

PIEDAR

PAKISTAN INSTITUTE FOR ENVIRONMENT DEVELOPMENT ACTION RESEARCH

SUBMITTED TO:
Royal Netherlands Embassy, Islamabad
Development Section

Monitoring the Balochistan Conservation Strategy Balochistan, Pakistan

Mission #3

(December 20, 1998-January 7, 1999)

PERIOD COVERED: August 1998-December 1998

EXTERNAL MONITORING TEAM: Prof. Adil Najam and Mr. Nadeem Afzal

Third External Monitoring Report January, 1999

Pakistan Institute for Environment Development Action Research

HEAD OFFICE:

First Floor, 64 Masco Plaza, Blue Area, Islamabad.

Phone: (051) 820359 and 820369; **Fax:** (051) 820379; **Telex:** 54199 BCISL PK

Email: piedar@isb.comsats.net.pk

KABIRWALA OFFICE:

Main Jhang Road,
Kabirwala 58250
Phone: (06512) 410141

LAHORE OFFICE:

40-A Ahmad Block,
New Garden Town, Lahore
Phone: (042) 5867484-6
Fax: (042) 5865847

QUETTA OFFICE:

19-E Shahbaz Town
Phase II, Quetta



#1 ● SUMMARY OF KEY FINDINGS

Introduction

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 third external monitoring of the Balochistan Conservation Strategy (BCS) was undertaken between December 20, 1998 and January 7, 1999. This report presents the External Monitoring Team's (EMT) assessment of the progress of the project since the second external monitoring mission and how it is positioned to achieve its overall project goals. As before, the EMT organized its monitoring along three related areas--the 3 P's--namely, **P**roduct, **P**rocess, and **P**roject Management. Although all three are treated in each report, the first report had focussed more on Process issues and the second on Product issues. This report pays special attention to Project Management and Product issues. 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 project is now experiencing a delay of over three months in comparison to its 1998 Workplan. Over the last four months the project has slipped behind schedule by three months. The major causes of this delay are the longer than anticipated time spent on the Sector Sub-strategies and a now consistent pattern of ambitious, unrealistic and ad hoc project management and planning. The EMT would expect further delays unless immediate steps are taken to streamline project management and planning.

- ❖ The most significant impact of this delay is on the writing of the BCS document (Component #1). No work has yet been done of the first draft BCS which was supposed to have been completed by December 1998. Although much delayed and still not completed, the Sector Sub-strategies are of reasonable quality and will provide a good base of information even beyond the BCS project. Sectoral interest groups have proved to be effective and active in the review process of these papers.
- ❖ Amongst the other components, Environmental Training (Component #4) has been very active; Environmental Communication (Component #2), Environmental Education (Component #3) and NGOs and Gender (Component #6) have shown reasonable progress; while Private Sector (Component #5), Environmental Legislation (Component #7), and Demonstration Projects (Component #8) have shown very little headway.
- ❖ The EMT considers the proposed 1999 workplan to be generally ambitious, and most ambitious and unrealistic in assuming that the full first draft can be ready by March 1999 while maintaining the required quality of product.

Product

- ❖ A total of 14 Sub-strategies have been commissioned. Until December 28, 1998 seven first drafts, six second drafts, and no final drafts were completed. For one paper no first draft is available yet. All Sub-strategies were supposed to be finalized by October 1998.
- ❖ The EMT is very concerned that the remainder of the Sub-strategy process should not distract from the main BCS Document as it has till now. It is vital that work begins immediately on the BCS document. Any additional work on the Sub-strategies must not be used as an excuse for further delays in the BCS Document which should now become the clear and immediate priority of the entire BCS Team.
- ❖ The EMT is happy to note that the Sub-strategies will serve as useful reference material on Balochistan and that the process has also served the purpose of capacity building of local expertise. However, the EMT feels that these papers are very much 'sector background papers' rather than 'sector sub-strategies' and the BCS should consider re-classifying them as such.
- ❖ The fate of papers on cross-cutting themes remains unclear. Much of this work will ultimately need to be done in-house by the BCS Team itself. Expertise internal to the team should be immediately used to document (in whatever form) the learning regarding such issues as governance, legislation, environmental health, population and poverty, gender and environment, and tribes.
- ❖ The first draft Conceptual Framework and Table of Contents has also been much delayed. However, it is now ready. This should be finalized as soon as possible and used as the basis of all future BCS presentations and introduction.
- ❖ The reports of individual District consultations have finally been produced. However, the Synthesis Learning document on the entire process is still pending. Although it is now too late for the Sector Sub-strategies, it will still be valuable to the BCS document and it is important that it be produced at the earliest before more of that learning is lost.

Process

- ❖ It is disturbing that no meeting of the Steering Committee was held between our last two visits (as of December 29, 1998). This becomes even more worrisome in light of the fact that only 5 meetings have been held in the last two-and-a-half years. The frequency of Steering Committee meetings must be enhanced and the BCS Team needs to come up with creative ideas to involve and engage the committee so that full benefit can be had of the Committee's experience and expertise.
- ❖ It is important to streamline the material being sent to the Steering Committee (e.g., producing good briefs and summaries of documents sent to the Committee). In the coming months, it will be important to send them the BCS Chapters in bunches of one or two at a time rather than waiting for the whole document before sending it to them.
- ❖ In general, the review process of the Sector Sub-strategies has been fairly robust, although overly sectoral. The Interest Groups have proved to be useful forums for sectoral reviews and the emergence of a "BCS constituency" has begun to become apparent. The thinking the BCS Team has invested in the review process has had benefits, although there are some aspects where it can be improved further.
- ❖ The papers have not done as good a job of incorporating inter-sectoral concerns as the BCS Team had expected. It is now all the more important, therefore, to hold a joint meeting of all authors and other selected experts to explore these linkages.
- ❖ The EMT is concerned about how, in some cases, the review process has resulted in a "lowest common denominator" effect whereby--in an effort to incorporate everyone's interests--controversial issues are dropped and the focus and priority is lost. While consensus is important, authors should not be allowed to make it an excuse for innocuous documents that try to please all people all the time. Moreover, a number of people interviewed by the EMT expressed a sense of "review fatigue" because so many meetings have happened so fast and involved so many of the same people. The BCS should use the consultative mechanisms strategically so that there is no burnout effect.
- ❖ The EMT agrees with a Steering Committee member on the importance of returning to the Districts for more consultation on the final BCS document. Since these meetings were such an important part of the process and consumed so much time and resources, it would be a pity if that work is not followed up.
- ❖ There is a continuing problem of a lack of coherent and common vision of the BCS 'idea' and philosophy within the BCS Team and misunderstanding amongst key stakeholders of what the BCS is about. The BCS should prepare a generic presentation to be used at all BCS events and introductions. This should be de-linked from the eight components of the project and should be based on the conceptual framework. Presenting the project in terms of those components serves to camouflage the most important item (component #1) and gives the mistaken impression of the BCS being a "field" or "awareness" project. //

Project Management

- ❖ The resignation of the Project Director at this stage is a major loss to the project. Most of the Project Director's key responsibilities have already been redistributed in the team //

and a new professional staff member has been hired. It is important that someone from the project--ideally the Head of IUCN-B--occupy this office at Block 6, government secretariat immediately so that a regular presence and interaction with GoB can be maintained. This office used to be occupied by the Project Director.

- ❖ The addition of a new team member, as BCS Consultant, brings a useful set of skills and experience to the team. His role will be especially important in the coming months as the draft BCS document is produced and then finalized.
- ❖ The EMT is extremely concerned about the chronic and continuous trend of ad hoc project management (especially as it relates to the allocation and duplication of responsibilities) and ambitious and unrealistic workplanning that has plagued this project. The EMT considers this to have been a major cause of the current delay with the potential to trigger further delays in the future.
- ❖ Project workplanning has remained more ad hoc than systematic. Things seem to be done on an "as-per-need" basis rather than according to a thought-out plan. This seems to have been the case in the Sub-strategy process and for the draft BCS document no systematic workplan has been developed which outlines how to get to a complete first draft of the BCS by March 1999. Given the enormity of the task, and the short time available, it would be much more efficient if the task is broken up into sub-tasks, with sub-deadlines and specific responsibilities assigned to different team members. The EMT strongly recommends that the team immediately prepare a detailed management plan for the first draft BCS along the lines suggested here.
- ❖ Compounding the problem is a consistent trend of ambitious and unrealistic workplanning. This has been a feature of the project from its very inception. The 1997 workplan was totally unrealistic, the 1998 workplan was considered ambitious by the EMT and has proved to be so in the last four months. The EMT also considers the 1999 Workplan to be highly ambitious.

Contents

Summary of Key Findings	i
Contents	v
Key Information	vii
Glossary	viii

#1 • Introduction Page 1

1.1 • External Monitoring	1
1.2 • The BCS Project	2
1.3 • Monitoring	4

#2 • Progress and Achievement Page 5

2.1 • Project Administration	5
2.2 • Project Implementation	6
2.2.1 • BCS Documentation	7
2.2.2 • Communication and Awareness	10
2.2.3 • Environmental Education	11
2.2.4 • Environmental Training	11
2.2.5 • Private Sector	12
2.2.6 • NGOs and Gender	12
2.2.7 • Environmental Legislation	13
2.2.8 • Demonstration Projects	13
2.3 • Project Delay	14

#3 • Assessment and Recommendations Page 16

3.1 • Introduction	16
3.2 • Product	18
3.2.1 • Sector Sub-Strategies	18
3.2.2 • BCS Document and Conceptual Framework	20
3.2.3 • Other Issues	20
3.3 • Process	21
3.3.1 • BCS Steering Committee	21
3.3.2 • BCS Review Process	21
3.3.3 • BCS Understanding	22
3.3.4 • Other Issues	23
3.4 • Project Management	23
3.4.1 • Staff Changes	23
3.4.2 • Need for Better Project Management	24
3.4.3 • Need for Better Project Planning	24
3.5 • Work Plan, 1999	25

List of Tables, Figures and Boxes

Table 1.1	BCS Objectives	2
Box 1	BCS Components and Expected Results	3
Table 2.1	Current BCS Staff	6
Table 2.2	Current Status of Sector Sub-Strategies	8
Table 3.1	BCS Process—Key Events	17
Table 3.2	BCS Proposed Work Plan, 1999--EMT's Assessment	26

Annexes

- Annex I:** Schedule of External Monitoring Team's Third Mission
- Annex II:** Individuals Interviewed during External Monitoring Mission
- Annex III:** Documents Reviewed
- Annex IV:** *A LogFrame-Based Analysis of Work Plan Changes*
- Annex V:** BCS Review Process (Self-Assessment Workshop)
- Annex VI:** Focussing on the BCS Document
- Annex VII:** BCS Team - Roles and Responsibilities
- Annex VIII:** BCS Team's Use of Time
- Annex IX:** Monitoring Protocol for Fourth EMT Mission

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. JULIAN T. INGLIS, *BCS Technical Advisor*
MS. FAUZIA DEEBA TAREEN, *BCS Communication & Education Coordinator*
MR. NADIR GUL, *BCS NGO Coordinator*
Mr. Hamid Sarfraz, *BCS Consultant*

• BCS Project Offices

- ❖ Block No. 6, Main Secretariat, Government of Balochistan, Quetta, Pakistan
Phone/Fax: 081-843246 (Head IUCN-B will be occupying from 9AM to 2PM from January)
- ❖ Marker House, Zarghoon Road, Quetta, Pakistan
Phone: 081-840450-2, 840457; Fax: 081-820706; E-mail: iucn@bcs-bpo.qta.khi.sdnpk.undp.org
(Office for Head IUCN Balochistan Programme and full BCS Team)

• BCS Steering Committee

Additional Chief Secretary-Development, Balochistan P&D Department (Chairman); Secretaries of the Provincial Departments of Finance, Forests, Agriculture, and Information, Culture and Sports; Chief Executive of Balochistan Rural Support Programme (BRSP); Representative of Balochistan Chamber of Commerce and Industry (BCC&I); Sardar Naseer Tareen (STEP/SUSG; NGO Representative); Ms. Zubaida Jalal (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

Contact address: Pakistan Institute of Environment-Development Action Research (PIEDAR), 64-East, Masco Plaza, Islamabad, Pakistan. Phone: 051-820359 & 69, Fax: 051-820379, E-mail: piedar@isb.comsats.net.pk.

Duration of Monitoring Project: To be implemented in alignment with the BCS Project. Four Monitoring Missions from January 1998 to June 1999.

Glossary

ADPB	Area Development Programme Balochistan
BCC&I	Balochistan Chamber of Commerce and Industry
BCS	Balochistan Conservation Strategy
BEPA	Balochistan Environmental Protection Agency
BNRMP	Balochistan Natural Resource Management Programme
DCC	District Conservation Committee
EMT	External Monitoring Team
FAO	Food and Agriculture Organization (UN)
GoB	Government of Balochistan
IUCN-P	World Conservation Union-Pakistan Office
IUCN-B	IUCN-Balochistan Programme
LFA	Logical Framework Analysis
NCS	National Conservation Strategy
NGO	Nongovernmental Organization
NWFP	North West Frontier Province
P&D	Planning and Development (Department)
PIM	Pakistan Institute of Management
PNCS	Pakistan National Conservation Strategy
POO	Plan of Operation
RNE	Royal Netherlands Embassy
SDNP	Sustainable Development Network Pakistan
SDPI	Sustainable Development Policy Institute
SPCS	Sarhad Provincial Conservation Strategy
TOR	Terms of Reference
UNDP	United Nations Development Programme

#1 • INTRODUCTION

1.1 External Monitoring

The third external monitoring of the Balochistan Conservation Strategy (BCS) was undertaken between December 20, 1998 and January 7, 1999. This included a visit to the BCS Team in Quetta between December 20-29. This report presents the External Monitoring Team's (EMT) assessment of the progress of the project since the second external monitoring mission and how it is positioned to achieve its overall project goals. As before, the EMT organized its monitoring along three related areas--the 3 P's--namely, Product, Process, and Project Management.

According to the protocol for the Third EMT Mission (finalized in consultation with the BCS Team at the end of the Second EMT Mission), the Mission focus was to be on the following¹:

- ❖ Sector Sub-Strategies and their conversion to BCS Technical Papers (including papers on crosscutting themes which have not been commissioned yet).
- ❖ Draft BCS Chapters and the emerging shape of the final document.
- ❖ Role of Steering Committee.
- ❖ Progress on various consultative mechanisms with special emphasis on the level of understanding of BCS amongst key stakeholders.
- ❖ Future 'implementability' of the BCS.
- ❖ Workplan for 1999.

Unfortunately, no work has been done yet on the draft BCS Chapters and therefore there was little point in looking at the emerging shape of the final document or its future 'implementability'. Therefore, the EMT concentrated on the other focus areas, on understanding the impact of the current delay in the project, and the team's response to it.

¹ - These re reproduced directly from the Monitoring Protocol for the Third EMT Mission (Annex X, Second EMT Report, 1998).

In keeping with the Mission focus, the EMT spent much of its time in individual meetings with members of the BCS Steering Committee and authors of various Sector Sub-strategies. The EMT also held individual meetings with all members of the BCS Professional Team. Since the BCS Technical Advisor had to proceed on leave in time for Christmas, the EMT held lengthy discussions with him on December 20 and 22 and he was also present during team deliberations on December 21. Finally, the EMT facilitated a half-day Self-Assessment Workshop for the BCS Team in Quetta on December 25 to conduct different brainstorming exercises on issues related to the BCS review process (see Annex V). The EMT is thankful to the BCS Team to have agreed to hold this Workshop on a designated holiday. The BCS team was given a debriefing on the Mission's tentative findings on December 29, 1998. 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.

This introductory chapter is followed by a review of the progress of the project in each of its components since the Second EMT Mission (Chapter #2). Chapter #3 concludes the report with the assessment and recommendations of the monitoring mission organized around the 3 P's. It should be noted that Chapter #2 simply reports the events and activities that have taken place while Chapter #3 provides a detailed and forward-looking assessment of the above in light of the project's larger goals and objectives. A summary of the key findings is presented at the beginning of this report.

1.2 The BCS Project²

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.

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).³

² - This section is directly repeated from the First and Second External Monitoring Reports.

³ - 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.

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.

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

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.

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.

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) during its first Mission in March 1998. 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

No internal review was held during this Monitoring Period. However, a meeting was held on December 1, 1998 to discuss the status of Sub-strategies and progress on BCS document. Notes from this meeting were provided to the EMT.

#2 ● PROGRESS AND ACHIEVEMENTS

2.1 Project Administration

Two major changes in professional staff have occurred during the current Monitoring Period (see Annex VII). The first relates to the departure of the Project Director and the second to the induction of a new staff member with the title of BCS Consultant.

The first relates to the resignation of the Project Director who submitted his resignation on November 2, 1998 (which was officially accepted on November 30, 1998). During much of September and October, the Project Director remained only partly available to the BCS Team because his mother was taken seriously ill and he had to devote considerable time to her care. It should be recalled that earlier management changes had already changed the lines of reporting for all staff from the Project Director to the Head of IUCN-Balochistan (IUCN-B). Some of the other activities of the Project Director (particularly the management of consultative meetings) were reassigned to other BCS Team members (see Annex VII).

While the impact of this will be discussed in the next chapter, one result is that for most of the time since mid-August the BCS office at Block 6 of the Main Civil Secretariat has remained unoccupied and unused. This space was earlier occupied by the Project Director so that regular contact could be maintained with key partners in GoB. As of January, 1999 the Head of IUCN-B intends to occupy this office during government working hours (joining the rest of the BCS Team at Marker House on Zarghoon Road for the rest of the afternoon).

The second important change relates to the addition of a new member to the BCS Team. A BCS Consultant was hired on December 8, 1998. His contract is till June 1999 and his key duties are to assist the Technical advisor in various aspects of producing the BCS Document

(see Annex VII for details). His direct reporting line is to the BCS Technical Advisor with an additional reporting line to the Head of IUCN-B.

TABLE 2.1: Current BCS Staff

Professional Staff	Support Staff
• Head, IUCN Balochistan Programme (1)	• Manager Administration (1)
• Technical Advisor (1)	• Manager Finance (1)
• Communication and Education Coordinator (1)	• Secretaries (2)
• NGO Coordinator (1)	• Drivers (3)
• Consultant (1)	• Office boys (2)
	• Watchman/Cleaner (1)
	• Librarian (1; part-time)
	• Sweeper (1; part-time)

The project is now fully staffed and fully equipped as far as major office equipment is concerned. Twelve support staff assist the professional team whose strength is now back to five. A full list of BCS professional and support staff is presented in Table 2.1. As reported in the Second EMT Report, the project is well-stocked and fully operational with respect to equipment. It has the use of three vehicles, two fax machines, two photocopiers, twelve computers, and assorted computer printers, audio-visual equipment, etc.⁴ In the near future the project plans to invest in a computer scanner and possibly a writable CD drive. ?

One monthly staff meeting for all personnel (professional and support) is held on general administrative issues. The professional staff meets occasionally on an as-per-need basis.

2.2 Project Implementation

The BCS Team is reporting a three-month delay in project implementation. This should be seen in light of the fact that the team considers project implementation to have been on track until August 1998. As such, the delay has come in the last four-month period (more on this later in this chapter). This is most unfortunate, since the project had been showing signs of catching up on earlier delays until around July-August.

The first EMT Report (March 1998) had reported a delay of about one year in the project (corroborated by the BCS Team and the BCS Internal Review). This current report, like the Second EMT Report, will use the 1998 Workplan as the yardstick of comparison since it had already internalized the original one-year delay. The new three-month delay is, therefore, being experienced over the 1998 Workplan. It should be recalled that the Second EMT Report had found the project to be largely on track with respect to the 1998 Workplan. It had noted that there was "a minor delay in overall project implementation" but that this was "at this point, neither unexpected nor a major cause for concern" (Second EMT Report, page 8). However, the report had added:

⁴ - It is the EMT's understanding that some of this equipment, especially some of the older computers, are on loan from the general IUCN-P pool.

"The key concern relates to the completion of the Sector Sub-strategies. In meeting the authors, the EMT got the impression, and was assured, that all will be ready by end-August. If, in fact, this is not so it would become a major cause of worry and potential delay in the overall project."

Unfortunately, this fear has now become reality. The EMT estimates that the project is now more than three months behind its 1998 Workplan as evidenced by the delays experienced in the delivery of such substantive products as the Sector Sub-strategies, the Conceptual Framework and Table of Contents, the Synthesis of Learning from District Consultations.

This section will review the progress made towards implementing the BCS project. This will be done through a component wise discussion of activities undertaken during the period under review (August-December, 1998). Instead of simply listing each activity undertaken we will comment upon the key areas of progress in each project component, highlight the main achievements, and discuss issues not captured in the Progress Reports. Some recommendations, are specific to individual components, are also discussed here.

2.2.1 BCS Document

The key expected output in Component #1 was the first draft **BCS document**. However, no progress has been made on this.⁵ During the EMT's second Mission, the BCS Team had given September 1998 as the expected date when the draft conceptual framework would be taken to the Steering Committee and October 1998 as the date for its finalization. A first draft of this document did not, in fact, materialize till early December. No annotated outline of the document is available yet. While the individual reports of District Consultations have finally been prepared, the synthesis report on the learning from these meetings has yet to be prepared. There is the danger that much of the learning may already have been lost--because the Project Director who was chiefly responsible for these events has now left the team and because of the long time-lag (the first meeting was held in October 1997). The documentation of this process was planned to be completed by August 1998.

The 1998 workplan had envisaged the first draft of all **Sector Sub-strategies** to have been completed by August 1998, the review process to have been undertaken in September, and the final drafts completed by October. As Table 2.2 highlights, only a few first drafts trickled in during October, most were received in November and a few came in during December. At this point, out of a total 14 papers commissioned, the second drafts of only 6 have been received, seven are in first draft stage and for one (Culture and Tourism) there is still no first draft. No final drafts have yet been completed. It should be noted that the paper on Environmental Education and Communication states that it is a final draft but the relevant members of the BCS Team (the Technical Advisor and the Education and Communication Coordinator) do not consider it thus and see much additional work needed before it can be called a final draft. In short, the Sector Sub-strategies have remained seriously behind schedule and have pulled the rest of the project down with them.

The BCS Team points out that their planning assumptions on how long this process would take and how much work would be involved in getting the authors to deliver were seriously flawed and therefore this process has been taking far more time from all team members than had been anticipated (see Annex VIII).

⁵ - Except the Draft Conceptual Framework and Table of Contents, which while not technically a part of the document will become its basis.

TABLE 2.2: Current Status of Sector Sub-Strategies

Sector Sub-strategy	Draft Dates	Interest Group Review Dates	Current Status
CULTURE AND TOURISM	None received		<i>Author's notes only</i>
AGRICULTURE	24 November 98	11 December 98	<i>First Draft</i>
LIVESTOCK	24 November 98	5 December 98	<i>First Draft</i>
INDUSTRY	16 October 98	28 November 98	<i>First Draft</i>
URBAN ENVIRONMENT	2 December 98	12 December 98	<i>First Draft</i>
MINING	15 December 98		<i>First Draft</i>
MINERALS	16 December 98		<i>First Draft</i>
WILDLIFE	9 November 98	4 December 98	<i>First Draft</i>
FORESTRY	5 November 98 25 November 98	17 November 98 4 December 98	<i>Second Draft</i>
RANGELANDS	2 November 98 <i>not known</i>	13 November 98	<i>Second Draft</i>
WATER	4 November 98 8 December 98	19 November 98	<i>Second Draft</i>
COASTAL AND FISHERIES	18 October 98 15 November 98	6 November 98 24 November 98	<i>Second Draft</i>
NONGOVERNMENTAL ORGANIZATIONS	3 October 98 23 December 98	23 October 98	<i>Second Draft</i>
ENVIRONMENTAL COMMUNICATION AND EDUCATION	15 August 98 26 November 98	25 August 98 15 & 17 September 98	<i>Second Draft</i>

It should be noted that Forests and Wildlife, which was supposed to be one paper, has been broken up into two separate papers. Similarly, now there are two separate papers on Mines and Minerals. Separate papers on Livestock and Rangelands were, however, part of the original design. This bifurcation into sub-sectors is disturbing because instead of moving towards integration and inter-sectorality, the papers seem to be drifting towards overly sectoral and sub-sectoral focus. In fact, as will be discussed in Chapter #3, the treatment of inter-sectoral linkages in nearly all papers could be improved considerably.

The Sub-strategies have provided the project with a good base of sectoral information. In this respect they are a valuable resource for Balochistan. The fact that many have been written by local authors has gone a considerable way in developing local skills and expertise. In fact, contrary to the original assumption, it is the EMT's assessment that in general the papers written in Balochistan are superior to those written by authors outside of the province.⁶ However, the EMT agrees with the BCS Technical Advisor that the weakest part of all papers are sections on policy advice and future strategy. In the EMT's assessment, these papers are not "Sub-strategies" but "background papers" and it would be advisable to reclassify them as such to avoid future confusion and criticism.⁷

The BCS Team's earlier assumption that issues related to the energy sector will be covered in a number of relevant papers (urban environment, industry, mines, etc.) has also proved incorrect. However, the team has rightly responded to this by commissioning an in-house paper on Energy which the BCS Consultant hopes to complete by early February 1999. It is, however, not yet clear whether this will be a sector Sub-strategy or a discussion paper.

⁶ - For example, various stakeholders and BCS Team members consider the papers on Urban Environment and Environmental Communication and Education to be weak in their relevance to the Balochistan context.

⁷ - This is not to belittle the value of these papers. In fact, they are very useful as background information paper. Calling them Sub-strategies will only distract attention from the 'real' Balochistan Conservation Strategy and raise false expectations regarding the contents of these papers.

Also unclear is the fate of the discussion papers on **cross-cutting themes**. The paper on Governance is much-delayed and is now expected by January 15, 1999. If it is not delivered by then, the Head of IUCN-B will undertake completing it by mid-February. The notes of the internal meeting on status of Sub-strategies (dated December 1, 1998) lists papers on environmental health and on population and poverty as expected soon. However, the BCS team is not sure as to their fate. If these papers are not received on time, some in-house mechanism will be found by the BCS team to cover these important areas. Other themes which the BCS Technical Advisor has identified as important cross-cutting areas include Gender in Development, Legislation, and Tribes. At this point it seems that formal papers may not be written on these themes but information (in written form) will be collected and collated by the BCS Team itself. It is important that the team does so at the earliest.

The EMT has been laying stress on the early completion of a **conceptual framework** for the BCS along with a Table of Contents and draft annotated outline from its very first mission. Although much delayed, a first draft of the conceptual framework is now ready.

The original idea of developing Roundtables in 13 sectors which would then 'write' Sector Sub-strategies had already been re-framed in light of the realization that a truly operational Roundtable requires much more than just official notification and emerges only after an evolutionary process. This idea was rightly replaced with the notion of initiating **Interest Groups** in the various sectors. These groups were active in the Sub-strategy review process. They were particularly vibrant during November and December when most of the review meetings were held. Overall, a total of 23 formal meetings of various Interest Groups have been held. The BCS Team has been successful in engaging the interest and participation of these groups which (although too sectoral in focus) have provided useful comments and suggestions to the authors. More than that, the participants of these Interest Groups are the potential seeds of the development of a larger BCS constituency.

The current round of **District Consultations** has concluded and the BCS Team does not foresee a new round being undertaken. The reports of individual consultations have been compiled by the BCS Technical Advisor but the much needed synthesis learning document from these meetings is still not available. It is unfortunate that such a document was not available to the Sector authors as they wrote their Sub-strategies. In this regard we can only repeat what we had written in the Second EMT Report (page 11):

"A major team effort needs to be made to analyze and organize the learning from all district consultations (as well as other BCS events, especially the Interest Groups) into a coherent synthesis that could inform both the final BCS document and the Sector Sub-Strategies. Sector authors have also expressed the urgent need for such information and analysis."

Once again, the EMT's meetings with relevant officials in the Government of Balochistan and key **stakeholders** suggests that a deeper understanding of the BCS goals and philosophy needs to be cultivated. 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 of various stakeholders in its implementation is still not evident. The BCS Internal Review pointed out a similar lack of understanding of the BCS amongst key stakeholders. The EMT believes this is partly because the team has been presenting the project in light its eight components rather than a conceptual framework. Now that a conceptual framework is available it is imperative that a well thought-out generic presentation be prepared based on it and be used at all BCS events and introductions.

No meeting of the **BCS Steering Committee** was held during this period (until December 29, 1998). The one Steering Committee meeting that was planned was not held and only one of the two planned Executive Committee meetings actually took place. According to the BCS Team this was because there was not enough relevant business to be taken to the Steering Committee. This state of events is of grave concern. Since July 1996, when the project was launched, only five meetings of the Steering Committee have been held.⁸ In all of 1998 only two meetings were held and none has been held since July 1998. The lack of regular meetings of the Steering Committee not only robs the project of valuable guidance and advice from this esteemed group of individuals but also has severe costs to the project as far as 'buy-in' by the government is concerned.⁹

The active involvement of the Steering Committee has been important at all junctures of the project, but never more so than now. It is important to increase the frequency of Steering Committee meetings as well as find ways to enhance the involvement and interest of Steering Committee members in the BCS. Possible ways of doing so include holding meetings outside of P&D to shield members from unwanted disturbances and distractions, preparation of concise briefs of relevant documents, crisp presentations, individual meetings with all members prior to the full Committee meeting, and other analytical devices to prompt insightful discussions and inputs from the Steering Committee.

2.2.2 Communication and Awareness

As in the last Monitoring period, much of the focus in this component remained on the development of the Sector Sub-Strategy on Environmental Education and Communication. Although it was originally planned to have a separate Sub-Strategy for Environmental Communication, it was later decided to merge this with Education because the two lie on the same continuum of attitudinal and behavioral change. The decision is well-founded and was based on suggestions from the two relevant Interest Groups which have also merged into one. In fact, the activities of these two components have now so merged with each other that it makes functional and conceptual sense to treat them as one.

The joint Interest Group on Environmental Communication and Environmental Education has played an active role in the development and review of the Sector Sub-Strategy. The paper, itself, has been developed by IUCN-P. Unfortunately, as mentioned earlier, the relevant BCS staff (EE and EC Coordinator and Technical Advisor) consider the paper to be far from 'final', largely because information and discussion specific to Balochistan is largely missing. It is reported that in many cases the information was in the earlier drafts, or was provided to the authors, but was dropped on the advice of some members of the Interest Group. This seems to be an inappropriate use of the consultative process. The urge to please all members of the group on all points is naive and can only lead to the 'lowest common denominator effect'. The BCS Communication and Education Coordinator will now undertake a re-drafting on this paper to make it more relevant to the Balochistan context.

In August, the participation of BEPA's Information Officer in a PIMS course on "effective communication skills" was sponsored by the BCS and the participation of two trainees at a workshop on street theatre was facilitated the same month. The BCS project has continued to receive good media coverage and the 'public relationing' aspect of communication seems

⁸ - Of these, the first two were arguably only one meeting since the agenda had remained unfinished.

⁹ - It should be noted that a meeting of the Steering Committee was planned for December 30, 1998--after the departure of the EMT from Quetta. All references to the Steering Committee **DO NOT** include this meeting.

to be adequately covered. An event held under the BCS banner to celebrate IUCN's 50th Anniversary got good media coverage, as did other BCS events and workshops.

A short informative brochure and poster was published by the BCS under the title '*Choti Choti magar Bari Batein*'. These provide snippets of environmental awareness messages. However, they do not contain anything about the BCS itself except a small logo. This could have been a good opportunity to place a short description of the BCS which might have helped in creating a better understanding of what the process seeks to accomplish.

This issue merely highlights a continuing concern of the EMT regarding the misplaced focus of BCS Communication activities which remains concentrated on "public relationing" and environmental awareness rather than inculcating a more refined and nuanced understanding of what the BCS is about amongst its target audiences and key stakeholders. As recommended in both the First and Second External Monitoring Reports, the focus needs to shift towards more directed (or 'catalytic') communication of the BCS 'idea' and philosophy. This concern is also relevant to the NGO component and is manifest in the finding of the Second Internal Review that "there is still a belief among various NGOs and other stakeholders that BCS is a field project" (p. 5). It is strongly recommended that a standard BCS presentation--based on the conceptual framework and not the eight components listed in the workplan--be prepared immediately and be used in all BCS publications and events.

2.2.3 Environmental Education

The key task undertaken in this component related to the Sub-strategy on Environmental Communication and Education. This has already been discussed in section 2.2.2.

A major event in this component was a training workshop on Environmental Education (September 1998). Co-funded by NORAD, the 2-day workshop was conducted by IUCN-P's Environmental Education Unit and concentrated on the training of master trainers for environmental orientation and education. Beyond this, the progress in this sector continues to be slow. Once again, the EMT would repeat its finding from the Second EMT Report:

"Given slow progress and the fact that this is a major budget head, some rethinking on this component is called for. Since one person already handles both education and communication at the BCS Secretariat and since the Sub-Strategy for the two has already been merged, there may be a case for also merging the Environmental Education component with Environmental Communication. This could free up valuable resources which could be directed to other needed activities, such as follow-up to district consultations." (Page 13)

2.2.4 Environmental Training

Progress in this component has picked up considerably.

Two training courses were organized by the BCS. The first, in October, was a 2-day training course on Environmental Impact Assessment and the second, in December, was a 2-day workshop on Strategic Environmental Assessment. Both were well-attended by relevant partners. Both were conducted by the Environmental Assessment Services Unit of IUCN-P and both were co-funded by NORAD.

In addition to the above, a number of people from partner institutions were sponsored to various relevant training courses in other organizations. Six participants (from P&DD, BEPA and the Departments of Industry, Agriculture, Livestock, and Forests) were sponsored to attend a Project Management Course at SDPI in September. An Assistant Director from BEPA was sponsored to attend a course on Project Proposal Development, also at SDPI in August. As mentioned in section 2.2.2, BEPA's Communication Officer was sponsored to attend a course on Effective Communication Skills at PIMS in August. Two participants (from the Department of Industry and from BEPA) were sponsored to attend a 2-day SDPI training workshop on Environmental Monitoring in September.

2.2.5 Private Sector

The only activity in this component related to Sector Sub-strategies on Industry, Mining and Minerals and on Urban Environment. These have already been discussed in section 2.2.1.

However, it should be added that the breakup of Mines and Minerals into two separate papers by two separate authors is perplexing. Simply putting the two together to make a joint document does not seem like a very good idea, especially given the substance, structure and style of the two papers. Also, it should be noted that three of the four papers lumped under this head (Industry, Urban Environment, and Mines) have been written outside Balochistan and questions have been raised regarding their relevance and substance (particularly the paper on urban environment). Regarding the paper on Industry it is of some concern that the first draft was received on 16 October but the review workshop was not held until 28 November and the second draft is still not available.

2.2.6 NGOs and Gender

The major activity under this component in the period under review related to the NGOs Sector Sub-Strategy. This has been generally discussed in section 2.2.1.

In reviewing the first, intermediate and second draft of the paper, in perusing the comments received, and in speaking with the author, the EMT feels that substantively the first draft was stronger than the second and many of the provocative and powerful ideas expressed verbally by the authors are not presented equally forcefully in the paper. Similarly, a number of good comments (especially those received from Mr. Usman Qazi) are not reflected in the paper. As with the paper on Environmental Education and Communication, the desire to steer away from all controversy seems to have forced the paper to a lower common denominator. For example, given Balochistan's prevailing NGO politics any paper on this subject that does not adequately address the question of "fake" and "corrupt" NGOs cannot be considered comprehensive. The sense of "back-patting" prevalent in the second draft may itself be a function of the ill-advised decision to restrict the review process only to NGO representatives (thereby keeping the potential critics out of the loop).

Apart from the above, NGO activities in this period have been restricted to general networking including the involvement of various NGO representatives in different BCS activities, facilitating the involvement of NGOs in relevant government and donor events, and participating in the events of other NGOs and networks. A baseline survey of NGOs in Balochistan has been ongoing for quite some time. Some results have been fed directly into the NGO Sub-strategy, others have been compiled in a very short report. It is recommended that a substantive, stand-alone document be produced by the NGO

coordinator recording the detailed results of this exercise and also including a discussion on the emerging trends. Given the effort that has already gone into this exercise, it would be a waste if all that comes out of it are a few pages of annotated notes.

Under the new activities related to gender issues, a 2-day workshop on Gender and Environment was held in November 1998. Although the participant comments on the workshop were generally positive, the quality of the draft report produced was of unacceptable quality in both style and substance. Beyond this, general networking has remained an ongoing process in this area.

2.2.7 Environmental Legislation

There was no formal activity under this component in this period.

However, an incidental development has been the emergence of a group of young lawyers interested in issues of environmental legislation. The BCS Team has been encouraging this group of young activists and hopes that they may eventually become a specialist group in this area. No decision has been made on a discussion paper on environmental law. The BCS Team will probably have to compile and collate this information in-house. While the relevant knowledge exists within the BCS Team, it is highly recommended to formalize this knowledge in the form of some written documentation. The BCS Team has decided not to pursue the draft wildlife law initiative for the moment.

At this point, the EMT considers the most important priority in this area to be the formal documentation of the existing knowledge on environment-related legislation in Balochistan.

2.2.8 Demonstration Projects

No significant headway has been made in this component.

Problems seem to have emerged in all areas that were identified as potential demonstration projects. Relevant agencies have shown little interest in the groundwater recharge initiative that was considered so promising by the Steering Committee. The BCS Team's assessment is that nothing is likely to happen on this for at least two months, maybe more. Regarding the designation of Zangi Nower Lake as a Ramsar site, it turns out that the area is owned not by GoB but by the Jamaldinni Tribe. This entirely changes the potential and process of the initiative and is likely to complicate things further. The Dureji Wildlife Reserve and Marine Turtle Projects have also been put on hold for the time being.

In regards to this component, the EMT will again repeat its suggestion from the Second EMT Report (page 15), which is even more valid now:

"Although the role of the BCS under this component is no more than facilitation, it would be advisable to select a couple of projects from the now long list of proposal outlines and pursue them vigorously rather than trying to mildly pursue any and all available opportunities. Such a focussed strategy becomes more important in light of the now heightened priority for demonstration projects."

2.3 Project Delay

The general state of delay in the project has already been discussed in section 2.2. According to the Head of IUCN-B, the following factors contributed to this delay:

- ❖ The major cause of the delay was that the Sector Sub-strategy authors consumed much more of the BCS Team's time than had been anticipated.
- ❖ The Project Director was unavailable for most of this period. His duties had to be reassigned to other members of the team. There was, therefore, a gap in the team strength until the BCS Consultant joined in December.
- ❖ After the US missile attack on Afghanistan many expatriates, including the BCS Technical Advisor, had to leave Quetta. The Technical Advisor was in Islamabad between August 24 and September 10.
- ❖ Other distractions, such as the project audit.
- ❖ Changes in government officials, including members of the Steering Committee.

In essence, the BCS Team's argument is that the cause of delay was 'external' to the team, especially because the authors failed to deliver on time. By their estimation the project has experienced a delay of three months over the last four-month period. They have assured the EMT that the team was working hard during this period first in pushing authors to deliver on time and later on managing the Sub-strategy review process. The EMT has no reason to doubt the pressure under which the team has been, however, our assessment of some of these points is somewhat different. Some highlights of our assessment of the delay are discussed here.

By the EMT's estimation the project is suffering a delay of over 3 months (not counting the one year delay that the project was already experiencing in March 1998). Most alarmingly, the delay is most acute on the substantive written outputs:

- ❖ According to the 1997 Workplan the first draft of the **BCS Document** was to be ready by December 1997. According to the 1998 Workplan it was delayed to December 1998. The current situation is that no headway has yet been made on the writing of the document. The proposed 1999 Workplan expects the first draft to be ready by March 1999. The EMT considers the production of a quality first draft in such a short period highly unlikely and unrealistic.
- ❖ According to the 1997 Workplan work on the **Sub-strategies** was supposed to start in February 1997. According to the 1998 Workplan the first drafts were supposed to be completed by August 1998 and final drafts were to be ready by October 1998. The current situation is that 7 first drafts, 6 second drafts and no final drafts are ready; for one sector no draft at all has been submitted.
- ❖ During the first EMT Mission (March, 1998) the BCS Team had assured the External Monitors that work on the **Conceptual Framework and BCS Table of Contents** will begin "immediately". During the Second EMT Mission (August, 1998) no document was ready although the Monitors were told of (but not shown) notes from a meeting in Karachi on the subject and assured that a first draft would be ready for submission to the Steering Committee by September and a final draft would be available by October 1998. The current situation is that the first draft was not prepared until the first week of December 1998 (although a meeting to finalize its contents was held in October) and had not yet been shared with the Steering Committee at the time of the Third EMT Mission.

While the EMT is sympathetic to the fact that a significant part of the current delay was caused by 'external' factors, we feel that a larger part owed to chronic management problems, particularly a disturbing trend of ambitious, unrealistic and ad hoc

workplanning. The project has consistently burdened itself with faulty planning assumptions and projections that are unworthy of an organization with such wide experience in strategy development. The original 1997 workplan was totally unfeasible. The EMT found the 1998 Workplan to be "ambitious" despite the fact that the BCS Team and managers at IUCN-P had unanimously expressed full and strong confidence that all targets--particularly the target for the first draft BCS--would be achieved on time.

The EMT considers the March 1999 target for the completion of the first draft to be highly ambitious. It should be remembered that in the entire duration of the project the only substantive strategy-related written document to have emerged from the BCS Team itself is the draft Conceptual Framework and that was only completed in December 1998.

Much of the heavy workload came around November 1998. It is sad that time prior to that was not used for other important tasks such as the completion of the Conceptual Framework, the Synthesis District Learning Document, or the parallel drafting of selected sections of the BCS Document itself, etc. The apparent lack of multi-task sub-planning and the focus of all Team members on a single task not only contributed further to the overall delay but highlights the management concerns mentioned above. (These will be discussed further in Chapter #3).

Moreover, the EMT does not see the Project Director's departure, the US missile attacks on Afghanistan, the project audit, and the frequent changes in government functionaries to have contributed significantly to the current delay. On the first, the members of the BCS Team have collectively and individually assured the EMT that the Project Director's absence has made no substantive impact on the project beyond a restructuring of responsibilities. Moreover, much of the Project Director's activities had already been assumed by the Head of IUCN-B as long ago as June 1997 and the Team already had the services of an *additional member* (the Head of IUCN-B) not included in the original project design. On the second, the BCS Technical Advisor claims that although he was in Islamabad he was not idle; in fact, he found that period to be very productive and the District Reports were written during those two weeks. Audits are normal project management activities and are never designed to take up too much time. As for the last, this is a constant feature of working with government in Balochistan and the project needs to internalize its impact in its work planning.

In summation, the EMT's analysis of the current delay suggests that:

1. The project is now behind by over three months in comparison to its 1998 Workplan. This delay is most significant in the writing of the BCS Document.
2. The major causes of this delay are the longer than anticipated time spent on the Sector Sub-strategies and a now consistent pattern of ambitious, unrealistic and ad hoc project management and planning.
3. The EMT would expect further delays in the project unless immediate steps are taken to streamline project management and planning.

#3 ● ASSESSMENT AND RECOMMENDATIONS

3.1 Introduction

Whereas the previous chapter principally looked at project progress in the review period in each project component, 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.¹⁰ This project's goal, as defined by the BCS Team during the First EMT Mission, 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. The table is designed to present the evolution of the project and plot the pace of progress at various intervals. It should, however, be noted that the various intervals are **not** equal in length and were selected to highlight the events between external monitoring missions.

¹⁰ - Recommendations which are very specific to particular components have already been discussed in Sec. 2.2.

TABLE 3.1: BCS Process—Key Events

	July 1996-June 1997 (12 months)	July-Dec. 1997 (6 months)	Jan.-Mar. 1998 (3 months)	Apr.-Aug. 1998 (5 months)	Aug.-Dec. 1998 (4 months)
Product			<ul style="list-style-type: none"> •Generic TOR for sector sub-strategies developed, Feb. 	<ul style="list-style-type: none"> •Author selection and outlines finalized for 11 Sector Sub-Strategies, July. 	<ul style="list-style-type: none"> •As of Dec. 29--7 First Draft and 6 Second Draft Sector Sub-strategies received. •Draft Conceptual Framework and Table of Contents prepared Dec.
Process	<ul style="list-style-type: none"> •(2)Steering Comm. Meetings, Jan. •1 Steering Comm. Meeting, June. •1 District Meeting: Mastung (May). •Workshop on NGOs, May. •BCS launch, Aug. •IUCN/BCS brochure (English), April. 	<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), August. •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"> •1 Steering Comm. Meeting, Feb. •Initiated 3 Interest Groups •Key Partners meeting, Feb. •Stall at Sibi Mela, Feb. 	<ul style="list-style-type: none"> •1 Steering Comm. Meeting, July. •10 sectoral Interest Groups initiated, April-Aug. •3 District Consultations: Zhob (Apr); Quetta (Apr, Jun); Ziarat (Jul) •Workshops on Sustainable Industrial Development (April); on PEPA 1997 (May); on Model Wildlife legislation (May). •New BCS Brochures (English and Urdu), July. •Env. Orientation for Journalists (April) and NGOs and Educators (April)-NORAD funded. •Training Need Assessment of P&D Dept. and BEPA (May); Gender Sensitization for BCS Staff (June). •New demonstration Project Proposal outlines, April-Aug. 	<ul style="list-style-type: none"> •Meetings of various Interest and Specialist Groups held to review draft Sub-Strategies (Aug.-Dec.) •Information brochure and poster published in Urdu, Nov. •Training courses on Env. Edu (Sept.); on EIA (Oct.); and on SEA (Dec.)--all NORAD co-funded. •Sponsored participants at SDPI (for 9) and PIMS (for 1) training courses, and on street theatre (for 2 in Quetta)--Aug.-Sept.
Project Management	<ul style="list-style-type: none"> •1 cubicle office est. Block 6, Nov. •Office est. at Marker House, April. •NGO coordinator hired, Nov. •NGO coordinator resigns, Dec. •Project Director hired, Feb. •NGO Coordinator hired, Feb. •Com/Edu Coordinator hired, Apr. •IUCN-B. Head appointed, June. •Plan of Operation prepared, Dec. •MOU signed, Jan. 	<ul style="list-style-type: none"> •3 cubicle office est. Block 3, Oct. •NGO coordinator resigns, Dec. 	<ul style="list-style-type: none"> •Demonstration Project Proposal outlines prepared, Jan-March. •NGO coordinator hired, Feb. •Technical Advisor hired, Feb. •1st Internal Review, Feb. •1st External Monitoring, March. 	<ul style="list-style-type: none"> •All Staff moved to Marker House (P.D. at Block 6 during day), May. •Major Management/Reporting Restructuring, May. •2nd Internal Review, June. •2nd External Monitoring, Aug. 	<ul style="list-style-type: none"> •Block 6 office vacant for most of this period. •Project Director resigns, Nov. (on leave much of this period) •BCS Consultant hired, Dec. •3rd External Monitoring, Dec.

The table reinforces the principal finding of the previous chapter that after having picked up momentum until around August, the project is now behind by over three months; especially on its key output--the BCS document. Another element that requires careful attention of the BCS Team is the continuing pattern of infrequent Steering Committee Meetings.¹¹

3.2 Product

The key issues related to Product relate to Sector Sub-Strategies and the BCS document.

3.2.1 Sector Sub-Strategies

During the second EMT Mission we were not allowed to review any of the written material on the Sub-strategies. However, we were assured that the team had seen initial notes and draft of enough papers to be confident that the Sub-strategy process would be completed on time. Unfortunately, that process has taken up far more time than planned and has caused a significant delay in the project at this critical stage. This is obviously of great concern to the EMT. Of even greater concern is the amount of time that the Sub-strategies have reportedly taken of the entire BCS Team as a result of which the team has been unable to devote due attention to other substantive work on the BCS Document (see Annex VIII).¹²

A total of 14 Sub-strategies have been commissioned. Until December 28, 1998 seven first drafts, six second drafts, and no final drafts were completed. For one paper no first draft as yet available although some rudimentary author notes were provided to the EMT. Details of the status of the Sector Sub-strategies is provided in Table 2.2. It should be noted that most of these have trickled in over the last month, and many in only the last few weeks. Given the assurances that the authors and the BCS Team had given us during our second Mission about the timely completion of these papers, it is now difficult for the EMT to assess whether the second and final drafts will emerge in the timeframe being quoted to us.

The EMT is very concerned that the remainder of the process should not distract from the main BCS Document as it has done till now. It is vital, therefore, that work begin **immediately** on the BCS document without waiting for the completion of the Sub-strategies. The entire BCS Team--and particularly the Technical Advisor--has assured us that all relevant information needed for work to begin to the BCS Document is now available in the drafts that have been completed. Therefore, any additional work on these papers must not be used as an excuse for further delays in the BCS Document which should now become the clear and immediate priority of the entire BCS Team (see Annex VI).

Although it is not the mandate of the EMT to comment on the substance of individual Sector Sub-strategies, we have now gone through all of them (in some cases multiple drafts) and spoken at length to a number of authors. From this, certain key points emerge:

- ❖ First, the EMT is happy to note that these Sector Sub-strategies -- as sources of information rather than strategic planning documents -- will serve a very useful role in Balochistan's context and will be a good reference.

¹¹ - Again, one should note that a meeting was planned for December 30, 1998--after the EMT's departure from Quetta. In all discussions here, that meeting is **NOT** included.

¹² - In the current review period the Head of IUCN-B, the Technical Advisor, the Communication and Education Coordinator, and the NGO Coordinator reported spending 50%, 65%, 50% and 65% of their time respectively on the Sub-strategies. During the previous review period (March-August 1998) these same staff members had reported spending 40%, 60%, 35% and 20% respectively on this same activity. When asked to detail the activities they were responsible for within this task all report the same or very similar activities.

- ❖ Second, we are happy to note that a number of them have served the purpose of capacity building of local expertise. In fact, the oft-repeated view about the lack of expertise and a "writing culture" in Balochistan has been pleasantly proven wrong. In our estimation, in many cases the substantive quality and relevance of the papers written in Balochistan seems to be superior to those written outside the province. This is, obviously, a general statement since the quality of documents is variable.
- ❖ Third, and most importantly, the papers are very much 'sector background papers' rather than 'sector sub-strategies' and the BCS should consider re-classifying them as such. This is not a criticism of their quality but an observation on their content. They are, in fact, useful resources of information with little strategic policy advice in them. Such a reclassification is warranted because of the following reasons: a) the technical advisor mentions that the weakest part of all papers is their strategy recommendations and discussion on future policy options; b) all authors we have spoken to view their own work as focussing on sectoral information rather than strategizing in the context of BCS and its mandate of integrated planning; c) from the people we have spoken to, the review process has also been largely (though not entirely) sectoral. In addition to the above, there are at least two important arguments for re-labeling them immediately: a) the earlier idea that some of these will themselves become chapters in the BCS has now been dropped, and b) it would remove the confusions that are likely to arise from the use of the word "strategy" in the two different contexts (sub-strategies and the BCS).¹³
- ❖ It is unfortunate that the learning from the District Consultations and the BCS Framework could not be shared with the authors; this would almost certainly have had a positive impact on the papers.
- ❖ Finally, in our last report we had stressed that "The BCS Team will have to carefully monitor that the draft Sub-Strategies actually adhere to [their] broad outlines, particularly to the coverage of cross-cutting issues in individual Sector Sub-Strategies" (page 18). For most part the papers have not covered this area appropriately. This makes it all the more important to hold a meeting of all authors, and other selected experts, to particularly explore the cross-cutting themes. The BCS Team tells us that such a meeting will be held immediately after Eid with discussions structured around a matrix produced for this purpose.

In our last report we had expressed a concern about the fact that no paper was being developed on Energy. The EMT is happy to note that this omission is being rectified and that this paper will be developed in-house. Although the exact shape of the paper is not determined yet, this will be the first paper to be produced by the BCS Team itself.

Related to this is the issue of papers on cross-cutting themes. The status of these remains indeterminate and it is likely that these may not be produced. If so, expertise internal to the team should be immediately used to document (in whatever form) the learning regarding such issues as governance, legislation, environmental health, population and poverty, gender and environment, and tribes.

Finally, the proposed 1999 workplan repeatedly refers to an activity regarding "Implementation Workshops on Sub-strategies." The EMT strongly recommends changing these to "Implementation Workshops on the BCS Document" and merging them with the already planned activity on "Workshops on the Role of Stakeholders in BCS Implementation." Importantly, the later activity should be de-linked from the Interest

¹³ - At least a few people we spoke, including some authors, are under the mistaken impression that these papers will be directly collated to form the strategy. This false expectation can lead to complications when people find that the final BCS is based on, but not derived from, these papers.

Groups (since they are too sectoral) and structured around the BCS themes. There are at least three compelling reasons to do so. First, workshops on Sub-strategy Implementation will distract attention from 'BCS' implementation. Second, they will reinforce a sectoral focus which is the antithesis of the BCS philosophy. Third, and importantly, the Sub-strategies in their current shape are neither "strategic" nor "implementable" documents. The BCS Team informs us that these were added to the workplan by mistake and will be removed.

3.2.2 BCS Document and Conceptual Framework

The delay in initiating work on the BCS Document is unfortunate. In both our previous reports, we had stressed the "advisability of beginning the actual drafting of certain sections of the BCS now instead of waiting for the completion of all Sector Sub-strategies" (Second EMT Report, page 22). Unfortunately, the BCS did not consider this advice. The team has now landed itself in a very tight spot which will imply a back-breaking work schedule for the next many months if this most important task is to be completed on schedule.

At this point no progress at all has been made on the BCS Document beyond a draft Conceptual Framework and Table of Contents. This means that all attention will have to be focussed on completing this task in the coming three months. Given the creative nature of this task and the ticking deadline, there is a great fear that the quality of the document may be compromised. This **must** not be allowed to happen.

It is also disturbing that the team has produced no detailed and systematic plan on how to accomplish this most important of all tasks. It goes without saying that a necessary condition for completing this task would be for all members to contribute written and intellectual inputs, with the Technical Advisor remaining the focal person responsible for the product as a whole (see Annex VI). This is not only important for management efficiency but also as a way of capacity building of the team itself.

Regarding the conceptual framework, the second EMT Report had stressed (page 22):

[T]he EMT is convinced that such a framework should have been developed **before** commissioning the Sector Sub-Strategies rather than after their completion. The EMT considers the development of a BCS conceptual framework through a set of team exercises involving **all** BCS Team members is of the *utmost and urgent importance*. (*Emphasis added*).

It is good that such a framework has finally been developed. It is unfortunate that it has taken so long. The first draft was produced only in December 1998 (even though it was supposed to be completed in September and the meeting where it was discussed happened in October) and had not yet been discussed by the Steering Committee at the time of our Third Mission. At this point it is all the more vital to finalize this immediately.

3.2.3 Other Issues

On the issue of district consultations, it is good that reports of the various meetings have been produced, although belatedly. It is important that the synthesis learning document be produced immediately before more of that learning is lost. Passage of time (the first meeting was held in October 1997) and the departure of the Project Director (who had lead responsibility for this activity) has already eroded some of that learning. The Head of IUCN-B, rather than the Technical Advisor, would be the appropriate person to produce this report.

3.3 Process

The key recommendations related to Process issues concern the BCS Steering Committee, the Review Process and stakeholder understanding of the BCS idea and philosophy.

3.3.1 BCS Steering Committee

The EMT has been highlighting the need for more active (and conceptual, as opposed to administrative) involvement of the BCS Steering Committee from its very first report. It is disturbing that no meeting of the Steering Committee was held in between our last two visits. This becomes even more worrisome in light of the fact that only 5 meetings have been held in the last two-and-a-half years (till December 29, 1998). While the frequent changes in the government members of the Steering Committee is a legitimate issue, it should not be an excuse for neglecting this important body. Its involvement is more critical than ever at this final phase of the project when a 'buy-in' needs to be established amongst this most important set of stakeholders.

Some members of the Steering Committee have suggested that meetings should be held more frequently, maybe even at monthly intervals. While a monthly calendar may not be feasible, the frequency of meetings must be enhanced--possibly to a six-weekly cycle but certainly at intervals of no more than two months apart.

Given the frequent changes in the government members of the Committee and the reluctance to read lengthy papers in advance, the BCS Team needs to come up with creative ideas to involve and engage the committee so that full benefit can be had of the Committee's experience and expertise. This would include more use of devices like structured briefs, focussed questions, meetings held outside of government offices, innovative presentation styles, etc. Most importantly, it would involve utilizing this valuable group of people as a source of conceptual guidance rather than mundane administrative decisions on day-to-day project operations. It would also involve streamlining and focussing the material sent to the committee for review. In the coming months, **it will be vital to send them the BCS Chapters in bunches of one or two at a time rather than waiting for the whole document before sending it to them.**

A number of private sector members of the Steering Committee have offered assistance in involving political leaders in the process. This offer should be utilized and used strategically. In particular, it would be important to keep the exercise non-partisan (talk to government as well as opposition politicians) and focus on the specific interests of individual politicians in formulation presentations for them.

3.3.2 BCS Review Process

In general, the review process of the Sector Sub-strategies has been robust, although overly sectoral. The Interest Groups have proved to be useful forums for sectoral reviews and the emergence of a "BCS constituency" has begun to become apparent. The thinking the BCS Team has invested in the review process has had benefits, although there are some aspects where it can be improved further (see Annex V).

The papers have not done as good a job of incorporating inter-sectoral concerns as the BCS Team had expected. The papers, the composition of the review meetings, and the written

comments received have all been principally sectoral-focussed. It is now all the more important, therefore, to hold a joint meeting of all authors and other selected experts to explore these linkages. The BCS Team informs us that such a meeting will be held immediately after Eid. A mechanism for getting feedback from government agencies and the Steering Committee also needs to be formalized.

Beyond this, the EMT has two very important concerns regarding the review process:

- ❖ First, consultative processes can sometimes lead to the toning down of substance because of the desire to keep everyone happy. In at least some cases this has contributed to the "**lowest common denominator effect**" in the Sub-strategy review process. In an effort to incorporate everyone's interests, controversial issues are dropped and the focus and priority is lost. While consensus is very important, authors should not be allowed to make it an excuse for churning out innocuous documents that try to please all people all the time.
- ❖ A number of people interviewed by the EMT expressed a sense of "**review fatigue**" because so many meetings have happened so fast and involved so many of the same people. This is important and there are a number of dangers associated with it in relation to too many review meetings on the Sub-strategies.
 - First people may start confusing these sub-strategies with the BCS itself.
 - Second, people may be so tired of these meeting by the time the BCS comes in or the novelty value of these consultations has worn off.
 - Third, people may react adversely when they do not see everything that was in the papers reflected equally in the BCS.

The BCS should begin thinking about and planning for the review process of the BCS document. The team should focus on the differences between the two processes, keeping an eye on the ultimate goal which is not just consultation for verification and validation but also for acceptance and understanding. In this regards, a self-assessment exercise was conducted with the BCS Team the results of which are presented in Annex V.

The EMT agrees with a member of the Steering Committee on the importance of returning to the Districts for more consultation on the final BCS document. Since the District Consultations were such an important part of the process and consumed so much time and resources, it would be a pity if that work is not followed up. Instead of taking the entire BCS document to each district, selected issues and recommendations emerging from the BCS may be discussed in selected districts to evaluate their relevance and acceptance.

It is surprising that on the Second EMT Mission there was a consensus amongst the entire BCS Team on the need to return to the Districts after the BCS Document is ready but on this Mission there seems to be a resistance to the idea. This might be because the Project Director, who was principally responsible for this activity, is no longer with the team. The BCS Team points out to the lack of resources for such an activity. In this regards a number of suggestions were given in the Second EMT Report that may be worth reviewing. In particular, unused-resources from heads which have experienced little activity (Environmental Education, Training, Legislation and Demonstration Projects) could be used--with RNE approval--for a second round of District Consultations.

3.3.3 BCS Understanding

Both our previous reports have highlighted the "continuing problem of a lack of coherent and common vision of the BCS 'idea' and philosophy within the BCS Team and

misunderstanding amongst key stakeholders of what the BCS is about" (Second EMT Report, page 21). This problem continues to persist and is becoming more acute as the completion of the project approaches. There are multiple views of what the BCS is even amongst key stakeholders, many of whom still view it as an "awareness" or "field" project. It is more important than ever to encourage a better understanding of the BCS.

In this regards the EMT would reiterate its recommendation (also made by the Second Internal Review) to prepare **a generic presentation on the BCS which should be used by all members of the team at all BCS events and in introducing the project.**

Elaborating our earlier proposal, we suggest that such a presentation should be de-linked from the eight components of the project and should instead be based on the conceptual framework. It is our assessment that presenting the project in terms of those components serves to camouflage the most important item (component #1) and gives the mistaken impression of the BCS being a "field" or "awareness" project.

3.3.4 Other Issues

There is a concern that the departure of the Project Director--one of whose principal responsibilities was interaction with government--may effect BCS-government relations adversely. The BCS Team is of the view that this will not be so. However, since there was very limited interaction with government in this review period and since no Steering Committee meeting was held, the EMT is not currently in a position to evaluate this impact.

Finally, the idea of holding meeting of all Section Chiefs at P&DD to present the BCS should be pursued, as should the idea of a similar meeting for representatives from other related projects and international agencies working in Balochistan.

3.4 Project Management

On Project Management, our discussion is structured around three major issues: BCS staff changes, the need for better project management, and the need for better planning.

3.4.1 Staff Changes

The resignation of the Project Director at this stage is a major loss to the project. However, in speaking to the BCS Team and the former Project Director, the EMT is assured that this will not have negative impacts on the project. The Project Director's key responsibilities have already been redistributed in the team (see Annex VII).

The remaining concerns relate to the impact that the Project Director's departure may have on interaction with government and on the future of District level consultations. The EMT is not in a position to gauge the impact on the first and is concerned that plans for the latter may be dropped because the Project Director is no longer there. On the first there is also the issue of the office in Block 6 of the government secretariat which was earlier occupied by the Project Director and has been lying vacant for much of this review process.

It is important that someone from the project--ideally the Head of IUCN-B--occupy this office immediately so that a regular presence and interaction with GoB can be maintained. The EMT intends to discuss the issue of the second round of District consultations with the BCS Team in detail on its next Mission.

Finally, the addition of a new team member, as BCS Consultant, brings a useful set of skills and experience to the team. His role will be especially important in the coming months as the draft BCS document is produced and then finalized.

3.4.2 Need for Better Project Management

The EMT is extremely concerned about the chronic and continuous trend of ad hoc project management (especially as it relates to the allocation and duplication of responsibilities) and ambitious and unrealistic workplanning that has plagued this project. As was detailed in section 2.3, the EMT considers this to have been a major cause of the current delay with the potential to trigger further delays in the future.

The need for better and more efficient project management, especially in responsibility allocation and duplication has become apparent because of a number of reasons. Over three EMT Missions, a pattern has emerged of deadlines that were very confidently given but not followed through. Examples include the first draft BCS Document, the Synthesis Learning Document, the Conceptual Framework, etc.

Similarly, the (expensive) time and vast experience of the Technical Advisor does not seem to have been put to the best use. In this period, for example, he estimates having used about 20% of his time in preparing reports of District Consultations. Given that he was not even present at many of these meetings and could not have followed the remaining because they were in local languages, suggests that this is an inappropriate and inefficient use of his time. These reports could have been better written by other members of the team, particularly the Project Director or the Head of IUCN-B. As already detailed above, there is also a tendency for every team member to be involved in every aspect of every activity. This seems to have been particularly true for the Sector Sub-strategies (see Annex VIII). Allocating specific responsibilities to specific team members with specific sub-tasks and sub-targets would be a much better management practice and a more efficient use of their time.

3.4.2 Need for Better Project Planning

Moreover, the project workplanning--even for complex and important tasks such as Sector Sub-strategies and drafting the BCS document--has remained more ad hoc than systematic. Things seem to be done on an "as-per-need" basis rather than according to a thought-out plan. This seems to have been the case in the Sub-strategy process and for the draft BCS document no systematic workplan has been developed which outlines how to get to a complete first draft of the BCS by March 1999. All members of the team have expressed a willingness to contribute to the document without specifying 'how', 'when' and 'what' they will be contributing. While the willingness to chip in is heartening, the lack of any systematic plan for this most important activity is quite disturbing.

Given the enormity of the task, and the short time available, it would be much more efficient if the task is broken up into sub-tasks, with sub-deadlines and specific responsibilities assigned to different team members. **The EMT strongly recommends that the team immediately prepare a detailed management plan for the first draft BCS** along the lines suggested here. It would also be useful, from a management efficiency point of view, to prepare a prioritized list of tasks for the next three months.

Compounding the problem is a consistent trend of ambitious and unrealistic workplanning. This has been a feature of the project from its very inception. The 1997 workplan was

totally unrealistic, the 1998 workplan was considered ambitious by the EMT and has proved to be so in the last four months. The EMT also considers the 1999 Workplan to be highly ambitious. Specific comments on the 1999 workplan are presented in the next section.

Symptom as well as contributor to the management problems is the fact that despite repeated recommendations from the EMT and the Internal Review team, a formal system of team meetings has not been initiated beyond a monthly meeting on administrative issues. While a number of meetings are sporadically held, these are ad hoc in nature and on a "as-per-need" basis rather than as part of a system of regular team interaction on management and conceptual issues related to the project. In this regards, the finding of the Second EMT Report (page 24) can be repeated verbatim:

"The First External Monitoring Report had recommended a system of weekly or fortnightly team meetings. At this point the BCS Team meets only at monthly intervals and that primarily for monthly planning and scheduling purposes. It is again recommended that **at least** fortnightly meetings should be mandatory and at least every second meetings should provide space and time for discussions on conceptual issues and the emerging shape of the BCS document so that the entire team can develop and carry a common vision of the BCS as a document and as a process."

3.5 Work Plan, 1999

As has been repeatedly pointed out in this report, the EMT considers the proposed work plan for 1999 to be ambitious. The results of EMT's detailed analysis of this work plan is presented in Table 3.2.

Some key points that need to be highlighted are presented below:

- ❖ While the overall work plan is generally ambitious, it is most ambitious and unrealistic in assuming that the full first draft can be ready by March 1999 while maintaining the required quality of product.
- ❖ The "Implementation Workshops on Sub-strategies" which are planned for July, August and September should be dropped for reasons, and in the manner, discussed in section 3.2.1.
- ❖ The period allocated to the design and publication of the document seems excessive. Much of this work can potentially be done *before* the BCS document is finalized.
- ❖ A number of activities seem to be repeated in more than one component.
- ❖ Very few substantive, independent activities are listed under components on Private Sector, Environmental Legislation and Demonstration Projects.

TABLE 3.2: BCS PROPOSED WORK PLAN 1999—EMT'S ASSESSMENT

COMPONENT	KEY MILESTONES	EMT COMMENTS
#1: BCS Document	<ul style="list-style-type: none"> ❖ First draft BCS postponed to March 1999. ❖ Second draft BCS expected May 1999. ❖ Final draft BCS, approved by Steering Committee, expected June 1999. ❖ Design and production of BCS document from June-Sept. 1999. ❖ Sub-strategy finalisation postponed to April 1999; production in Aug. 99. ❖ <i>Implementation workshops on Sub-strategies</i> in July, Aug and Sep. ❖ Interest Groups involved in BCS review in April and May 1999 and in stakeholder workshops in July, August and September 1999. ❖ Four Executive Committee and three Steering Committee meetings planned. 	<p><i>The target for the first draft BCS is ambitious and unrealistic. Too much time allotted to document production.</i></p> <p><i>The EMT considers workshops on Sub-strategy Implementation unnecessary and inappropriate; the BCS Team informs us that these were included mistakenly and will be removed.</i></p> <p><i>Need for more frequent Steering Committee meeting. For BCS review, relevant Interest Groups may meet jointly and the Stakeholder Workshops should be converted into Implementation Workshops and de-linked from the Interest Groups.</i></p>
#2: Communication and Awareness	<ul style="list-style-type: none"> ❖ Interest groups and Sub-strategy, same as in Component #1. ❖ Project information provided for IUCN publications and ongoing interaction with media, etc. ❖ BCS leaflets in local languages in Feb-Apr and BCS summaries in local languages published and distributed in Aug. and Sep. 1999. ❖ Skills development workshop for journalists in Sept. 1999. 	<p><i>Since Communication and Education activities (including Interest Groups and Sub-Strategies) have been functionally merged, it may be appropriate to also merge Components #2 and #3.</i></p> <p><i>Functionally, the activities related to the Sub-strategy and Interest Group are better seen as part of Component #1.</i></p>
#3: Education	<ul style="list-style-type: none"> ❖ Sub-strategy and Interest Group listed here is in fact the same as listed in Component #2. ❖ Promotion of institutionalisation of environmental education; identification by Mar 99, training need assessment (report) by May 99, and delivery of training by Sept 99. ❖ Training workshop in May 99. ❖ Implementation of Pilot activity July 1999. 	<p><i>The Sub-strategy and Interest Groups mentioned here are repeats from Component #2. As suggested above, merging Components #2 and #3 may be appropriate.</i></p> <p><i>Initiating a pilot activity is important. No information yet on what this would be.</i></p>
#4: Training	<ul style="list-style-type: none"> ❖ One training course in Aug. 99. ❖ Ongoing facilitation and sponsorship of partner institutions in trainings organised by other institutions. ❖ Report on future training needs by Aug. 99. 	<p><i>Activity 4.4 (BEPA-related) listed without any timeline. No estimates of how many trainings might be sponsored under activity 4.2. Only one training at BCS.</i></p>
#5: Private Sector	<ul style="list-style-type: none"> ❖ Interest groups and Sub-strategies, same as in Component #1. ❖ Trainings mentioned same as in Component #4. ❖ Participation in Steering Committee same as in Component #1. 	<p><i>Practically and functionally, all activities listed here are covered under other components.</i></p>
#6: NGOs and Gender	<ul style="list-style-type: none"> ❖ Interest groups and Sub-strategies, same as in Component #1. ❖ Facilitated training same as in Component #4. ❖ Ongoing facilitation of NGO participation in relevant meetings and participation in NGO networks etc. ❖ Study tour to NWFP Aug. 99. ❖ Gender sensitisation of NGOs and training on gender and environment in Sep 99. 	<p><i>Activity 6.6.b (gender assessment framework) listed without any timelines.</i></p> <p><i>Functionally, the activities related to the Sub-strategy and Interest Group are better understood as part of Component #1.</i></p>
#7: Environmental Legislation	<ul style="list-style-type: none"> ❖ Facilitation of Specialists Group on Environmental Legislation; Feb. and Aug. 99. ❖ Review of 2nd draft of Wildlife Law and groundwater and forestry policies Feb- Mar 99. 	<p><i>All activities related to facilitation and review.</i></p>
#8: Demonstration Projects	<ul style="list-style-type: none"> ❖ Provide support for Juniper Forests World Heritage site proposal. ❖ Project proposal on groundwater recharge in Feb. 99; concept paper for Zangi Nower Lake in Mar. 99 and for marine turtles project and Dureji Game Reserve in April and May 99. 	<p><i>Status of Zangi Nower proposal unclear now that it is established that the Jamaldeeni Tribe own it.</i></p> <p><i>Unclear 'who' the support on the Juniper Forests proposal will be provide to.</i></p>

Annexes

Annex I:

Schedule of External Monitoring Team's Third Mission

Annex II:

Individuals Interviewed During External Monitoring Mission

Annex III:

Documents Reviewed

Annex IV:

A LogFrame-Based Analysis of Work Plan Changes

Annex V:

BCS Review Process (Self-Assessment Workshop)

Annex VI:

Focussing on the BCS Document

Annex VII:

BCS Team - Roles and Responsibilities

Annex VIII:

BCS Team's Use of Time

Annex IX:

Monitoring Protocol for Fourth EMT Mission



ANNEX I: **Schedule of External Monitoring Team's Third Mission**

EXTERNAL MONITORING TEAM:

Prof. Adil Najam (AN),
Mr. Nadeem Afzal (NA)

BCS TEAM:

Mr. Abdul Latif Rao (ALR)
Mr. Julian T. Inglis (JTI)
Ms. Fauzia Deebea Tareen (FDT)
Mr. Nadir Gul (NG)
Mr. Hamid Sarfraz (HS)

All meetings were attended by AN and NA.

December 20, 1998 Sunday

Quetta

1700 - 2200

Meeting and working dinner with BCS Technical Advisor (JTI).

December 21, 1998 Monday

Quetta

Attended by ALR, JTI, FDT, NG and HS.

0900 - 0930

Briefing on salient events since EMT Mission-2 by ALR.

0930 - 0945

Briefing on Monitoring Mission to BCS team, by EMT.

0945 - 1200

Presentation on BCS progress, by BCS Team.

1230 - 1500

Team discussion on BCS Conceptual Framework and Sector Sub-strategies.

December 22, 1998 Tuesday

Quetta

0900 - 1230

Individual meeting with Julian T. Inglis, BCS Technical Advisor.

1300 - 1500

Individual meeting with Abdul Latif Rao, Head IUCN-Balochistan Programme.

December 23, 1998 Wednesday

Quetta

ALR present at all meetings.

- 0945 - 1020 Meeting with Maj. (Retd.) Nadir Ali, Additional Chief Secretary (Development) / Chairman BCS Steering Committee; Mr. Mohammad Amin Chaudhry, Secretary Implementation; Mr. Marjan Khan, Secretary Planning, Mr. Mohammad Rasheed, Chief Economist; Mr. Ahmed Khan Khajjak, Chief of Section (Environment) P&D Department (ALR also present).
- 1030 - 1050 Meeting with Maj. (Retd.) Raza Ali, Secretary Coastal and Fisheries Department, GoB.
- 1100 - 1120 Meeting with Mr. Nahed Pervez, Secretary Industries Department, GoB .
- 1130 - 1150 Meeting with Mr. Irfan Kasi, Secretary Livestock Development Department, GoB; Dr. Rashid Javed, Director General, Livestock Directorate, GoB.
- 1200 - 1220 Meeting with Mr. Zafar Iqbal Qadir, Secretary Agriculture Department, GoB.
- 1240 - 1300 Meeting with Mr. Ali Nawaz Magsi, Director General, Balochistan Environmental Protection Agency.
- 1320 - 1335 Meeting with Mr. Sultan Khalid, Advocate.
- 1335 - 1430 Meeting with Mr. Amjad Durrani, General Manager, BDA.

December 24, 1998 Thursday

Quetta

ALR present at all meetings.

- 0900 - 0930 Meeting with author of Livestock Sector Sub-strategy, Dr. Faqir Mohammad.
- 0945 - 1015 Meeting with lead author of Cultural Heritage and Tourism Sector Sub-Strategy, Mr. Muhammad Ayub Baloch; Dr. Fazal Dad Kakar, co-author.
- 1100 - 1130 Meeting with Prof. Syed Javed Iqbal, Chief Executive BRSP.
- 1200 - 1240 Meeting with authors of Agriculture Sector Sub-strategy, Mr. Arif Masood Ansari, Dr. Mohammad Ismail, Mr. Mushtaq Ahmed and Dr. Muhammad.
- 1240 - 1320 Meeting with author of Forest Sector Sub-strategy, Dr. Mohammad Saleem; and Mr. Tahir Rasheed, WWF.
- 1730 - 2000 Iftar dinner hosted by BCS to meet government officials, NGO representatives and sub-strategy authors.

December 25, 1998 Friday

Quetta

- 0900 - 1230 Assessment Workshop--brainstorming on review processes (ALR, FDT, NG and HS present).
- 1240 - 1400 Individual meeting with Fauzia D. Tareen, BCS Communication Coordinator.
- 1430 - 1520 Individual meeting with Nadir Gul, BCS NGO Coordinator.
- 1530 - 1600 Individual meeting with Hamid Sarfraz, BCS Consultant.

December 26, 1998 Saturday

Quetta

ALR present at all meetings.

- 0900 - 0955 Meeting with author of Minerals Sector Sub-Strategy, Dr. Mahmood Siddiqui.
- 1005 - 1100 Meeting with author of NGO Sector Sub-strategy, Prof. S. M. Rizvi.
- 1125 - 1145 Meeting with Mr. Tahir Ahmad Khalifa, businessman.
- 1145 - 1245 Meeting with Sardar Naseer Tareen, Member BCS Steering Committee.
- 1315 - 1345 Meeting with Ms. Zubaida Jalal, Member BCS Steering Committee.
- 1400 - 1445 Meeting with Mr. Kamal Hassan Siddiqui, Member BCS Steering Committee.

December 27, 1998 Sunday

Quetta

ALR present at meeting.

1100 - 1230

Meeting with Mr. Iqbal A. Kidwai, author of Governance Paper and former Project Director BCS.

December 28, 1998 Monday

Quetta

1100 - 1300

Monitoring mission debriefing by EMT (ALR, FDT, NG, HS and Mr. Mohammad Rafiq from IUCN-P also present).

1300 - 1330

Sharing of experience from the Sarhad Provincial Conservation Strategy by Mr. Mohammad Rafiq (ALR, FDT, NG, and HS also present).

1430 - 1515

Meeting with co-author of Water Sector Sub-strategy Mr. Jalal-ud-Din Qureshi, (ALR also present).

January 6, 1999 Wednesday

Islamabad

1500 - 1600

De-briefing for Mr. Wim Van der Kevie, and Mr. Ron Havinga Development Section, Royal Netherlands Embassy.

In addition to the above, the EMT spent all of December 27 in Quetta analysing information, reading documents and preparing for the Assessment Workshop.. The EMT also had daily meetings each evening to review and synthesise that day's discussions. The final report of the mission was compiled between December 29, 1998 and January 7, 1999 in Islamabad.



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

Members of BCS Steering Committee

Maj. (Retd.) Nadir Ali	ACS(Dev.), P & D Dept., GoB (Chairman)
Mr. Zafar Iqbal Qadir	Secretary, Agriculture Dept., GoB
Mr. Mohammad Ayub Baloch	Secretary, Information and Culture Dept., GoB
Prof. Syed Javed Iqbal	Chief Executive, BRSP
Sardar Naseer Tareen	NGO representative
Ms. Zubaida Jalal	NGO representative
Mr. Kamal Hasan Siddiqui	BCC&I representative

Commissioned Authors

Dr. Faqir Mohammad	Livestock and Rangelands
Mr. M. Ayub Baloch and Dr. Fazal Dad Kakar	Cultural Heritage and Tourism
Mr. Arif Masood Ansari, Mr. Mushtaq Ahmed Dr. Mohammad Ismail and Dr. Muhammad Saeed	Agriculture
Dr. Mohammad Saleem and Mr. Tahir Rasheed	Forests and Wildlife
Dr. Mahmood A. Siddiqui	Minerals
Prof. S. M. Rizvi	Nongovernmental Organizations
Mr. Iqbal A. Kidwai	Governance
Mr. Jalal-ud-Din Qureshi.	Water Sector

BCS Team

Mr. A. L. Rao	Head of IUCN Balochistan
Mr. Julian T. Inglis	Technical Advisor, BCS
Ms. Fauzia Deebea Tareen	Communication & Education Co-ordinator, BCS
Mr. Nadir Gul	NGO Co-ordinator, BCS
Mr. Hamid Sarfraz	Consultant

Other Stakeholders

Mr. Mohammad Amin Chaudhry	Secretary Planning, P&D Dept., GoB
Mr. Marjan Khan	Secretary Implementation, P&D Dept., GoB
Mr. Ahmed Khan Khajjak	Chief of Environment Section, P&D Dept., GoB, Secretary to the BCS Steering Committee
Mr. Mohammad Rasheed	Chief Economist, P&D Dept., GoB
Maj. (Retd.) Raza Ali	Secretary, Department of Fisheries, GoB
Mr. Nahed Pervez	Secretary, Department of Industries, GoB
Mr. Irfan Kasi	Secretary, Department of Livestock, GoB
Dr. Rashid Javed	Director General, Livestock Directorate, GoB
Mr. Ali Nawaz Magsi	Director General, BEPA
Mr. Amjad Durrani	General Manager, Balochistan Development Authority
Mr. Sultan Khalid	Advocate
Mr. Tahir Ahmad Khalifa	Businessman
Mr. Mohammad Rafiq	Director Programme, IUCN-P



ANNEX III: **Documents Reviewed**

• Project Planning and Review Documents

- Proposed BCS Workplan for 1999.
- Agenda and supporting documents for BCS Steering Committee Meeting to be held on December 30, 1998.
- Notes on internal review on the status of Sector Sub-strategies and progress on BCS Document (December 1998).
- Draft Conceptual Framework and Table of Contents for the BCS document (December 1998).
- Reports on individual District Consultations (December 1998).
- Sector Sub-strategies Review Strategy (undated).
- List of BCS events held during August-December, 1998.

• Documents related to the Sector-Sub-strategy Process

- Draft sub-strategies:
 - Culture and tourism (author's notes)
 - Industry (first draft)
 - Minerals (first draft)
 - Mining (first draft)
 - Urban Environment (first draft)
 - Agriculture (first draft)
 - Livestock (first draft)
 - Wildlife (first draft)
 - Forestry (second draft)
 - Rangelands (second draft)
 - Nongovernmental Organizations (second draft)
 - Coastal and Fisheries (second draft)
 - Water Resources (second draft)
 - Environmental Education and Communication (second draft)
- Written comments received on various sector sub-strategies.
- Notes and minutes of some of the Interest Group Meetings (incomplete; not available for many of the meetings).
- Status list of Interest Group Meetings for Sub-strategy review.
- Author's draft outline for Discussion Paper on Energy.

• Workshop Reports, etc.

- Report on Strategic Environmental Assessment Training Workshop, December 1998 (partly funded by NORAD; by IUCN-P EAS Unit).*
- Report on Training Workshop on Gender and Environment, November 1998 ('Organized by IUCN and WID Network Balochistan').*
- Report on Environmental Impact Assessment Training Workshop, October 1998 (partly funded by NORAD; by IUCN-P EAS Unit).*
- Report on Environmental Education Workshop for Trainers, September 1998 (partly funded by NORADI by IUCN-P Education Unit).*

• Other Documents

- General public relations (PR) material on IUCN distributed in connection with IUCN's 50th Anniversary.
- "Chotti Chotti Magar Barri Baatein"; environmental awareness poster/brochure.
- Report of Meetings on Environmental Communication and Environmental Education Interest and Core Groups.
- Draft Training Needs Assessment of NGOs in Balochistan.
- Terms of Reference for Mr. Hamid Sarfraz, Consultant to BCS Unit.
- Current Staff List for BCS.

ANNEX IV:

A *LogFrame*-Based Analysis of Work Plan Changes

The matrices on the following pages are designed to present a *LogFrame*-based analysis of the various target and activity changes in BCS Work Plans, over the duration of the project.

For ease of comparative evaluation, the matrices are based on the heads defined in the original Logical Framework Analysis (LFA) for the project. These are presented in the first column (titled "Original LFA Defined Activities"). This is taken directly from the original Plan of Operation (POO). The second column (titled "Original Target") is based on the initial work plan which was also contained in the POO.

The third column (titled "Work Plan, 1998") reflects the corresponding activities and targets contained in the (revised) approved 1998 Work Plan for the BCS. The final column (titled "Work Plan, 1999") has been filled in by the EMT, based on the proposed BCS Work Plan for 1999. Once again, activities are reorganized to correspond to the original LFA. **In essence, the first three columns are provided as reference points to illustrate the evolution of project activities, while the final column provides a snapshot of the corresponding activities and deadlines proposed for 1999.**

It should be noted that the first three columns are taken directly from Annex IV in the First EMT Monitoring Report and were discussed thoroughly with the BCS Team during that Mission. The final column is the EMT's own analysis, based on the proposed 1999 Work Plan provided to us by the BCS. The contents of this column have not been discussed with the BCS Team.

Component #1: BCS Document

Original LFA Defined Activities	Original Target	Work Plan, 1998	Work Plan, 1999
1.1 To recruit a Project Director and establish the BCS Support Unit.	By Feb. 97		
1.2 To establish contacts with key Government line departments and ongoing projects, especially BNRMP.	By Mid March 97	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.	3 meetings March-May, 98	
1.4 To organize sectoral, thematic and inter-sectoral workshops around key natural resource management issues.	From March 97 onwards	Changed to the development of sectoral sub-strategies through consultation.	Interest groups involved in BCS review during April and May 99 and in stakeholder workshops in July, Aug. and Sept. 99
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	Ongoing activity	Ongoing till June 1999 (listed as 1.1 on WP 99)
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	Sector sub-strategy de-linked from Roundtable.	All manuscripts to be ready by April 99, produced and distributed by July. Idea of implementation workshops in WP 99, now dropped.
1.7 To synthesize the outcome of the above activities into a draft BCS document.	Dec. 97	From Sep. 98 onwards	First draft BCS to be completed by March, 1999
1.8 To circulate the draft document for review, and to organize another round of public consultations.		Expected in 1999 workplan	Review of BCS during April-May, 1999
1.9 To finalise the document on the basis of comments received.		Expected in 1999 workplan	Final draft BCS to be completed by June 1999; publishing process begins in July 99, ends in Sept. 99
1.10 To present the completed BCS document to the Steering Committee and the Provincial Cabinet for consideration.		Expected in 1999 workplan	Second draft BCS ready by May 99 to be presented to Steering Committee
<u>New Activities:</u>		-Input in the 9th 5 year plan -Meetings of Steering and Executive Committees	- Planned periodically (none in Jan, May and Aug). - Implementation and stakeholder workshops in July, Aug. and Sep.

Component #2: Communications and Awareness

Original LFA Defined Activities	Original Target	Work Plan, 1998	Work Plan, 1999
2.1 To recruit a Communications Coordinator.	By Jan. 97		
2.2 To assess the communications needs of the BCS and identify target audiences.	Between Jan to April 97	Not mentioned	
2.3 To prepare PR material and provide media coverage for the BCS.	Between March to Aug. 97	Brochure in simpler language more focussed on BCS process; Inputs to IUCN publication	Activity expanded to include periodic inputs into IUCN-P publications; production of one-page information leaflets in English, Urdu, Balochi, Pushto, Brahvi and Sindhi (Feb-Apr 99); and the production and publishing of BCS summaries in Urdu, English and local languages.
2.4 To establish a Communications Roundtable and develop a BCS Communications Strategy.	April to Sep. 97	Communication Strategy de-linked from Roundtable; Communication sub-strategy to be drafted Feb. to Oct. 98	Roundtable idea replaced by Interest groups; Interest Group and Sub-strategy activity same as in Component 1.
2.5 To provide support to the public awareness work of the Environment Department, BEPA and P&D.	April 97 onwards	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	Reformulated to on going activity on information support	Ongoing activity on providing information on the BCS to the media (new 2.2) and to other partners (new 2.6)
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 Development Program - by Aug. 97; Skill Workshops- Nov. 97 onwards	Reduced to 1 skill workshop in March, 98	One skill development workshop for Journalists in October, 99.
2.8 To develop the publishing skills of selected partners.		Dropped	
	<u>New Activities:</u>		- Commissioning and selection of photographs for BCS Document; ongoing activity

Component #3: Environmental Education

Original LFA Defined Activities	Original Target	Work Plan, 1998	Work Plan, 1999
3.1 To recruit an Education Coordinator.	By Dec. 96		
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	Merged under 3.3 below	
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 Jun-July 97; Roundtable est. by Nov. 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 frame-work Mar - May 97; Education Strategy Dec. 97	Strategy de-linked from Roundtable; Separate sub-strategy activity Feb. to Oct. 98	Environmental Education merged with Communication; see 2.4 above
3.5 To develop the capacity of selected resource persons, to help ensure the future implementation of the Education Strategy.	April - May, 97	Lumped with activity 3.3	
3.6 To implement representative components of the strategy, as pilot initiatives.		Expected in 1999 workplan	Ongoing from Jun-Sep 1999 with milestone in July 1999
3.7 To review and revise the strategy in the light of lessons learned.		Expected in 1999 workplan	
<u>New activity:</u>		- Environmental teacher-training module Oct-Dec 98	- The promotion of institutionalization of EE in selected educational institutions (one govt. teacher training institute and one NGO); including identifying selected institutions (Mar 99), training needs assessment (May 99), needs-based training (Sep 99)

Component #4: Environmental Training

Original LFA Defined Activities	Original Target	Work Plan, 1998	Work Plan, 1999
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	One training course on EIA or SEA planned for Aug 99
4.2 To organise and facilitate regular training courses for key government departments in the application of EIA/IEE.	July to Sep. 1997	Trainings planned March and Aug. 98	Changed to facilitate and sponsor training of suitable partners in appropriate courses organized by other institutions
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 tech.	Oct - Dec. 1997	Activity planned for Oct-Dec. 98	Listed but no activity indicated
<u>New Activity:</u>			- Preparation of report on future training needs, Aug 99

Component #5: Private Sector

Original LFA Defined Activities	Original Target	Work Plan, 1998	Work Plan, 1999
5.1 To establish consultative mechanisms aimed at initiating a dialogue with the private sector.	Feb - July, 1997	To initiate interest groups/ roundtable on industry and urban environment, May 98	Involvement in Steering Committee and Interest Groups as in Component 1
5.2 To prepare a strategy for strengthening the role of the private sector in developing and implementing the BCS.	June - Nov, 1997	Separate Sub-strategies on industries and urban environment produced between Feb and Oct. 98	Sub-strategy work on Industry, Urban Environment, and Mines & Minerals same as in Component 1
<u>New activity:</u>		- Rapid environmental survey of Hub and Winder, June 98	- Invite Private sector partners to trainings, same as in Component 4
<u>New Focus:</u>		- Urban Activities	

Component #6: Nongovernmental Organizations

Original LFA Defined Activities	Original Target	Work Plan, 1998	Work Plan, 1999
6.1 To recruit an NGO Coordinator.	Jan, 1997		
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-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 interest group (on going activity); NGO sub strategy Feb to Oct, 97; Focus on NGO involvement in BCS process	Sub-strategy work on NGOs through Interest Groups same as in Component 1
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	Subsumed under new head of capacity building including training need assessment (June, 98), trainings (4 events in 98, and social mobilization workshop (May, 98)	Training ongoing Jan-Sep 99 Study tour to NWFP Aug 99
6.5 To strengthen the environmental management work of selected NGOs, through the provision of technical advice, training and other inputs.		Subsumed within 6.4 above	New activity on the facilitation of NGO participation in relevant activities of govt. agencies and donors
	<u>New Activity:</u>	- Gender, including training (Aug. 98) & workshop for BCS team (April 98)	- Development of gender assessment framework listed without any associated activity
			- GAD involvement in BCS work, ongoing
			- Training on Gender and Environment, Sept 99
		- Linkages and Networking	- Ongoing

Component #7: Environmental Legislation

Original LFA Defined Activities	Original Target	Work Plan, 1998	Work Plan, 1999
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	Identify and collate legislation on ground water by July, 98	Review policy and law relating to Ground Water and Forestry in Feb & March 1999
7.2 To establish links with other provincial initiatives on environmental legislation (in particular, BNRMP).	Mar.- Sep. 1997	"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	Draft wildlife policy for Balochistan, July, 98	Review second draft of wildlife law for Balochistan, Mar, 99
7.4 To organize a series of consultative workshops to review the draft legislation.	June - Nov. 97	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	- Reframed to formulate and facilitate meetings of the Specialists Group in Environmental Legislation; ongoing with milestones in Feb and Aug 99

Component #8: Demonstration Projects

Original LFA Defined Activities	Original Target	Work Plan, 1998	Work Plan, 1999
8.1 To identify demonstration projects based on input from consultations with stakeholders.	Nov - Dec, 97	Identification of potential demonstration on going activity	To provide support for development of <u>full project proposal</u> for the nomination and management of Juniper Forests as a World Heritage site
8.2 To design/assist in designing demonstration project.	Begin Dec, 97	Input on proposal on Zingi Nawar Lake (Aug. 98)	To finalize project proposal on groundwater (Feb 99) and to develop concept papers for Zangi Nawar Lake (Mar 99), marine turtles and other biodiversity on the Balochistan coast (Apr 99), and Dureji Game Reserve (May 99)
8.3 To assist in implementing and monitoring demonstration project.		Dropped	



ANNEX V: **BCS Review Process** **(Self-Assessment Workshop)**

The EMT conducted a Self-Assessment Workshop on December 25, 1998 for team brainstorming on the lessons learnt during the review process of the BCS Sector Sub-strategies, and the implications of these lessons for the review process of the BCS document itself. The entire BCS Team, with the exception of the Technical Advisor, was present at this workshop.

In real terms, this workshop may be seen as a continuation of Assessment Workshop-1 conducted during the second Mission (see Annex V in Mission-2 Report). To provide context, the key points raised by the BCS team in this regards during EMT Mission-2 are repeated in the first column of Table A5.1 with the second column giving the EMT's assessment of how these points have been incorporated in the reviews till now.

TABLE A5.1: Gauging the Review Process

Points Raised by the BCS Team During EMT Mission-2	EMT's Assessment
1. All members of the BCS Team and relevant units and individuals at IUCN-P will be involved in reviewing all Sector Sub-Strategies and all chapters of the draft BCS.	<i>Reasonably involved in Sub-strategy review.</i>
2. Lists of selected experts—reflecting local expertise, national expertise and cross-sectoral linkages—should be made for each Sector Sub-Strategy review and receipt of comments from these key reviewers should be vigorously pursued through follow-up.	<i>Good lists made. Comments from national experts and cross-cutting sectors generally weak.</i>
3. Authors and the BCS Secretariat will work together to produce clear and concise briefs/executive summaries of each sector Sub-Strategy which will be used (instead of, or in addition to, the full paper) at Interest Group meetings, Public Consultations, Steering Committee review, review by government departments and agencies, etc.	<i>No briefs produced yet.</i>
4. Some form of an authors conference, or a set of authors meetings, will be designed to ensure that authors and experts from cross-cutting sectors get adequate opportunity to comment on Sub-Strategies in related areas.	<i>No authors meeting held yet. A meeting is planned for early Feb.</i>
5. Findings of the Sector Sub-Strategies and the draft BCS will be validated through public consultations. Overall, therefore, the BCS would go through three rounds of public consultation—first, before the production of Sector Sub-Strategies; second, to review and comment on the findings of the Sector Sub-Strategies; and third, to review and comment on the draft BCS document.	<i>Good inputs received from Sub-strategy review by Interest Groups.</i>
6. The draft BCS will be circulated to all relevant government departments and agencies (at all levels) for comment and review. It was suggested that lists of relevant departments (Provincial as well as Federal) should be prepared.	<i>To be done at BCS Draft stage.</i>

The brainstorming during this mission was held in light of the actual experience during the Sub-strategy review process. It was originally structured around lists of "things that worked well" and "things that could be improved even more" but resulted in the emergence of a number of relevant lists. However, for the purpose of presentation here, the EMT has restructured the lists into more appropriate categories.

One such list, culled from the "things that worked well" classification, relates to the BCS Team's general self-assessment that the review process till now has worked well. Table A5.2 lists things, that the team considers indicative of the success of the Sub-strategy review process. It should be pointed out, that all lists presented here—but especially this—is representative rather than exhaustive.

TABLE A5.2: Indicators of Success for Sub-strategy Review Process

- People have started talking about institutional issues •
- Moving from "departmental" to "sectoral" thinking •
- Multi-sectoral thinking is beginning to develop •
- A "vision" has begun to emerge •
- BCS has developed a reputation as organisers of good consultations •

Table A5.3 lists the BCS Team's views on the criteria that might be used to define a "good consultative meeting" (whatever its purpose, but especially a review). Although this discussion was held in a general vein, it is useful to repeat here (for the purpose of context) the summary of the BCS Technical Advisor's views (from EMT Mission-2) on the "purpose" of the review process:

- ❖ Accurate reflection of issues and trends.
- ❖ Realistic policy options and recommendations.
- ❖ Adequate opportunity for relevant stakeholders to comment.
- ❖ Appropriate treatment and coverage of cross-cutting issues.

TABLE A5.3: Some Criteria for a Successful Consultation

- People should come and participate •
- People should consider their time well-spent •
- People should identify with what is being discussed •
- People should consider the experience a "learning" opportunity •
- People should focus on substance rather than editorial issues •
- People should be given a clear idea of how the consultation will be put to use (future steps) •
- The consultation should add to the learning of the organisers •

Much of the time during the workshop was spent on discussing the experience of the Sector Sub-strategy review process till now and focussing on its lessons in terms of things that worked well and things that might be improved even further. The results of this brainstorming are presented in Tables A5.4 and A5.5 below.

TABLE A5.4: Key Lessons from Sub-strategy Review Process

- Time has to be spent chasing people to attend •
- Focussed agenda allows gelling and sense of purpose •
- Good government presence and support can enhance effectiveness •
- Having meetings in offices rather than hotels can create a sense of responsibility •
- Relevant people have to be identified and invited to the meetings •
- Presence and presentation by authors is important •
- Good logistic backup is important •
- Diversity ('multi-sectoralness') of participants is important •
- Openness to criticism by author •
- Group sizes of 10-15 people work best •

TABLE A5.5: Ideas for Improving the Review Process Further

-
- Preparing executive summaries in advance of meetings •
 - Keep meetings short •
 - Reducing number of meetings •
 - Ensuring that all sides of the argument are aired and discussed •
 - Keeping people on track without them getting on tangents not related to the focus •
 - Send written material appropriately in advance •
 - 'Over-diversity' in participation can backfire •
 - Where possible invitations to meetings can come from relevant government departments •
 - Logistics can be improved even further •
 - Use meetings to create a better understanding of the BCS philosophy •
 - People from outside Quetta can be involved more in the review process •
 - Summaries / matrices highlighting key issues, trends, recommendations and cross-cutting themes can be used to structure more productive discussions •
-

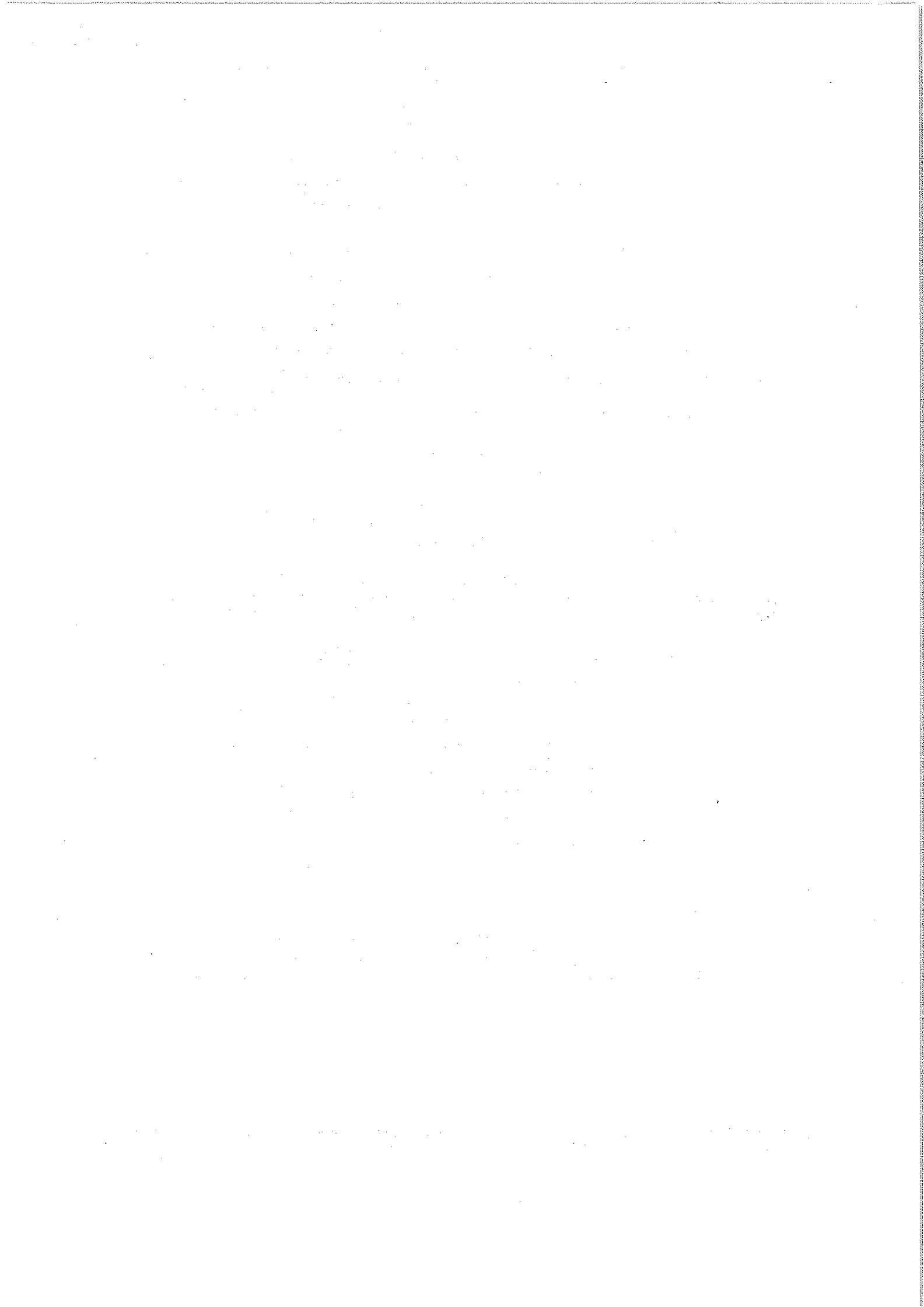
Also linked directly to the discussions of Mission-2, was brainstorming on the design of a review process for the BCS document. It should be recalled that during Mission-2, the team had suggested that apart from the goals of the Sub-strategy review process (such as information verification and validation) the following three key goals would highlight that process:

- ❖ Ensuring ownership of the document by policy makers.
- ❖ Ensuring ownership of the document by implementers (within and outside government).
- ❖ Ensuring ownership by the broader BCS constituency.

Going beyond this, the BCS Team suggested some other factors that would make the BCS document review process functionally different from the Sub-strategy review process. These are listed in Table A5.6 below.

TABLE A5.6: How will the BCS Document Review be Different

-
- More government departments to be involved •
 - Need to make it more multi-sectoral and policy-focussed •
 - More focussed on 'ownership' concerns than information verification and validation •
 - Need to somehow merge various Interest Groups together •
 - Discussions focussed around BCS themes, rather than sectors •
 - Much more involvement of Steering Committee •
 - Structured to get policy inputs and ownership rather than editorial cleaning •
 - Geared to provide conceptual clarity and buy-in into BCS philosophy •
 - Focussed on "big picture" issues •
 - Thorough internal review process, before external review •
 - Detailed comments and approval sought from all relevant departments and agencies •
 - Reviewers from outside Balochistan involved more heavily •
-



ANNEX VI: **Focussing on the BCS Document**

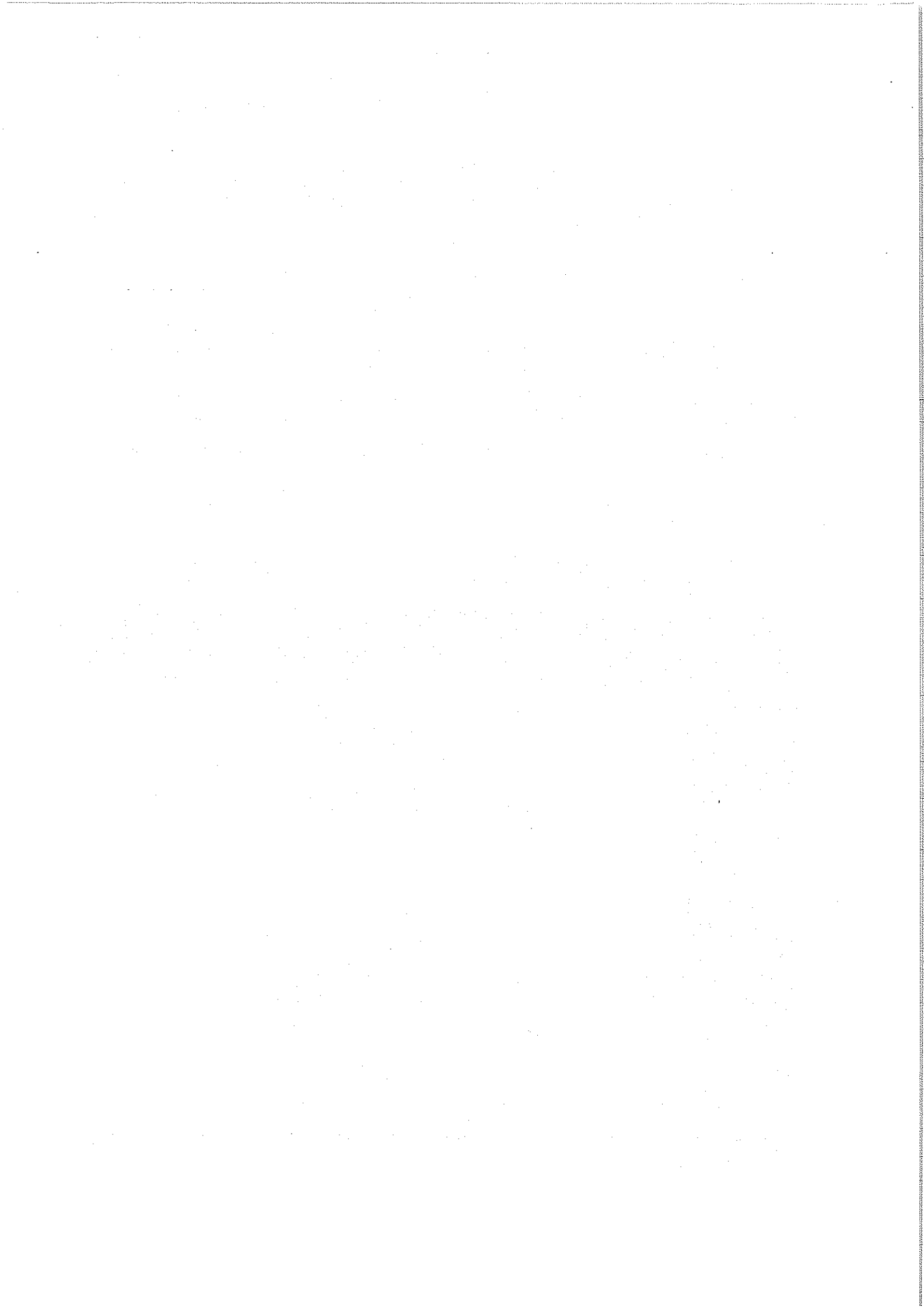
During the first EMT Mission a prioritization exercise was conducted with the BCS Team on the various components of the BCS Project. The results, presented in Annex V of the First EMT Report, showed that all members of the team consider the first component--the BCS document--to be the most important priority by far. Discussions during the second and third EMT Missions have only reconfirmed this view. During this mission, the BCS Team was unanimous in the view that especially at this juncture, finalizing the first draft Balochistan Conservation Strategy is the one and most important priority for all. Members of the team view the other seven components which feed into this one most important component rather than stand-alone activities in themselves.

To get a more nuanced view of the BCS Team's view of the importance of completing the first draft of the BCS document three different exercises were conducted with each team member, where they were asked the following questions (Answers listed in Table A6.1):

- ❖ At this juncture of the project, **what relative percentage of importance do you assign to component-1 (the BCS document)** in relation to the other seven components in the workplan?
- ❖ What is your **level of confidence that the first draft of the BCS will be produced by the end of March 1999**, as envisaged in the 1999 workplan currently submitted to RNE for approval?
- ❖ What are the **critical factors that will be required if the first draft is to be completed by March 1999**, as anticipated?

TABLE A6.1: BCS Team Perceptions on the Importance of the BCS Documents and the Viability of the March 1999 Deadline

<i>BCS Team Member</i>	<i>Importance of BCS Document</i>	<i>Confidence in March '99 deadline</i>	<i>Factors necessary for meeting March '99 deadline</i>
A.L. RAO	70%	70%	<ul style="list-style-type: none"> • Team's health and presence. • Accuracy of information base. • Contributions from all members of the team. • Minimal distraction from conflicting priorities (e.g. other components). • Interaction and support from government.
JULIAN T. INGLIS	90%	80%	<ul style="list-style-type: none"> • Good work environment; where I can work uninterrupted. • Access to good library or internet (maybe at SDPI, Islamabad). • Active written contributions from all team members; section drafts, tables, matrices, etc. • Resource support from BCS consultant. • Basic information is now available; now we need to "bounce ideas"; team time/meetings structured for this purpose.
FAUZIA D. TAREEN	70%	80%	<ul style="list-style-type: none"> • All team members present in BCS Quetta throughout this period. • Interactive writing/working on document by all team members. • Better team work. • Better interaction with key stakeholders. • Government support; especially P&D Section Chiefs.
NADIR GUL	80%	80%	<ul style="list-style-type: none"> • Team remains intact and healthy. • Information gaps that now exist are filled. • Improved team work on the document itself.
HAMID SARFRAZ	Very high	Very high	<ul style="list-style-type: none"> • Completion and accuracy of information collection. • Analysis of data in tabular or other appropriate forms. • Division of responsibilities within team and the completion of those responsibilities within time. • The key variable will be information.



ANNEX VII:

BCS Team -

Roles and Responsibilities

During the current monitoring period (August-December 1998) two major changes took place in the staff structure of the BCS Project.

The first of these relates to the departure of Mr. Iqbal A. Kidwai, the BCS Project Director. A management change--effective May 1, 1998--had already changed the management responsibility structure in the BCS during the previous monitoring period. During August, Mr. Kidwai's mother suffered serious health problems which have persisted and forced Mr. Kidwai to be away from the office for long periods. However, he officially remained a member of the BCS staff during this period. Around November 2, 1998 Mr. Kidwai sent his resignation with one months notice and his resignation was accepted on November 30, 1998.

TABLE A7.1: Individual Responsibilities as Defined in TORs

A.L. RAO¹	JULIAN T. INGLIS	FAUZIA D. TAREEN	NADIR GUL	HAMID SARFRAZ
<i>Head IUCN Balochistan</i>	<i>Technical Advisor, BCS</i>	<i>Comm. & Edu. Coordinator, BCS</i>	<i>NGO Coordinator, BCS</i>	<i>BCS Consultant</i>
<ul style="list-style-type: none"> • Provide conceptual guidance to BCS and ensure 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 liaison with donors. 	<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 environmental communication and education projects. • Link with and support communication 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. • Liase 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. 	<ul style="list-style-type: none"> • Information collection, verification and validation. • Collecting and compiling information and assisting the Technical advisor BCS in writing Energy Sub-strategy. • Substantive inputs into papers on Poverty, Population and Environment and on Governance. • Standardization of local names and nomenclatures. • Attending meetings of interest groups and consultation workshops, as per need.

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.

The second relates to the addition of a new member to the BCS Team. **Mr. Hamid Sarfraz joined the BCS Team as a consultant** as of December 8, 1998. Mr. Sarfraz brings with him a diverse set of useful skills and experience. He is a lecturer at the University of Balochistan with a background in social psychology. Worked on the development of eight Balochistan District Profiles for the IMPLAN project and has also worked as a consultant on other development related projects. In addition, he is the editor of three journals published by the University of Balochistan, including Sustainable Development Review.

In combination, these two changes have required a restructuring of roles and responsibilities within the BCS Team. To get a clear picture on the implications and impacts of these changes, Table A7.1 updates the information provided in Annex VII on EMT's First Monitoring Report (Table A7.1) by including the key responsibilities for Mr. Hamid Sarfraz as defined in his TOR. The rest of the table remains unchanged.

Table A7.2 seeks to highlight the changes in roles and responsibilities over the original TORs. The top half of the table highlights the key changes in responsibilities and reporting lines brought about by the management restructuring. (For all Team members, except Mr. Hamid Sarfraz, this section is the same as was presented in Table A8.1 in the EMT's Second Monitoring Report.) The bottom half summarizes the EMT's understanding of how the Project Director's responsibilities have been restructured and redistributed among the various team members.

TABLE A7.2: Restructuring in Roles and Responsibilities of the BCS Team

	A.L. RAO	JULIAN T. INGLIS	FAUZIA D. TAREEN	NADIR GUL	HAMID SARFRAZ
	<i>Head IUCN Balochistan</i>	<i>Technical Advisor</i>	<i>Comm. & Edu. Coordinator</i>	<i>NGO Coordinator</i>	<i>BCS Consultant</i>
Impact of May 1998 Management Changes	<ul style="list-style-type: none"> • All BCS professional staff now report directly to Head of IUCN-Balochistan for all functional and administrative issues. • Responsibility for providing "leadership to BCS Support Unit", earlier with BCS Project Director, now rests with Head of IUCN-Balochistan. 	<ul style="list-style-type: none"> • Now reports directly to Head of IUCN-Balochistan. • Responsible for providing technical guidance and input to IUCN-Balochistan office, as and when required. 	<ul style="list-style-type: none"> • Now reports directly to Head of IUCN-Balochistan. • On thematic issues related to env. communication and education will receive direction from IUCN-P's Head of Social Sectors, Env. Communication Unit, and Env. Education Unit. • Will liaise closely with BCS Project Director and Technical Advisor. 	<ul style="list-style-type: none"> • Now reports directly to Head of IUCN-Balochistan. • On thematic issues related to NGOs and CBOs will receive direction from IUCN-P's Head of Social Sectors and NGOs and Community Organizations Unit. • Will liaise closely with BCS Project Director and Technical Advisor. 	<ul style="list-style-type: none"> • Reports to BCS Technical Advisor and to Head of IUCN-Balochistan.
Restructuring due to P.D.'s Departure	<ul style="list-style-type: none"> • Project management responsibilities already assumed through earlier restructuring. • Additional government liaison responsibilities assumed. • Special focus on Steering and Executive Committees 	<ul style="list-style-type: none"> • Reports of District Consultative Meetings. 	<ul style="list-style-type: none"> • Assumed certain government liaison responsibilities. • Assumed the management of consultative meetings, including Interest Groups. 	<ul style="list-style-type: none"> • Assumed certain government liaison responsibilities. • Assumed the management of consultative meetings, including Interest Groups. 	

ANNEX VIII: BCS Team's Use of Time

During individual interviews, each BCS Team member was asked to list the major heads of activity that consumed their time during the period between the second and third External Monitoring Missions. They were then asked to provide rough estimates of what percentage of their total time was consumed by each of these activities. The responses received are listed in Table A8.1.

TABLE A8.1: Use of Time by Activity, August-December, 1998

A.L. RAO¹	JULIAN T. INGLIS	FAUZIA D. TAREEN²	NADIR GUL³
<i>Head IUCN Balochistan</i>	<i>TECHNICAL ADVISOR, BCS</i>	<i>COMM. & EDU. COORDINATOR, BCS</i>	<i>NGO COORDINATOR, BCS</i>
Getting Sub-strategies completed; including author interaction and review process, etc.	Getting Sub-strategies completed; including author interaction and review process, etc.	Sub-strategy process; including organizing review meetings, reading reports, etc.	Sub-strategy process; including assistance on NGO Sub-strategy, review process, etc.
50%	65%	50%	65%
BCS activity planning and supervision	BCS Conceptual Framework	Media interaction and Public Relationing	NGO Baseline Survey
20%	10%	10%	5%
Project Management and government interaction	Completion of District Meeting Reports	Various BCS events	Various BCS events
20%	20%	10%	15%
Miscellaneous activities	Networking, Information Collection etc.	Miscellaneous office activities	Miscellaneous, including general PR, etc.
10%	5%	30%	15%

¹ - For Abdul Latif Rao, Head IUCN-Balochistan, the 50 percent time spent on Sub-strategies included substantive discussions with authors; review meeting process planning, etc.; review of draft Sub-strategies; identification, collection and sending material to authors; chasing authors; and paper outline development (in that order).

² - For Fauzia D. Tareen, Communication and Education Coordinator, the 50 percent time spent on Sub-strategies was divided into 35 percent time spent in contacting people and arranging review meetings, etc.; the remaining 15 percent was spent in reading and reviewing the Sub-strategies. The 10 percent allotted to media interaction and public relationing was evenly distributed between running after media and attending events of other projects and NGOs.

³ - For Nadir Gul, NGO Coordinator, of the 65 percent time spent of Sub-strategies 20 percent was spent on working with the author of the NGO Sub-strategy while the remaining was spent on pushing other authors and arranging the review process. Of the 15 percent for Miscellaneous activities, 5 percent was allotted to general public relationing an attending events of other projects and NGOs.

The table necessarily presents a rough picture since the numbers are broad estimates and were allocated by rapid recollection rather than systematic time accounting. Moreover, it should be highlighted that since the activity heads were generated by the respondent (as opposed to a standard set being provided by the EMT), different BCS Team members tended to define the activities differently. To provide some ease of comparison, however, some activities listed by respondents have been lumped in the table. However, in such cases the original breakup--as provided by the individual BCS Team member--is detailed in the footnotes. Finally, it should be noted that although the table has been rearranged to place similar activities in the same row, any comparisons across rows are of limited utility because not all row entries match.

To assess how the BCS Team intends to distribute its time in the coming months, a similar exercise was conducted with each member, but this time with a future focus. The results are presented in Table A8.2. In addition to the caveats mentioned above, it should be noted that while the NGO Coordinator has provided his time use projection for the period January-March 1999, all others have provided them for the period January-June, 1999.

TABLE A8.2: Projected Future Use of Time by Activity

A.L. RAO	FAUZIA D. TAREEN⁴	NADIR GUL	HAMID SARFRAZ⁵
<i>Head IUCN Balochistan</i>	<i>COMM. & EDU. COORDINATOR, BCS</i>	<i>NGO COORDINATOR, BCS</i>	<i>CONSULTANT, BCS</i>
For January-June, 1999	For January-June, 1999	For January-March, 1999	For January-June, 1999
Sub-strategies and BCS Document	Inputs into BCS Document	Inputs into BCS Document	Inputs into BCS Document
35%	30%	50%	60%
Review Process and Implementation Workshops	Completing Education and Communication Sub-Strategy	Completing and finalizing NGO Sub-strategy	Completing BCS discussion paper on Energy
30%	10%	15%	20%
Project Management and government interaction	Reading documents, etc.	Completing Sub-strategy review and finalization	Sub-strategy finalization
20%	20%	25%	10%
BCS Events (trainings, workshops, etc.)	BCS Events and general Public Relationing	Completing NGO baseline survey	Writing Minutes, meeting notes, etc.
5%	20%	5%	5%
Miscellaneous activities	Miscellaneous office activities	Miscellaneous activities	Networking, Information Collection etc.
10%	20%	5%	5%

⁴ - For Fauzia D. Tareen, Communication and Education Coordinator, the 20 percent time slotted for "BCS events and general public relationing" is composed of 10 percent allotted to contacting people etc.; 8 percent for attending various BCS events; and 2 percent for participating in events of other NGOs, etc.

⁵ - Hamid Sarfraz, Consultant BCS, divides the 60 percent allocated to BCS inputs as: 15 percent for collection and verification of information; 30 percent from writing and analysis support; 5 percent for standardization of terminology, etc.; and 10 percent for the BCS review process.

Having already noted that the numbers listed in these tables are very rough (and spontaneous) estimates and should be interpreted in that light, they do point to some important points.

Table A8.1 does provide a useful picture of the activities that each team member considered to be important in the period under review and provides a reliable, even if rough, overview of how the BCS team utilized its time in the last five months. Similarly, Table A8.2 provides a glimpse into how each Team member intends to use his or her time in the months to come. A rapid analysis of the two tables highlights the following key points:

- ❖ The Sector Sub-strategy process has consumed an excessively large chunk of the Team's time, despite the fact that none of the Sub-strategies were written by the Team members themselves. During this monitoring period the Head IUCN-Balochistan, the Technical Advisor, the Communication and Education Coordinator and the NGO Coordinator claimed that the Sub-strategy process consumed 50%, 65%, 50% and 65% of their time respectively. During the last monitoring period (March-August 1998) they had devoted 40%, 60%, 35% and 20%, respectively, to this same activity (mostly in author selection, outline development, etc.). These are extraordinarily high proportions. The Team itself points out that the time spent on this activity was far more than they expected--and certainly more than was allocated for it in their workplan. The Team has obviously been working very hard on this activity, however, it is obvious that this has resulted on a corresponding drain on other activities, and has been a major cause of the three month delay in the 1998 workplan.
- ❖ In particular, too much of the Technical Advisor's time seems to have been spent in this activity alone (60% during the last monitoring period and 65% this time). While his involvement in the substantive aspects of the process are vital, the more administrative and logistical functions might well have been allotted to other team members.
- ❖ Some other activities being undertaken by the Technical Advisor--e.g., drafting the District Consultation Reports--also seem a less than effective use of his time.
- ❖ Repeating the pattern from the last EMT Mission, organizing and attending various events also consumed a significant amount of the Team's time. Moreover, it seems that most (of not all) members of the Team are attending all BCS events. At this crucial juncture of the project, a better distribution of responsibilities may be called for to achieve more efficiency.
- ❖ During the coming months--especially between now and March--all BCS Team members see much of their time being spent on providing inputs into the BCS document. The finalization of the Sector Sub-strategies is another area that is likely to consume a significant chunk of the Team's time in this period.



ANNEX IX:

Monitoring Protocol for Fourth EMT Mission

• Period of Monitoring for Fourth Mission

- ❖ From January 1999 to date of fourth mission.

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

- ❖ The BCS document. This will be the primary focus of the Fourth EMT Mission.
- ❖ The review process adopted for the BCS document.
- ❖ Future 'implementability' of the BCS.
- ❖ Role of Steering Committee, with a special emphasis on ownership in the implementation phase.
- ❖ Status of BCS Discussion Papers on cross-cutting themes and status of Sector Sub-strategies.
- ❖ Level of understanding of BCS amongst key stakeholders, especially in government.
- ❖ Design of Implementation Workshops and other future activities (if RNE approves extension).

• Meetings

- ❖ A presentation on progress since last EMT mission and on the BCS document from the BCS Team on the first day in Quetta.
- ❖ Detailed presentations by the BCS Team on the substance, structure and philosophy of the BCS document.
- ❖ Individual meetings with BCS Team members.
- ❖ Visit to IUCN-P, Karachi.
- ❖ At least one full day of Team Meeting with the BCS with an open agenda.
- ❖ Individual meetings with members of the BCS Steering Committee, including the Chair.
- ❖ Meetings with Chiefs of Section at Planning and Development Department, GoB.
- ❖ Meetings with key stakeholders, including partners in government, NGOs and the private sector; and selected participants in various consultative forums.
- ❖ Any other meetings that the BCS Team or Monitoring Mission deems appropriate at the time.

• Documents to be reviewed & Communication between EMT and BCS

- ❖ Copies of the draft BCS Chapters as they become available (the first draft of the entire document is expected by end of March, 1999; the final draft is scheduled to be ready by end June). Where possible, electronic copies may be sent to Mr. Nadeem Afzal at PIEDAR's Islamabad office.
- ❖ In addition, the EMT would wish to review for the fourth mission include:
 - Latest drafts of BCS related papers.
 - Final report of learning from District Consultations.
 - Any internal review report, if produced.
 - Minutes of Steering Committee and Executive Committee meetings.
 - All other documents and reports produced.
 - List of key events and achievements during the monitoring period and accompanying records.
 - Any other document that the BCS might want the mission to review, or vice versa.
- ❖ The contact persons for communication between the External Monitoring Team and the BCS Team will be Mr. Nadeem Afzal and Mr. Abdul Latif Rao respectively.

• Timing of Fourth EMT Mission

- ❖ It is proposed that the fourth EMT mission be held during June, 1999.

