priorities.

It should be noted that this was NOT an exercise in redefining the *LogFrame* or revising the workplan yet again. However, it is hoped that the exercise was also useful for the BCS Team in focussing on priority areas for the remainder of the project.

Project Component 1: BCS Document

Original LFA Defined Activities Original Target Current Situation Revised Work Plan, 1998 Remarks

Original LFA Defined Activities	Original Target	Current Situation	Revised Work Plan, 1998	Remarks
1.1 To recruit a Project Director and establish the BCS Support Unit.	By Feb. 97	Hired in Feb, 1997		
1.2 To establish contacts with key Government line departments and ongoing projects, especially BNRMP.	By Mid March 97	Contacts established with most Departments, but weak with BNRMP	On going activity	
1.3 To identify public priorities for the BCS by organizing public consultations at district and provincial levels.	From Feb. 97 onward.	6 held since May 97	3 meetings March-May, 98	The big change in this component is the new design for sector sub-strategies and de-linking them from the Roundtables. Completing all the sub-strategies by Sep/Oct 1998 will be a major challenge and will require constant vigilance from the BCS Team.
1.4 To organize sectoral, thematic and inter-sectoral workshops around key natural resource management issues.	From March 97 onwards	2 held (on Roundtables in Nov. 97 and Biodiversity Action Plan in Dec. 97)	Changed to the dev. of sectoral sub-strategies through consultation	The original target for synthesizing the BCS document by Dec. 1997 was an unrealistic goal. However, to meet the revised goal of beginning that process in Sep. 1998 will also require very hard work and any delay in the sub-strategies process could have serious consequences. The district consultation process has yielded valuable insights. The next challenge is to complete the consultation process and to translate its insights into learning for the final document. A related challenge is to initiate the sector Interest Groups and to convert them into genuine Roundtables in priority sectors. In activity 1.2 contacts with BNRMP have been weak because of internal problems in BNRMP. Overall, in this and other components, a delay of around one year is noted.
1.5 To obtain additional technical advice on the status of Balochistan's environment and natural resources from sectoral and thematic experts, focal points in govt., and NGOs.	From March 97 onwards	Some information collected; ongoing collection of data and information	Ongoing activity	
1.6 On the basis of the public consultations and the technical workshops, establish roundtables in priority sectors. Each roundtable will be responsible for developing sector-specific sub-strategies.	From March 97 onwards	Roundtable workshop held in Nov. 97; Process of interest groups initiated Dec. 97	Sector sub-strategy de-linked from Roundtable.	
1.7 To synthesize the outcome of the above activities into a draft BCS document.	Dec. 97	Delayed	From Sep. 98 onwards	
1.8 To circulate the draft document for review, and to organize another round of public consultations.			Expected in 1999 workplan	
1.9 To finalise the document on the basis of comments received.			Expected in 1999 workplan	
1.10 To present the completed BCS document to the Steering Committee and the Provincial Cabinet for consideration.			Expected in 1999 workplan	
		<u>New Activities:</u>		
		One set of inputs submitted	-Input in the 9th 5 year plan	
		4 Steering Committee and 4 Executive Committee Meetings	-Meetings of Steering and Executive Committees	

Project Component 2: Communications and Awareness

Original LFA Defined Activities	Original Target	Current Situation	Revised Work Plan, 1998	Remarks
2.1 To recruit a Communications Coordinator.	By Jan. 97	Hired Apr. 97		
2.2 To assess the communications needs of the BCS and identify target audiences.	Between Jan to April 97	BCS Promotion strategy ('one pager') developed in Nov. 97	Not mentioned	The BCS has received good media coverage. However, the focus should now shift towards communicating the BCS 'idea' rather than simple 'public relationing'. Moreover, communication should now be more focussed on key BCS partners rather than on mass awareness. A good start has been made in developing a BCS Promotion Strategy (the 'one pager') which should now be operationalized. The BCS brochure needs to be reworked to focus more the BCS, its process, and its essential philosophy. This should be done in simpler, and possibly regional, language(s). Activity 2.8 has been rightly dropped. Activity 2.5 is specifically focussed on particular departments and is somewhat redundant because the Environment Department no longer exists. P&D does not have a communication component and BEPA does not have appropriate staff. It is suggested that 2.5 should be dropped and its intent covered under 2.7.
2.3 To prepare PR material and provide media coverage for the BCS.	Between March to Aug. 97	IUCN/BCS Brochure in English (April 97) and Urdu (Aug. 97); Various media coverage	Brochure in simpler language more focussed on BCS process; Inputs to IUCN publication	
2.4 To establish a Communications Roundtable and develop a BCS Communications Strategy.	April to Sep. 97	Interest group initiated Nov. 97	Communication Strategy de-linked from Roundtable; Communication sub-strategy to be drafted Feb. to Oct. 98	
2.5 To provide support to the public awareness work of the Environment Department, BEPA and P&D.	April 97 onwards	No progress till Feb. 98; provided communication support to BEPA Feb. 98	On going activity (when and if BEPA recruits relevant staff)	
2.6 To provide information support, by developing a central storehouse of resources within the BCS Unit; implementing an information dissemination program; and providing specific inputs to the media, NGOs, GoB, the private sector and educational institutions.	Mar. 97 onwards	Small Library established Dec. 97; Stall at Sibi Mela, Feb 98; Distribution of IUCNP publications; Information provided to media periodically	Reformulated to on-going activity on information support	
2.7 To enhance the communications capacity of key partner organizations and GoB agencies by: carrying out a needs assessment; developing a custom-designed capacity development program; and organizing skills development workshops.	Need assessment - by May, 97; Capacity Dev. Program - by Aug. 97; Skill Workshops - Nov. 97 onwards	Needs assessment underway, completion by March 98; Quetta journalists linked to Pakistan Federation of Environmental Journalists	Reduced to 1 skill workshop in March, 98	
2.8 To develop the publishing skills of selected partners.			Dropped	

Project Component 3: Environmental Education

Original LFA Defined Activities Original Target Current Situation Revised Work Plan, 1998

Remarks

Original LFA Defined Activities	Original Target	Current Situation	Revised Work Plan, 1998	Remarks
3.1 To recruit an Education Coordinator.	By Dec. 96	Hired in April, 97		
3.2 To assess the current status of formal and informal education, and the extent to which environmental concerns are reflected.	Dec. 96 to Jan. 97	Need assessment questionnaire distributed Dec. 97 (no feedback yet)	Merged under 3.3 below	Progress under this head has been slow. The two people sent for training in environmental education to CEE, India found the experience less than useful (partly because of visa difficulties and partly because of its more theoretical focus). Operationalizing the Education Interest Group and facilitating the Education sub-strategy are key activities for the near future. The new activity on developing and conducting a teacher-training module by the end of 1998 is a potentially useful activity. It may be worthwhile to also consider involving students in this component.
3.3 To build an environmental education constituency, through a series of orientation meetings and consultative workshops, and the establishment of an Education Roundtable.	From Dec. 96; Orientation Meetings July 97; Roundtable established by Nov. 97	Interest group initiated Nov. 97 Orientation workshop held Dec. 97	Orientation workshop April 98; Interest group on going; Broken as a separate activity on training need assessment and 1 Training Workshop in Oct. 98	
3.4 To develop a strategic framework in collaboration with the Education Roundtable, and draft an Education Strategy.	Strategic framework Mar-May 97; Education Strategy Dec. 97	No work on education sub-strategy yet	Strategy de-linked from Roundtable; Separate sub-strategy activity Feb. to Oct. 98	
3.5 To develop the capacity of selected resource persons, to help ensure the future implementation of the Education Strategy.	April - May, 97	Environmental Education training for 2 at CEE in India; Resource persons identification (for Quetta) began Feb. 98	Lumped with activity 3.3	
3.6 To implement representative components of the strategy, as pilot initiatives.			Expected in 1999 workplan	
3.7 To review and revise the strategy in the light of lessons learned.			Expected in 1999 workplan	

New activity:

Environmental teacher-training module Oct-Dec 98

Project Component 4: Environmental Training

Original LFA Defined Activities	Original Target	Current Situation	Revised Work Plan, 1998	Remarks
4.1 To develop environmental training courses appropriate to different levels of users, including one on the application of EIA/IEE.	July to Sep. 1997		Approach changed from developing courses to facilitating participation in existing courses.	The original LogFrame is both repetitive and restrictive. The focus should shift from a few selected departments to relevant agencies in general. Given the current state of the project, the BCS Team should adopt a more facilitative role rather than spend its time in designing and conducting trainings itself. While the focus of trainings should remain on technical issues (to avoid repetition with other components), it should be broadened beyond IEE/EIA. Activity 4.3 has been rightly dropped.
4.2 To organise and facilitate regular training courses for key government departments in the application of EIA/IEE procedures.	July to Sep. 1997	EIA briefing session Oct, 97; Environmental mediation training Oct. 97; Training need assessment questionnaire from SDPI distributed in Nov. 97	Trainings planned March and Aug. 98	
4.3 To assist other course organisers to incorporate environmental concerns into their curricula and teaching materials.	July, 97 onwards		Dropped	
4.4 To conduct Training of Trainers for BEPA, Business Community, Consultants in environmental management implementation of NEQS and IEE/EIA auditing.	Aug-Oct 1997		Changed "conduct" to "facilitate", Aug 98	
4.5 To familiarise BEPA staff with waste water treatment and pollution control technology.	Oct - Dec. 1997		Activity planned for Oct-Dec. 98	

Project Component 5: Private Sector

Original LFA Defined Activities	Original Target	Current Situation	Revised Work Plan, 1998	Remarks
5.1 To establish consultative mechanisms aimed at initiating a dialogue with the private sector.	Feb - July, 1997	Dialogue initiated with BCC&I; Dec. 97 meeting at Hub for industrialists postponed	To initiate interest groups/roundtable on industry and urban environment, May 98	The postponed Dec. 1997 meeting with industrialists should be rescheduled soon. However, generally speaking, "industry", in the narrow sense, is of lower priority in Balochistan than elsewhere and the focus of this component has been rightly expanded to Urban activities. To focus only on EIA procedures and NEQS in 5.2 seems restrictive.
5.2 To prepare a strategy for strengthening the role of the private sector in developing and implementing the BCS, particularly in relation to EIA procedures and the National Environmental Quality Standards.	June - Nov, 1997		Separate sub-strategies on industries and urban environment produced between Feb and Oct. 98	
		Internship instituted for Peshawar University student	Rapid environmental survey of Hub and Winder, June 98	
		<u>New activity:</u>	Urban Activities	
		<u>New Focus:</u>		

Project Component 6: NGOs

Original LFA Defined Activities	Original Target	Current Situation	Revised Work Plan, 1998	Remarks
6.1 To recruit an NGO Coordinator.	Jan, 1997	Hires in Nov. 96 / Feb. 97 / Feb. 98		Progress has been slow, partly due to the frequent changes in NGO Coordinator. The new thrust added to 6.3--on strengthening NGO involvement in the BCS process--is the most important task for the near future. Strengthening NGO-NGO and NGO-government linkages through the NGO Interest Group is also an important goal. In 6.4 the idea of developing 'custom-designed' training programs is unrealistic and should be reconsidered to focus on existing programs. There is duplication in activities 6.4 and 6.5. It is suggested that the workshops and trainings carried out under 6.4 should also focus specially on NGO capacity building for eventual BCS implementation rather than general capacity building.
6.2 To carry out a baseline survey of current NGO work, in order to identify strengths, weaknesses, constraints and opportunities.	Jan - April, 1997	Phase -I survey Aug. 97	Phase-2 survey to be decided (Merged with 6.4)	
6.3 To develop an NGO/Community Strategy through a series of consultative workshops.	Beginning Feb. 1997	NGO Workshop May 97; NGOs given lead in organizing district consultations	NGO interest group (on going activity); NGO sub strategy Feb to Oct, 97; Focus on NGO involvement in BCS process	
6.4 To carry out a needs assessment of selected NGOs and CBOs, followed by custom-designed training programmes to meet identified needs.	March - Oct. 1997	Initial needs assessment (SWOT) conducted as part of workshop above	Subsumed under new head of capacity building which include training need assessment (June, 98); Training events (4 events in 98, and social mobilization workshop (May, 98)	
6.5 To strengthen the environmental management work of selected NGOs, through the provision of technical advice, training and other inputs.		Ongoing process; 3 NGOs participated in EIA Briefing, Oct. 97	Subsumed within 6.4 above	
		Support provided for FAO workshop on Gender and Environment, Dec. 97	Gender, including training (Aug. 98) & workshop for BCS team (April 98)	
		<u>New Activity:</u>	Linkages and Networking	

Project Component 7: Environmental Legislation

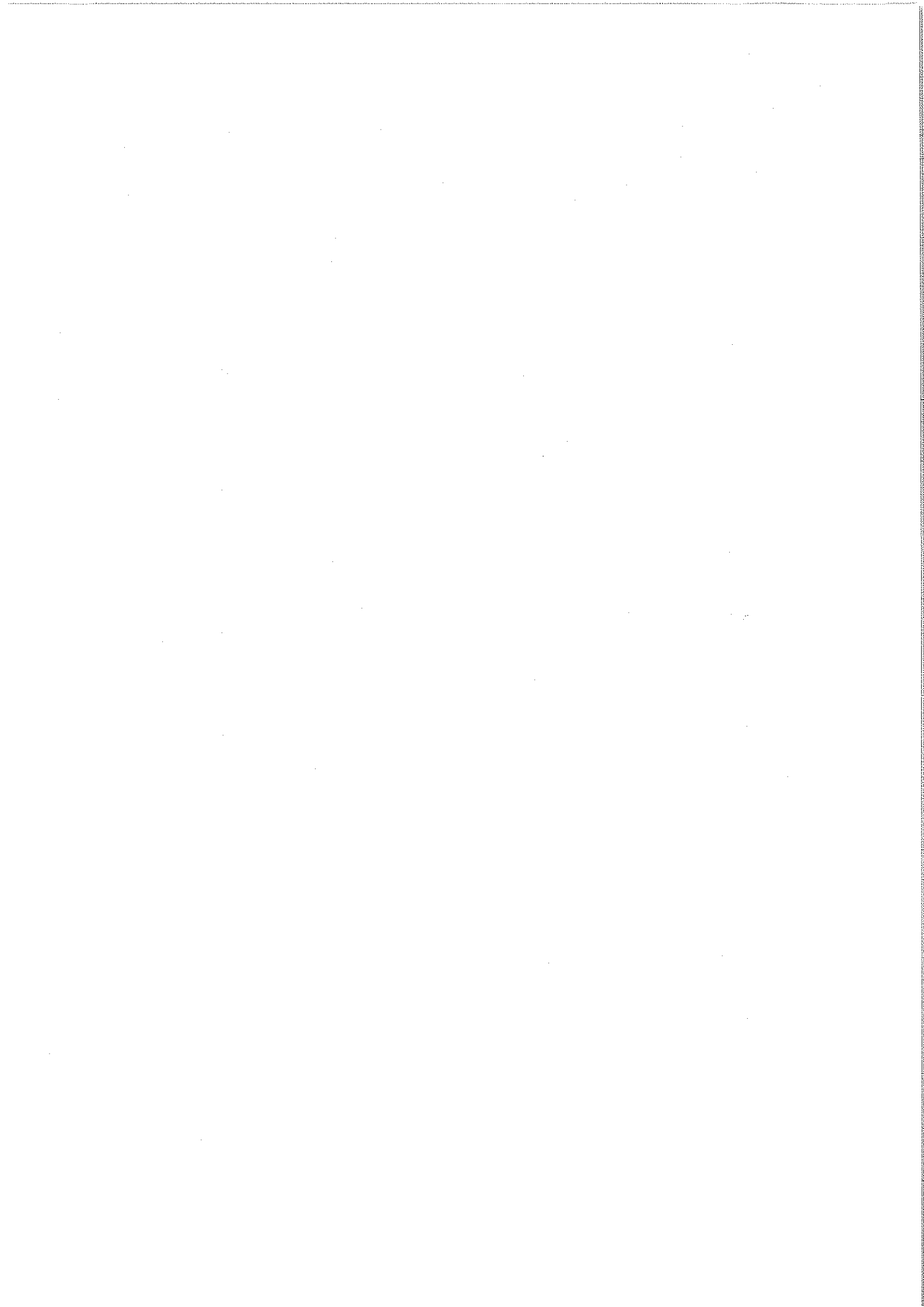
Original IFA Defined Activities Original Target Current Situation Revised Work Plan, 1998 Remarks

7.1 To carry out a review of existing environmental legislation and assess the need for new laws to support the BCS.	Feb - July 1997	Initial review Jan, 98; updation ongoing; Collection of laws from provinces in progress	Identify and collate legislation on ground water by July, 98	The BCS team has utilized opportunities made available through IUCN and governmental initiatives outside Balochistan to push selected environmental legislation in the province. Activities 7.4 and 7.5 provide the basis for following up on these opportunities. They should be pursued to the fullest within the time and resources available. Given the current state of the project it would be difficult for the team to itself work on preparing new draft legislation (7.3) and it should focus on providing inputs and advice on existing initiatives.
7.2 To establish links with other provincial initiatives on environmental legislation (in particular, BNRMP).	Mar. - Sep. 1997	Collected draft wildlife and forestry legislation from BNRMP for review; links established with forest policy initiatives in NWFP, AJK and Federal govt.	"Strengthening" from April, 98 onwards; Also reflected in new activity head on assisting BEPA on priority legislation	
7.3 To prepare draft framework and sectoral legislation as necessary.	July - Oct. 97	Model wildlife legislation from IUCNP distributed	Draft wildlife policy for Balochistan, July, 98	
7.4 To organize a series of consultative workshops to review the draft legislation.	June - Nov. 97	Distributed copies of the Pakistan Environmental Protection Act 97 to relevant agencies	Facilitate consultation on forestry policy, and wildlife legislation; PEPA 97 workshop April 98	
7.5 To revise the draft legislation in the light of feedback from the consultative workshops, and present the final versions for consideration by GoB.	Begin Dec. 97		Reframed as consultation through interest group on legislation, May 98	

Project Component 8: Demonstration Projects

Original IFA Defined Activities Original Target Current Situation Revised Work Plan, 1998 Remarks

8.1 To identify demonstration projects based on input from consultations with stakeholders.	Nov - Dec, 97	8 area of demonstration project identified; one (on water recharge) approved by Steering Committee Jan-Mar 98	Identification of potential demonstration on going activity	The BCS team considers this component to be a lower priority for project goals. In relation to 8.3, in particular, the role of the BCS should be no more than facilitation. On 8.1 and 8.2 some progress is evident. The attendant action-oriented awareness-of small demonstration projects warrant due attention to this component.
8.2 To design/assist in designing demonstration project.	Begin Dec. 97	Proposal outlines for 3 projects prepared (Ziatar Junipers, Hanna Lake, and Water Recharge); Inputs to 'Rickshaw' urban pollution project under PEP, Dec 97-Mar 98	Input on proposal on Zingi Nawar Lake (Aug. 98)	
8.3 To assist in implementing and monitoring demonstration project.			Dropped	



ANNEX V: Prioritization of BCS Components by BCS Team

On March 14, 1998, the discussion on BCS priorities began with a more general discussion on defining the goal of the BCS project (as opposed to the goal of the strategy itself). After pooling their individual definitions of this goal, a consensus emerged from the ensuing discussion that the immediate goal of the BCS project is:

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

This was followed by an exercise on individually ranking the various BCS components, the results of which are presented in Table A5.1.

TABLE A5.1: Individual Ranking of BCS Priorities by Components

	A.L. RAO	IQBAL KIDWAI	JULIAN T. INGLIS	FAUZIA D. TAREEN	NADIR GUL
1	BCS Document	BCS Document	BCS Document	BCS Document	BCS Document
2	NGOs	NGOs	NGOs	NGOs	NGOs
3	Communication	Communication	Communication	Communication	Communication
4	Education	Education	Education	Demo. Projects	Education
5	Training	Legislation	Legislation	Education	Private Sector
6	Private Sector	Private Sector	Training	Legislation	Legislation
7	Legislation	Training	Private Sector	Training	Demo. Projects
8	Demo. Projects	Demo. Projects	Demo. Projects	Private Sector	Training

The prioritization of the BCS components done by the team and its accompanying discussion suggests an apparent realization that the strategy document is by far the most important goal of the project and the other components serve the important purpose of feeding into the strategy document and creating an environment in which such a document can be implemented. Moreover, it is obvious that the team considers NGOs and Communication to be the key ingredients of the process while the remaining may be of comparatively lesser importance.¹

In analyzing the Plan of Operation for the project and using the financial resources allocated to each component as a rough, *de facto*, indicator of the importance of each component to the overall goals of the project, the monitoring team finds that the BCS team's current prioritization is generally in the right direction (Table A5.2). Most importantly, the amount allocated to the preparation of the strategy document through a consultative process (component 1) is about 150% of the combined amount allocated to all the other seven components. This highlights the critical need to focus on that as the primary goal to which other activities contribute and support. A total of Rs. 16.324 million was allocated to the remaining seven components which is distributed as follows:

1- The actualization of demonstration projects during the duration of the current BCS project was considered to be of the least importance by the team. However, Julian Inglis suggested that if indeed a good project would be initiated without too much effort it could well have significant benefits. Fauzia Tareen rated demonstration projects high on her list primarily for the communication purpose that small projects would serve for larger BCS goals.

TABLE A5.2: Ranking of BCS Components by Budgetary Allocation

Component	Amount Allocated, 1996-99 (Million Rs.)	%-age of amount allocated to Components 2-9
NGOs	4.960	30
Communication	3.892	24
Education	3.892	24
Training	1.580	10
Private Sector	0.750	4.5
Demonstration Projects	0.750	4.5
Legislation	0.500	3

Mr. Abdul Latif Rao volunteered his assessment of how significantly the other seven components contribute (in the short run; i.e. the project duration) to the development of the Strategy. In distributing an imaginary 100 points across the seven components he suggests the following:

Communication	40
NGOs	20
Education	20
Training	10
Private Sector	10
Legislation	0
Demonstration Projects	0

Since NGOs and Education were rated as being especially important components of the process by all members of the team a prioritization of key activities within these components was requested of the relevant team members. The results are presented in Table A5.3.

TABLE A5.3: Prioritization of NGO and Communication Activities

Priority	NGOs (Nadir Gul)	Communication (Fauzia D. Tareen)
1	• Development of NGO sub-strategy.	• Development of Communication sub-strategy.
2	• Establishment and support to NGO Interest Group/Roundtable.	• Establishment and support to Communications Interest Group/Roundtable.
3	• Capacity-building of NGOs in Balochistan.	• Providing information on the BCS process and concept to media and BCS partners.
4	• Facilitating greater NGO involvement in BCS process.	• Providing project information to larger environmental constituency in Pakistan through The Way Ahead, etc.
5	• Facilitating linkages and networking amongst NGOs and between NGOs and government.	• Providing general environmental information to partner constituencies (media, NGOs, government, etc.).
6		• Providing communications support to BEPA and DNRP.
7		• Enhancing the communication capacity of the media in Balochistan.

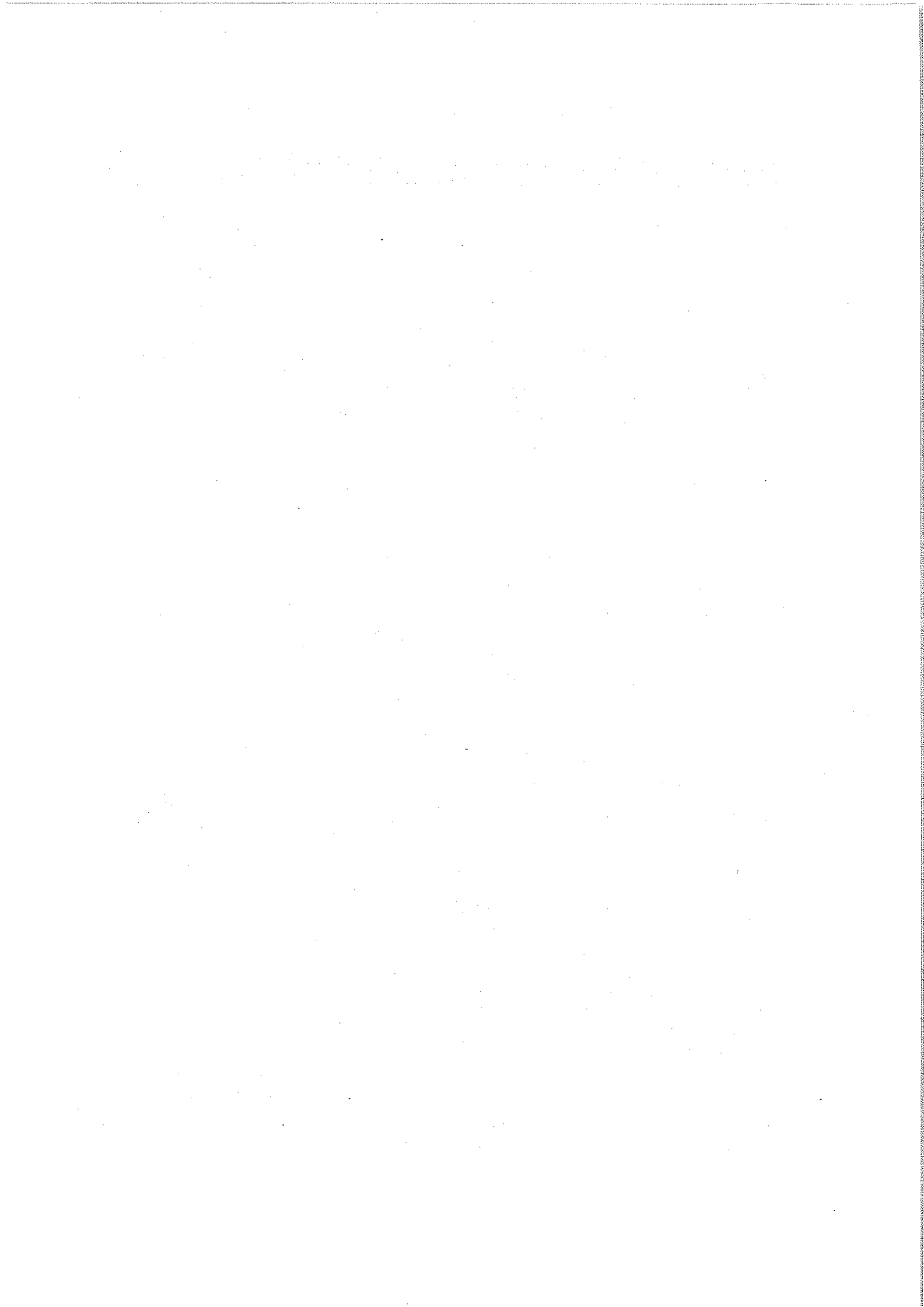
An important element to note here is the realization that future efforts in these key areas should be most focussed on actions that feed directly into strategy development rather than on more general 'field project' type activities that aim at more general awareness raising or skills development.

ANNEX VI: **BCS Team's Perception of Key Institutional Partners**

Less Important	Important	Critical
• PROVINCIAL GOVERNMENT •		
<ul style="list-style-type: none"> • Military • Information & Culture Dept. • Law Department • Irrigation Department • Public Health & Eng. Dept. • Balochistan Dev. Authority • Quetta Development Authority • Coastal Dev. Authority ❖ • Bureau of Water ❖❖ 	<ul style="list-style-type: none"> • Balochistan Parliament • Chief Secretary, Balochistan • Secretary (Planning), P&D • Education Department ❖❖ • Industrial & Mineral Dept. • Social Welfare Department • All Section Chiefs, P&D ❖ • Directorate of Public Relations • Quetta Municipal Corporation 	<ul style="list-style-type: none"> • Addl. Chief Secretary (Dev.) ❖❖ • Secretary Impl., P&D ❖❖ • Chief Env. Sec., P&D ❖❖ • BEPA ❖ • Agriculture Department ❖ • Forest Department ❖❖ • Government Administration officials in selected Districts ❖❖
• NONGOVERNMENTAL ORGANIZATIONS •		
<ul style="list-style-type: none"> • T.V.O. • Society for Community Support for Primary Education • I.D.S.P. 	<ul style="list-style-type: none"> • B.R.S.P. ❖ • R.C.D.C. ❖ • N.R.S.P. ❖ • OXFAM • Taraqui • L.A.F.A.N. ❖ • Balochistan NGO Foundation • E.F.B. ❖❖ • S.C.O.P.E. 	<ul style="list-style-type: none"> • S.T.E.P. ❖❖ • S.P.O. • Aurat Foundation • W.W.F. ❖❖ • WID Network
• MEDIA, RESEARCH INSTITUTIONS, PROJECTS, & OTHERS •		
<ul style="list-style-type: none"> • B.C.I.A.P. ❖ • Balochistan University ❖ • Private Schools ❖ 	<ul style="list-style-type: none"> • B.N.R.M.P.(WB) ❖ • Area Dev. Project(UNDP) ❖ • Arid Zone Research Institute ❖❖ • Curriculum Bureau ❖ • Non-Balochistan Research & Information Agencies 	<ul style="list-style-type: none"> • Pakistan Television (PTV) ❖❖ • Radio Pakistan ❖❖ • Press ❖❖ • IMPLAN ❖❖ • Balochistan Chamber of Commerce & Industry ❖

This table presents the results of a team brainstorming exercise conducted on 16 March, 1998 in Quetta. The BCS Team was first asked to list key partner institutions in the BCS process and then asked to prioritise this list according to their level of **criticality** to the future success of the BCS process. It should be noted that all the institutions listed here are deemed to be important to the BCS, their placement in the three column only signifies the *level* of this importance. Given the special significance of the Planning and Development (P&D) Department to the BCS process a number of actors situated within that Department are listed separately.

The table also incorporates a different exercise which was conducted in Karachi on March 7, 1998 where the Head of IUCN Quetta was asked to make a list of institutional actors that he considers to be especially important to the BCS process and then rate them according to their **supportiveness** to the BCS project till now. Actors and institutions followed by one flower symbol (❖) were considered to be supportive while those followed by two flower symbols (❖❖) were deemed to be extremely supportive. It should be noted that this spontaneous exercise yielded a smaller list than the later exercise and therefore the above table includes a number of institutions that do not have any flower symbol associated with them. This does not necessarily mean that these actors are not supportive to the BCS but only that they had not been considered in the earlier exercise.



ANNEX VII: **The BCS Team:** **Division of Responsibilities**

In trying to better understand the division of responsibilities within the BCS Team, the Terms of Reference (TOR) of all team members were. Table A7.1 summarizes the results of this review.

TABLE A7.1: Responsibilities as Defined in TORs

A.L. RAO¹	IQBAL A. KIDWAI	JULIAN T. INGLIS	FAUZIA D. TAREEN	NADIR GUL
<i>Head IUCN Balochistan</i>	<i>Project Director, BCS</i>	<i>TECHNICAL ADVISOR, BCS</i>	<i>COMM. & EDU. COORDINATOR, BCS</i>	<i>NGO COORDINATOR, BCS</i>
<ul style="list-style-type: none"> • Provide conceptual guidance to BCS and ensure its quality. • Supervise BCS Support Unit and maintain financial and administrative discipline. • Represent IUCN in Balochistan. • Develop IUCN Balochistan Programme • Ensure close linkages with IUCNP thematic units and programme offices. • Assist IUCN Partners in Balochistan. • Maintain effective liaison with donors. 	<ul style="list-style-type: none"> • Operationalize and implement the BCS project. • Formal and informal consultation with relevant government agencies and creation of focal points in key departments of GoB. • Provide technical assistance to relevant agencies. • Promote a participatory culture in government system. • Ensure close linkages with IUCNP thematic units and programme offices. • Liaison with P&D and other govt. depts. and provide them technical support re. BCS. • Provide leadership to BCS Support Unit. 	<ul style="list-style-type: none"> • Responsible for the development of quality BCS document. • Providing strategic planning support to BCS project and IUCN Balochistan for managing natural resources, urban env., and industry. • Provide input into thematic and sectoral sub-strategies. • Reviewing sector sub-strategies and synthesizing into BCS. • Assisting Proj. Dir. in identifying investment portfolio, inputs to 9th five year plan, and BCS demo. projects. • Advising and supporting BCS training and capacity building activities. • Advising on env. edu. and env. comm. 	<ul style="list-style-type: none"> • Build constituencies to support env. comm. and env. edu. at large. • Take lead in developing an env. communication and an env. education strategy as integral parts of the BCS. • Facilitate Roundtables on environmental communication and env. education. • Facilitate capacity building of key media and edu. institutions. • Facilitate relevant agencies to design and implement key env. communication and education projects. • Link with and support comm. programs of BEPA and BNRMP. • Assist in BCS training programs. 	<ul style="list-style-type: none"> • Facilitate public consultations with NGOs, CBOs and VOs. • Carry out need assessment of NGOs, CBOs, VOs, etc. and assist them in developing programs to meet their needs. • Mobilize people through NGOs, etc. for self-reliant action against env. degradation. • Facilitate better government-NGO relationship. • Liaise effectively with NGO unit in Karachi and relevant IUCN persons in Peshawar, Islamabad and Gilgit. • Convince govt. of the need for partnering with people through NGOs, CBOs, VOs, etc. • Facilitate networking of NGOs.

In a separate exercise, the members of the BCS team were asked to list the key activities that have been consuming their time till now and, more importantly, the key activities that they foresee as taking up their time in the immediate future. Table A7.2 organizes the responses from the team (with an emphasis on the later part of the question). This exercise was conducted to get a more nuanced appreciation of how the responsibilities pan out in actual day-to-day operations and to get a better sense of what each team member considered to be a high priority activity. It also provided a clearer picture of the division of responsibilities than is available in the TORs which were written at different points of time and with different team configurations in mind. Importantly, the first row in Table A7.2 lists the key responsibility of each member of the BCS Team.

¹ - The Head of IUCN's Balochistan Programme, Mr. Abdul Latif Rao, notes that his TOR is a long-term document designed to be relevant beyond the BCS project and that presently the main initiative in Balochistan is the BCS Project where the current focus is to ensure that it is completed on time and with the requisite quality of outputs.

TABLE A7.2: Key Activities and Focus of the BCS Team

A.L. RAO	IQBAL A. KIDWAI	JULIAN T. INGLIS	FAUZIA D. TAREEN	NADIR GUL
<i>Head IUCN Balochistan</i>	<i>Project Director, BCS</i>	<i>TECHNICAL ADVISOR, BCS</i>	<i>COMM. & EDU. COORDINATOR, BCS</i>	<i>NGO COORDINATOR, BCS</i>
<ul style="list-style-type: none"> • Key responsibility: Overall in-charge of BCS project including conceptualization, work-planning and supervision. • Provide technical inputs into selected sub-strategies. • Provide conceptual guidance on the BCS document. • Project work-planning and reprioritization, etc. to ensure quality BCS. • Arrange external inputs to BCS from IUCN, etc. as required. • Provide general technical advice on environment to GoB, etc. on behalf of IUCN. • Overall supervision of BCS project. 	<ul style="list-style-type: none"> • Key responsibility: Responsible for day-to-day project operations including implementation of activities. • Facilitate Interest Groups/ Roundtables. • Organize three more district consultations. • General project administration and financial management. • Preparation for BCS Executive and Steering Committee meetings. • Maintain regular contact with key partners in government. • Focus person for BCS training component. 	<ul style="list-style-type: none"> • Key responsibility: Primarily responsible for production of quality BCS document. • Push sub-strategies forward and work closely with authors. • Work on relevant draft legislations. • Define the final shape and structure of the BCS document. • Pull together final BCS document. • Work with BCS team to pull in learning from earlier consultations, etc. • Ensure 'buy-in' from key partners. 	<ul style="list-style-type: none"> • Key responsibility: Responsible for communication and education components and sub-strategies for these sectors. • Meet key partners, with especial focus on media. • Correspondence, reporting, and other paperwork. • Facilitate sub-strategies on education and communication. • Assist in arranging events and activities. • Reading up on relevant documents. • Office logistics. 	<ul style="list-style-type: none"> • Key responsibility: Responsible for NGO component including NGO capacity building and NGO sub-strategy. • Develop reports on completed activities & plan new activities. • Maintain regular contacts with NGOs, CBO and VOs. • Assist in the development of NGO sub-strategy. • Completing baseline survey and NGO needs assessment. • Work towards NGO capacity-building by arranging trainings, etc. • Work on gender issues.

In another exercise, each member of the BCS Team was asked to list the most important attributes that each of their colleagues bring to the BCS project. The results of this exercise are summarized in Table A7.3. A key point to be noted is that the team's perception of each other's strengths matches the key responsibilities of individual members. The exercise also demonstrated a healthy level of respect and understanding for each other's strengths and talents.

TABLE A7.3: BCS Team's Perception of Each Other's Key Strengths

A.L. RAO	IQBAL A. KIDWAI	JULIAN T. INGLIS	FAUZIA D. TAREEN	NADIR GUL
<i>Head IUCN Balochistan</i>	<i>Project Director, BCS</i>	<i>TECHNICAL ADVISOR, BCS</i>	<i>COMM. & EDU. COORDINATOR, BCS</i>	<i>NGO COORDINATOR, BCS</i>
<ul style="list-style-type: none"> • Wealth of experience. • Experience. • Clarity in understanding, focus on the job at hand, and corporate memory. • Experience and constant demand for quality. 	<ul style="list-style-type: none"> • Access to and understanding of government. • Understanding of government and development projects. • Knowledge of and relationship with government, level headed, and can keep people engaged. • Administrative skills and contacts with government. 	<ul style="list-style-type: none"> • Strategic and conceptual understanding; editing and planning skills. • Strategic thinking and experience with strategies. • English and writing skills, computer expertise and record keeping expertise. • Synthesizer of learning and expertise in English and editing. 	<ul style="list-style-type: none"> • Understanding of communication and access to people. • Quick grasp, understanding and intelligence. • Public relationing skills and ability to work with people from different walks of life. • Extensive network and understanding of key constituencies. 	<ul style="list-style-type: none"> • Understanding of the world of NGOs. • Inquisitive mind. • Shrewd observer with good grasp of realities of government and NGOs. • Knowledge of local environment and of NGOs and government.

ANNEX VIII: Monitoring Protocol for Second Mission

• Period of Monitoring for Second Mission

- ❖ From March 1998 to date of second mission.

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

- ❖ Emerging shape of final document (issues such as Table of Contents, document structure, status of background research, team's perception of 'quality' document, assessment of what type of document is most appropriate to Balochistan, etc.)
- ❖ Role of Steering Committee
- ❖ Progress on sub-strategies
- ❖ Progress on Interest Groups and Roundtables

• Meetings

- ❖ Steering committee members
- ❖ Sub-strategy authors
- ❖ Key individuals from interest groups and roundtables
- ❖ Individual meetings with BCS team members
- ❖ Day visit(s) to selected district(s) where consultations have been held
- ❖ A day visit to IUCNP-Karachi, to review inputs of thematic units to BCS
- ❖ Other key partners including government, NGOs and private sector
- ❖ At least one day of group meeting with BCS team with open agenda
- ❖ Any other meetings that the BCS Team or Monitoring Mission may deem appropriate at the time of the visit

• Documents to be reviewed

- (it would be useful if as many of these as possible are provided right before visit begins)*
- ❖ Minutes of Steering Committee meeting
 - ❖ Sub-strategies produced
 - ❖ All other documents and reports produced
 - ❖ List of key events and achievements between March 1998 and the second External Monitoring mission and accompanying records, if any
 - ❖ Any other document that the BCS might want the mission to review, or vice versa

• Communication between EMT and BCS Team between visits

- ❖ Sector sub-strategy drafts
- ❖ Any internal review report, if produced
- ❖ Steering Committee Minutes
- ❖ The contact persons for communication between the monitoring mission and the BCS team will be Engr. Nadeem Afzal and Mr. Abdul Latif Rao respectively.

