

Evaluation Abstract

Title, author and date of the evaluation report:

Mid-Term Review of Programme Support for Northern Pakistan (PSNP), conducted by Francois Droz, Mehreen Hosain and Dhunmai Cowasjee, June/July 2003

Name of project, programme or organizational unit:

Programme Support for Northern Pakistan (PSNP)

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

PSNP is comprised of two major components aimed at (1) supporting sustainable development in Northern Pakistan (external focus) and (2) supporting IUCN Pakistan's institutional capacity (internal focus).

IUCN area of specialisation: Conservation Strategies

Geographical area: Northern Pakistan, Asia Region

Project or programme duration, length of existence of organisational unit: July 2001 – June 2004

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

Donor(s): Swiss Agency for Development and Cooperation (SDC)

Objectives of the evaluation: Not specified

Note: This report complements the Mid-Term Review of Programme Sarhad Provincial Conservation Strategy Support Project – Phase IV.

Type of evaluation: Mid-Term Project Evaluation

Period covered by the evaluation: July 2001 – June 2003

Commissioned by: SDC and IUCN

Audience: SDC and IUCN

Evaluation team: Mixed Internal/External

Methodology used: Not specified

Questions of the evaluation: Not specified

Findings:

The report contains a detailed description of progress made in supporting the sustainable development of Northern Pakistan and in building the institutional capacity of IUCN Pakistan. The following are only selected highlights from the evaluation team's observations:

- PSNP is on track with its institutional strengthening activities, even though major efforts have been needed following reorganization of the government at the provincial level.
- Feedback from government shows a great deal of satisfaction in the work accomplished. However, some stakeholders mentioned that IUCN's technical capacity was not always readily available and that it should refrain from overextending its resources.

- IUCN has helped foster linkages between many small-scale civil society organizations. As a result of technical assistance provided, a number of environment-related proposals have been developed, some of which currently awaiting funding.
- IUCN's decentralized planning experience was replicated in two other districts (D.I.Khan and Nowshehra). In addition, the IUCN programmes in Balochistan and Sindh have benefited from the lessons learned from the Sarhad Programme in district strategy development.
- The Northern Areas Programme has both contributed to and benefited from the work conducted in NWFP. However, the review team notes that programme is not very coherent and integrated. It also faces a different context from NWFP, given the different government set-up, strong local identities, and different partners.

Recommendations:

The report provides a series of recommendations, including:

- *Institutional Strengthening:* Revisit the underlying assumption that the SPCS is the planning instrument for sustainable development at the provincial level and adapt the approach to the district level. Focus on sectors/areas where IUCN can deliver value-added knowledge, systems or processes. In addition, establish strong partnerships in or outside Pakistan on issues which are outside IUCN's original programme.
- *Mobilising Finances:* Assess IUCN's resource mobilisation support to small-scale civil society organizations (CSOs). Phase out by June 2004, while encouraging other strategic partners from the civil society or private sector to pick up work in this area.
- Build strategic alliances with larger scale CSOs and reorganise strategy in targeting the private sector.
- *Knowledge Management:* Develop a strong communication strategy targeted at key stakeholders to disseminate IUCN programme, learning, and other organisations' experience in complementary fields.
- *Decentralised Planning:* Assist districts to develop concrete, precise and focused examples of integrated management practices that resolve common governance problems at the grassroots level.
- *Networking, Catalyzing and Awareness:* Improve outreach to strategic players within academia, private sector, the press, and government to influence 'bigger' trends, such as PRSP and governance.

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- Ensure that the forest and agriculture policy work is completed and handed over to the respective government departments by June 2004.
- Develop new proposals *jointly with partners* who are in a position to implement them. Building up additional capacity to implement forest projects is not recommended.
- Try to achieve better gender balance among staff to gain credibility in promoting gender issues.
- Study how documenting processes can be optimised.
- Ensure that regular strategic meetings are organised.
- Have a balanced focus between the provincial and district level and between policy work and field level assistance at the district level.
- Revisit the concept of having an integrated programme in the North.

Lessons Learned: Not specified

Language of the evaluation: English

Available from: IUCN Global Monitoring and Evaluation Initiative, Gland, Switzerland; Secretariat of the IUCN Programme for West and Central Asia and North Africa (WESCAN)