Midterm Review Report

Mid-Term Review - Sustainable Land Management Programme to Combat Desertification in Pakistan – SLMP Phase II

GEF Project ID: 4754 UNDP Project ID: 4593

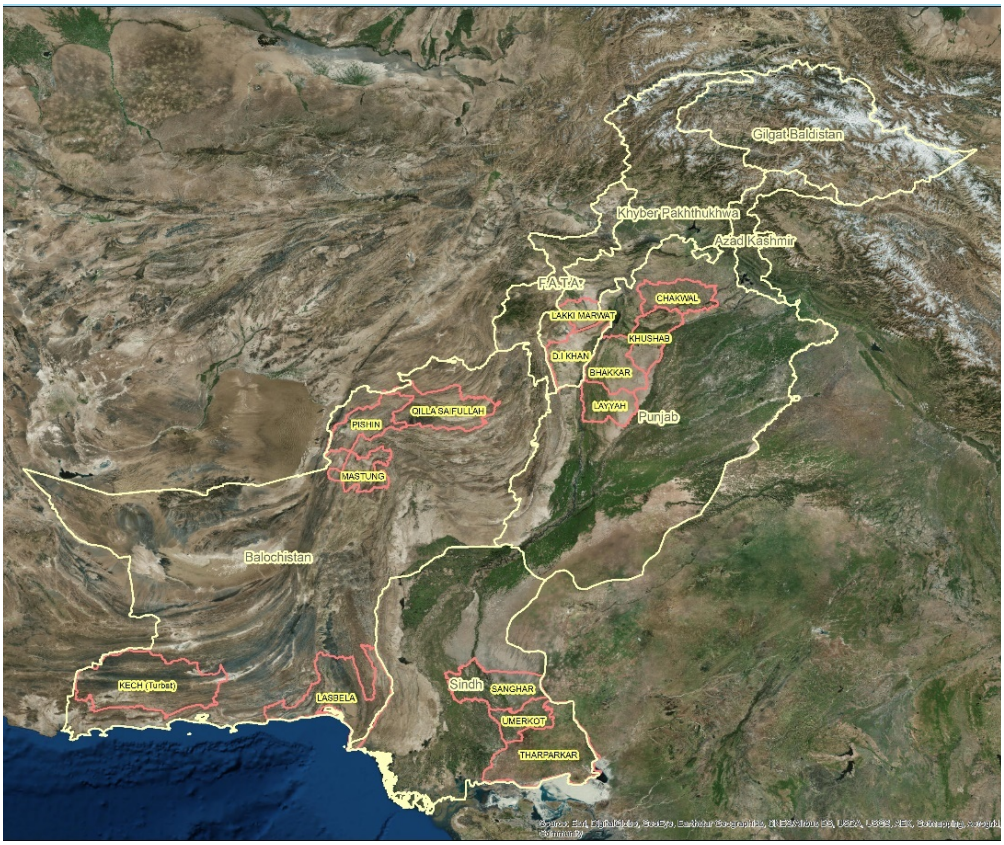
Country: Pakistan

Region: Asia-Pacific

Focal Area: Land Degradation (GEF-5)

GEF Agency: United Nations Development Programme (UNDP)

Executing Agencies: Ministry of Climate Change, Government of Pakistan
Provincial Planning and Development Departments of Baluchistan, Khyber-Pakhtunkhwa, Punjab and Sindh



Date	Version	Comments
27th September 2018	01	First draft
13th October 2018	02	Final Report incorporating comments by UNDP, NCU & PCUs

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Opening page

PROJECT DETAILS:	
Project Name:	Sustainable Land Management Programme to Combat Desertification in Pakistan
Project ID:	UNDP PIMS ID: 4593 GEF Project ID: 4754
Country:	Pakistan
Region:	Asia-Pacific
Focal Area:	Land Degradation (GEF-5)
Strategic Programs:	Objective LD-2: "Generate sustainable flows of forest ecosystem services in drylands, including sustaining livelihoods of forest dependent people" and Objective LD 3 "Reduce pressures on natural resources from competing land uses in the wider landscape"
Funding Source:	GEF Trust Fund, Government of Pakistan, UNDP, village communities
Implementing Agency:	United Nations Development Programme
Implementation Modality:	National Implementation Modality (NIM)
Executing Agencies:	Ministry of Climate Change, Government of Pakistan, Planning and Development Departments, Governments of Baluchistan, Khyber-Pakhtunkhwa, Punjab and Sindh
FINANCIALS:	
Project Preparation Grant:	USD 0
GEF Project Grant:	USD 3,791,000
Co-financing Total:	USD 18,080,737 (according to CEO ER); USD 13,439,425 (GoP PC-1)
GEF Agency Fees:	USD 379,100
Total Cost:	USD 22,250,837
PROJECT TIMELINE:	
Received by GEF:	November 29th, 2011
Preparation Grant Approved:	n/a
Concept Approved:	February 29th, 2012
Project Approved for Implementation:	October 3rd, 2013
State Date:	April 1st, 2015
Closing Date (Planned):	March 31st, 2020; August 2020 (60 months from hiring of NPC)
MIDTERM REVIEW DETAILS:	
Midterm Review Timeframe:	August-October 2018
MTR Consultants:	Dr András Darabant, Dr Chaudhry Inayatullah

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Contents

List of Exhibits

Executive Summary

The Project is implemented under the GEF 5 Land Degradation Focal area in the National Implementation Modality by the Ministry of Climate Change, Government of Pakistan as Executing Agency. Additional Executing Partners include the provincial Planning and Development Departments of the Governments of Baluchistan, Khyber-Pakhtunkhwa, Punjab and Sindh. UNDP acts as the GEF Implementing Agency. Basic information on the project timeframe and finances are presented in **Exhibit 1**.

***Exhibit 1**: Project Information Table*

Project Title:	Sustainable Land Management Programme to Combat Desertification in Pakistan		
UNDP Project ID (PIMS #):	4593	**PIF Approval Date:**	February 29th, 2012
GEF Project ID (PMIS #):	4754	**CEO Endorsement Date:**	October 3rd, 2013
Award ID:	00075848	**Project Document (ProDoc) Signature Date (date project began):**	May 5th, 2015
Country(ies):	Pakistan	**Date project manager hired:**	August 2015
Region:	Asia-Pacific	**Inception Workshop date:**	Nov 15th, 2015
Focal Area:	Land Degradation	**Midterm Review date:**	Aug-Oct 2018
GEF-5 Strategic Programs:	LD-2: Outputs 2.1 & 2.2 LD-3: Outputs 3.1 & 3.2	**Planned closing date:**	May 5th, 2019
Trust Fund:	GEF TF	**If revised, proposed closing date:**	August, 2020
Executing Agency:	Ministry of Climate Change, Government of Pakistan		
Other execution partners:	Provincial Planning and Development Departments, Governments of Baluchistan, Khyber-Pakhtunkhwa, Punjab and Sindh		
Project Financing:	**at CEO endorsement (USD)**	**at Midterm Review (USD)***	
[1] GEF financing:	3,791,000	1,800,124	
[2] UNDP contribution:	1,500,000	321,279	
[3] Government:	Cash 8,231,312 Parallel 6,000,000	Cash 2,055,000 Parallel 1,400,000	
[4] Other partners:	2,349,425	800,000	
[5] Total cofinancing [2+3+4]:	18,080,737	4,576,279	
PROJECT TOTAL COSTS [1+5]	**21,871,737**	**6,376,403**	

*Actual expenditures and co-financing contributions through June 30th, 2018

Project description

The Project directly addresses key national strategies and international commitments of Pakistan, including the UNCCD NAP, the National Forest Policy and the National Agriculture Policy that identify community-based SLM as a meaningful approach to address land degradation. The project addresses two of the GEF 5 Land Degradation Focal Area objectives, including LD 2 "Generate sustainable flows of forest ecosystem services in drylands, including sustaining livelihoods of forest dependent people" and LD 3 "Reduce pressures on natural resources from competing land uses in the wider landscape".

The Project contributes to the overall goal to combat land degradation and desertification in Pakistan. The project objective is to promote sustainable management of land and natural resources in the arid and semi-arid regions of Pakistan in order to restore degraded ecosystems and their essential services, reduce poverty, and increase resilience to climate change, which it aims to achieve through three closely interconnected Outcomes. Outcome 1 focuses on creating a strong enabling environment at national and provincial levels to support the up-scaling of SLM practices. Outcome 2 is the effective, targeted, and adaptive implementation of SLM Land Use Planning & Decision Support

System, while Outcome 3 is on-the-ground implementation of climate-resilient SLM activities and their up-scaling across landscapes.

Purpose and methodology

This MTR was conducted by a team of two independent consultants at the request of the Ministry of Climate Change, Government of Pakistan and the UNDP Country Office to provide information about the status of implementation of the Sustainable Land Management Programme II to ensure accountability for the expenditures to date and the delivery of outputs so that the managers can make midcourse corrections as appropriate. The midterm review methodology and approach followed the UNDP Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects and provides evidence-based information with a focus on credibility, reliability, and usefulness. The evaluation methodology mostly relied on qualitative methods and secondary quantitative reports in the PIRs, whereas for the assessment of finance and co-finance it relied on mixed quantitative and qualitative methods. Even though the MTR faced considerable limitations in terms of access to project sites due to wide geographic spread and security issues, and non-availability of some of the project documentation and a comprehensive knowledge monitoring database and proper knowledge management system, the MTR Team considers the findings to be valid in light of the objectives.

Project progress summary

Project development was considerably delayed until the CEO Endorsement was granted on October 3rd, 2013. The Government of Pakistan took further one and a half years to develop its own separate project document, called as Planning Commission Form 1 (PC-1) and to sign the UNDP-GEF Project document on May 5th, 2015. The implementation of project activities on the ground effectively started at the beginning of the next financial year in July 2016.

The Project put moderate focus on attaining the targets under Outcome 1. Integrated Land Use Policy Frameworks were drafted, upon which the project focus shifted on the development of Integrated Sustainable Land Management Policies, which remain in draft form. The revision of sectoral policies to mainstream SLM principles have not yet been initiated, even though the draft Integrated SLM Policies provide clear guidance for this task. The Project delivered substantial capacity building efforts, yet these remain outside institutionalized training frameworks as opposed to the provisions of the Project Document.

Under Outcome 2, the progress was modest with the development of four District Land Use Plans at the draft stage and remains constrained by the lack of willingness on behalf of numerous government institutions who own spatial data to contribute these to the development of the integrated spatial Decision Support System. Further, the ownership of District Land Use Plans by the concerned District Governments is not yet ensured, even through the MTR recognises that the approval and implementation is a slow process. A total of 68 Village Land Use Plans were developed, but these are awaiting endorsement and their ownership by the concerned CBOs is not yet ensured. The MTR Team was provided three Village Land Use Plans, that are based on solid planning principles, contain a zonation and a land use action plan. However, they lack the documentation of local rules guiding land use and operationalization and governance arrangements (responsibilities, timeframes, resource requirements for implementation, etc.).

Even though not visible on the financial delivery, the Project put maximum emphasis on progress towards the targets of Outcome 3 and remains well on track to achieve most targets. Remarkable SLM activities were implemented by Project and many of them yield immediate financial benefits. Communities, farmers and herders are keen to be engaged in SLM activities and on several instances autonomously up-scaled the investments supported by the Project. However, the coordination of activities at the community level remains constrained by inadequate or negligible project presence at this level, which partially stems from incomplete staffing.

Evaluation ratings

Evaluation ratings are presented in **Exhibit 2** below.

***Exhibit 2**: MTR ratings and achievement summary table for SLMP II*

Measure	MTR Rating	Description summary
Project strategy	n/a	The Project was conceptualized under the GEF 5 Land Degradation Focal Area Strategy and addresses Objective 2 "Forest Landscapes: Generate sustainable flows of forest ecosystem services in drylands, including sustaining livelihoods of forest dependant people", and Objective 3 "Integrated Landscapes: Reduce pressures on natural resources from competing land uses in the wider landscape". The Project design remains consistent with GEF priorities and is explicitly mentioned in the UN Common Country Programme Document for Pakistan. Similarly, the Project remains highly relevant in the context of national priorities, including the Government of Pakistan's Vision 2025, UNCCD NAP and the Plant4Pakistan initiative. The Project objective is to promote sustainable management of land and natural resources in the arid and semi-arid regions of Pakistan in order to restore degraded ecosystems and their essential services, reduce poverty, and increase resilience to climate change. The Project aims to achieve its objective through three closely interconnected and mutually reinforcing Outcomes. Outcome 1 focuses on creating an enabling environment for the upscaling of SLM, Outcome 2 deals with introducing land use planning at different levels along with the spatial Decision Support System, while Outcome 3 targets the on-the-ground implementation and upscaling of SLM technologies. The Project targets 200 communities in 14 districts spread across all four provinces of Pakistan. At the same time, some of the Project's soft components including the National Desertification Control Cell and the Decision Support System have a national scope. The Project's strategic results framework as spelled out in the UNDP-GEF Project Document does not fully match with that of the corresponding Government of Pakistan PC-1 for the Project. As a result, important impact level targets are not monitored and do not guide project implementation. At the same time, the strategic results framework misses to capture important aspects of creating an enabling environment for the upscaling of SLM, such as institutional capacities and the empowerment of community-based organizations. Several indicator baselines were not verified during inception and remain questionable at midterm, while the target for greenhouse gas sequestration is overly ambitious. Indicators 2c, 4, 7, 8, 9, 10a, and 10b are not compliant with SMART criteria.
Progress towards results	Objective achievement rating: **moderately satisfactory**	For most impact indicators, end-of-project targets are within reach, implying a linear upscaling of activities. However, the lack of transparent evidence in arriving at the reported figures bids for caution regarding the validity of the data stated in the PIRs. The area of rainfed farmland benefitting from introduced SLM technologies was raised from 100,000 to 279,590 ha by midterm. Landscape restoration activities raised the areas benefitting from introduced SLM technologies from 43,500 to 81,610 ha in the case of forests, and from 175,000 to 214,175 ha in the case of rangelands. By midterm, the Project had not yet started introducing SLM technologies on sand-dunes, which puts the end-of-project targets for the concerned indicator off track. The proportion of households participating in SLM activities in the targeted communities was increased from 5 to 10% by midterm, which puts the 15% target within reach. The project did not monitor the remaining impact indicators of increased household income and increased carbon sequestration.
	Outcome 1 achievement rating: **moderately satisfactory**	The Project made an important, but poorly documented change of focus from developing integrated Land Use policies towards developing integrated SLM policies in four provinces. Whereas the former intended to guide land allocation and introduce integrated land use planning as a policy tool, the latter miss to address these and instead propose to introduce land use planning as a sectoral approach through the sectoral policies of line departments. This poses important risks and may reinforce the barrier of sectoral, uncoordinated approaches to land management that the Project aims to overcome. The Integrated SLM Policies remain in a draft stage, yet to be endorsed by provincial governments.

		Even though the Project has not yet mainstreamed SLM into any of the relevant land-based sectoral policies in the provinces, the draft Integrated SLM Policies provide clear guidance for the revision of the sectoral policies. The staffing of Desertification Control Cells is on track at the federal level and in Punjab and behind schedule in the remining provinces. The establishment of Desertification Control Cells, however, features as a clear target in Pakistan's UNCCD NAP, which reinforces the government's intention of establishing these units as permanent institutions. At midterm, the Desertification Control Cells are not yet operational, with embryonic structures fully embedded within the Project, lack of clear institutional mandates and limited staff. The Desertification Control Cell has been formally notified by the Government of Punjab. Even though not tracked by outcome indicators, the Project made progress towards capacity building on SLM. Approximately two formal trainings for professionals, and two grassroots level trainings were held in each province. The development of an M.Sc. course on SLM was initiated prior to the MTR. Knowledge management and outreach also received considerable attention. The Project established very successful SLM Networks in all provinces, most of which had two meetings until midterm. The SLM Information System was partially established, with the web-GIS interface yet to be delivered by the Project. In most provinces, the Project organized field demonstration days, seminars and awareness raising events on SLM and documented traditional best practices related to SLM.
	Outcome 2 achievement rating: **moderately satisfactory**	Progress towards the implementation of SLM land use planning based on a Decision Support System is moderately satisfactory. The Project developed four draft District Land Use Plans and several Village Land Use Plans. The land use plans present solid technical evidence as a basis of spatial planning, but lack operationalization and are not (yet) owned by the concerned implementing stakeholders and have no provisions that define plan implementation. The MTR mission understands that the implementation of land use plans and building ownership of these is a relatively slow process. A detailed proposal for the Decision Support System remains the only verifiable progress towards the respective output.
	Outcome 3 achievement rating: **moderately satisfactory**	Progress towards the upscaling of on-the-ground implementation of SLM technologies is moderately satisfactory based on data reported in the PIR, even though the monitoring and aggregation of these figures could not be transparently demonstrated to the MTR Team. The engagement of local communities into SLM was raised from 63 to 200 and the number of farmers implementing SLM was raised from 12,600 to 23,130 by midterm. The proportion of livestock owners engaging in rangeland management activities was raised from 2 to 5% by midterm and the proportion of households engaging in afforestation was raised from 1 to 3% by midterm. According to these figures reported in the PIRs, the engagement of households, farmers and herders into SLM activities is on track to achieve end-of-project targets. At the same time, the Project has not yet initiated activities to ensure the long-term financing of SLM technologies at the community level.
Project implementation and adaptive management	**Moderately satisfactory**	Management arrangements are in place at the national level and communication between primary project stakeholders is active and clear. The National Steering Committee and the Provincial Steering Committees in Khyber-Pakhtunkhwa held meetings regularly and provide relevant guidance for project implementation. However, no Provincial Project Steering Committee meetings were held in Baluchistan and Sindh. UNDP provides effective project oversight including physical field visits, but risk management does not consider all risk categories. Provincial Coordination Units act autonomously, leaving room for more proactive support by the National Coordination Unit in the provinces. The Project had a long development phase until its approval. Further delays were attributed to delayed recruitment and project start during the on-going financial year 2015/16, effectively delaying the start of on-the-ground activities until the start of the financial year 2016/17 in July 2016. Work planning was overambitious in all project years, with realized deliveries substantially below planned targets. Work planning did not always adequately document changes to project targets, e.g., with the shift from Integrated Land Use Policies and Integrated SLM Policies. Financial delivery under the GEF fund is 20% below target, while the contribution of co-financing is 20% below target in case of the federal government and the Government of Punjab and markedly off track with the remaining provincial

		governments and UNDP. CBOs deliver their financial commitments better than some of the provincial governments and autonomously invest in the up-scaling of SLM technologies. Monitoring and evaluation systems require urgent strengthening, including budget increase to meet the GEF monitoring budget target. The Project is not in the position to clearly demonstrate how spatial targets of indicators in the strategic results framework as reported in the PIRs are arrived at, both due to lack of a comprehensive monitoring database as well as the lack of integration of the monitoring system with the Project's GIS. The Project does not monitor socio-economic impacts and could improve the collection of data disaggregated by gender and for disadvantaged groups. The Project's stakeholder engagement plan has not been developed, yet the engagement of government stakeholders in the Project is very good, except for Sindh. Government stakeholders have full ownership over the project strategy and its activities, except for line departments in Sindh. On the other hand, NGO engagement is only visible in Sindh and Punjab, whereas NGOs remain largely absent from project implementation in other provinces. Community engagement is relatively strong but continues to suffer from limited and weakly coordinated project outreach at the community level all provinces but Punjab. Field activities are sub-contracted to Implementing Partners and project structures are inadequate to effectively coordinate activities at the community level. Academic and research institutions are engaged in project implementation and continue to provide scientific advice to the design of SLM technologies in the field, conduct awareness raising on land degradation, and serve as members in the SLM Networks established by the Project. Reporting is carried out in a timely manner, but PIRs do not always aggregate data at the level of indicators and adaptive management changes are not always reported. Additionally, PIRs miss to report on the lack of Project Steering Committees in two of four Provinces. The Project actively communicates its objectives and achievements using a wide variety of communication products, including social media, that are in line with the project communication strategy document. However, the communication strategy lacks a communication plan to operationalize the strategy and thereby the delivery of tailor-made project communication to individual target groups is not always optimized.
Sustainability	**Moderately likely**	Financial risks to sustainability include the unsecure funding of positions that form part of the Desertification Control Cells. These positions are contract positions, which are not automatically converted into permanent government positions. The funding of SLM Networks and the sustainability of SLM funds are not yet ensured. Government financing may potentially be diverted for the upscaled Tree Tsunami project. The project did not interact with the Tree Tsunami project in KP, which also had similar objectives. Socio-economic risks are minimal in terms of community interest in the project strategy and its components. At the same time, the Government of Pakistan's recent Plant4Pakistan initiative may dominate the landscape restoration agenda in the country through its top-down, mission-mode agenda, which may undermine the project approach of bottom-up planning. The limited mainstreaming of gender aspects into project implementation represents a further risk to socio-economic sustainability. While the Project mandates a 20% female membership of Community-Based Organizations, the MTR Team could not detect further efforts to enhance gender equality. The project gender strategy has not been developed since project start and the monitoring of gender-disaggregated indicators is limited. Risks to the institutional and governance framework include the delayed recruitment of staff and formal declaration of Desertification Control Cells as permanent institutions. Given that the Desertification Control Cells are spelled out as targets also in Pakistan's UNCCD NAP, their establishment is nevertheless likely. On the other hand, SLM Networks and Community-Based Organizations established by the Project will likely remain unsustainable unless clear actions are taken to establish them as permanent institutions with secured funding independent of GEF funds. In terms of environmental risks, the sustainability of the Project is exposed to minimal risks. These include the sporadic use of exotic Eucalypts for dryland

		afforestation and the lack of monitoring of the effects of water lifting schemes on ground water reserves.

Summary of conclusions

The Project remains highly relevant concerning the strategic priorities of all primary stakeholders, including farmers. The strategic results framework requires minor adjustments and the verification of baselines. The strategic results framework of the parallel Government of Pakistan Project Document (PC-1) does not tally with that of the Project Document, which leads to important targets being missed. Nevertheless, the Project is on track to achieve most of its targets but remains plagued by issues related to project implementation. Overall, progress towards results is moderately satisfactory, with notable achievements towards the establishment of Desertification Control Cells, land use planning, and field implementation and autochthonous up-scaling of SLM technologies. At the same time, progress remains limited towards integrated land use policies, the review of sectoral policies to mainstream SLM, the development of implementation components of land use plans, the development of a spatial Decision Support System to guide land allocation decisions and the implementation of SLM technologies in some provinces. Project implementation and adaptive management are also moderately satisfactory. Aspects of management arrangements, work planning, finance and co-finance, and monitoring and evaluation do not lead to efficient and effective project implementation and require attention as outlined in the recommendations. Stakeholder engagement, reporting and communication lead to effective and efficient implementation and require only minor adjustments, also as outlined in the recommendations. Management arrangements are partially in place, but provincial implementation would benefit from a more proactive engagement by the National Coordination Unit and calling of Provincial Steering Committee meetings in Baluchistan and Sindh as per Project Document. The ambitions of work planning should be downscaled to the possibilities of the project implementing structures. Financial delivery under the GEF fund needs to improve, and the release of co-finance in certain provinces and by UNDP needs to be expedited. Monitoring needs urgent attention as there is no systematic database, and most impact indicators are not monitored. Stakeholder engagement is good with government stakeholders and should be stepped up with NGOs and communities. Reporting is timely, but not does not comprehensively address risks to project implementation. Communication is active but not strategic. In terms of sustainability, the flow of benefits after project closure are moderately likely. Special attention needs to be paid to the new Plant4Pakistan Initiative that may represent an opportunity but also a threat to sustainability. The Project's gender mainstreaming efforts need to be strengthened and potential negative environmental impacts should be monitored, especially in dryland areas. Overall, the MTR concludes that the Project is very relevant and shows considerable progress but requires urgent attention to some aspects as spelt out in the recommendations that hamper implementation and jeopardize sustainability.

Recommendations

The MTR recommendations outlined below in Exhibit 3 aim at improving project effectiveness and enhancing the likelihood that project results will be sustained after GEF funding ceases.

***Exhibit 3**: MTR recommendations*

#	Recommendation	Responsible
A	**Outcome 1:** Strong enabling environment at national and provincial levels supports up-scaling of SLM practices	
A.1	**Re-focus on provisions of provincial Integrated Land Use Policies and utilize unique opportunity to mainstream SLM into provincial sectoral policies:** The provincial Integrated SLM Policies (ISLMPs) the Project works on at present miss to address the barrier of uncoordinated and uncontrolled land allocation and conversion to other land uses in their current form. The ISLMPs introduce land use planning as a separate recommendation for each land-based sector. This sectoral approach does not comply with the essence of land use planning as an integrated, cross-sectoral planning tool. Additionally, the lack of legal institutionalization of land use planning as envisaged through the provincial Integrated Land Use Policies threatens the sustainability of land use planning under Outcome 2. It is highly recommended that the Project revisits the targets defined in the Project Document and refocuses its attention towards the above target and introduce land use planning as a binding decision-making mechanism that guides land conversion and allocation to the most optimal use, as also suggested by the Sindh Government.	NCU, PCUs, PP&DDs, UNDP CO, IPs

	The new federal government declared that each government department needs to revisit and draft its own policy until the end of 2018. This represents an unprecedented opportunity for the Project to promote its targets to mainstream SLM into provincial sectoral policies. It is recommended that the Project establishes linkages with all relevant land-based departments in the four provinces and proposes to support them in reviewing their sectoral policies by the end of the year as mandated by the federal government. The support should specifically focus on mainstreaming SLM principles into the most relevant sectoral policies (agriculture, forest, soil conservation, water, livestock, environment) following the recommendations of the draft provincial ISLMPs.	
A.2	**Institutionalize capacity building on SLM for professionals as foreseen in the Project Document** The Project Document calls for the creation of a formal certifiable SLM in-service training program consisting of at least 15 training courses and with clear competence standards and accreditations for government professionals. However, the Project's capacity building efforts do not follow an institutionalized approach as part of an overall capacity building curriculum and will not be sustainable beyond the project lifetime unless urgent midcourse corrections are taken. The MoUs signed with academic and research organizations relate to an M.Sc. course, scientific inputs and the organization of awareness raising seminars, but do not institutionalize the Project's in-service training components. The training manual provides the learning contents of the training component but does not embed learning into an institutionalized framework. It is recommended that the developed courses are combined in a formal training program and mainstreamed into the agenda of in-service training institutions of relevant line departments.	NCU, PCUs, IPs
B	**Outcome 2:** Effective, targeted, and adaptive implementation of SLM Land Use Planning & Decision Support System	
B.1	**District and Village Land Use Plans to include appropriate operationalization tools** At present, the land use plans developed by the Project have a very sound technical knowledge base, but lack operationalization and ownership by their implementers. The stakeholders of the planning process are not documented, clear action plans with timelines, responsibilities, required funding and its sources are missing. The by-laws of land use are not agreed on and documented and the governance of the planning process remains unclear, including monitoring, validity and revision procedures. In order to convert the land use plans into documents effectively in the position to guide land use, the MTR Team recommends that land use plans are operationalized to comply with the above criteria.	NCU, PCUs, P&DDs
B.2	**Follow up on establishment of Decision Support System** A detailed concept note was developed for the Decision Support System, but this was not followed up by establishing the system. One of the bottlenecks is the lack of willingness by custodians of spatial data to make them available to the Project. The NCU, supported by the NPD, the NSC members and UNDP should lobby and formally request the concerned agencies at the highest level to make the data available.	NCU, NPD, NSC, UNDP CO
C	**Outcome 3:** On-the-ground implementation of climate-resilient SLM activities is up-scaled across landscapes	
C.1	**Facilitate community engagement and enable effective coordination at the community level through community facilitators** The Project's outreach at the community level remains limited, largely as a result of wide geographic spread, very limited human resources at the level of Provincial Coordination Units and no regular presence at the district and community levels. Project activities are essentially sub-contracted to Implementing Partners and coordination between these activities is not always ensured (e.g. land use planning carried out *after* the implementation of SLM activities in the field in several instances). Sub-contracting to NGOs is not a sustainable option of social mobilization. In particular, the CBOs require backstopping in terms of capacity building and institutional strengthening in preparation for activities of the community SLM funds. The MTR Team recommends that two community facilitators, one of whom should be female, should be hired in each District to carry out the above tasks. Upon completion of the Project, these staff should become staff of the Desertification Control Cells.	NCU, PCUs, P&DDs, PSC
D	**Project Implementation & Adaptive Management**	
D.1	**Validate and adjust project strategic results frameworks and remove inconsistencies** Consider the findings spelled out in **Chapter 3.1.2** and specific recommendations in **Annex 12: Proposed changes to the Strategic Results Framework** to revise the Project's strategic results framework. It is particularly recommended to verify baselines and in cases where this is not possible to use absolute indicators that do not rely on questionable baselines. Current indicators miss to monitor progress towards important components of an enabling environment that include institutional capacities for SLM. The use of an SLM capacity scorecard and of a CBO Maturity Index as additional indicators and the replacement of household income by the Poverty Scorecard are recommended. Subsequently, it is recommended that the Government of Pakistan PC-1 is revised to eliminate discrepancies between the strategic results frameworks in the UNDP-GEF Project Document and the PC-1 as spelled out in **Annex 10: Discrepancies between the UNDP-GEF Project Document and the Government of Pakistan PC-1**. Additionally, the MTR recommends ensuring that the Provincial PC-1s follow the same	NCU, NSC, NPD, PCUs, PSCs, PPDs, UNDP CO, UNDP-GEF RTA

	logical hierarchy as the UNDP-GEF Project Document. The process should also be used to revise the rates proposed for the field implementation of SLM technologies wherever necessary, particularly in Sindh and that the umbrella PC-1 and the provincial PC-1s are consistent over responsibilities of staff hire.	
D.2	**Finalize and strengthen management arrangements** The Provincial Steering Committees of Baluchistan and Sindh did not conduct meetings until midterm. This raises important questions about how the functions of these project supervisory instruments, such the approval of annual work plans, and budgets, etc. are filled in these provinces. Furthermore, the lack of the Steering Committee as a coordination platform between Implementing Partners likely contributes to the weak project delivery observable in these provinces and the lack of ownership of policies and plans developed by the project. Furthermore, it may partially explain the lack of government line department engagement in project implementation in Sindh. Weak project management structures and on-ground delivery in certain provinces call for a more proactive engagement of the National Coordination Unit to support project implementation both at the level of the Provincial Coordination Units as well as in the field. A more proactive engagement of the NCU is also required in terms of providing technical guidance for the implementation of activities under the provincial components of the Project. At midterm, the Project still has not filled all positions, partially due to administrative hurdles and partially due to ambiguity over responsibilities of staff hire by UNDP or provincial funds stemming from inconsistencies of the umbrella and the provincial PC-1s. In terms of sustainability, particularly the positions of the Desertification Control Cells are of importance. It is recommended that the Provincial Steering Committees are constituted and take up their roles as stipulated in the Project Document without further delay. The MTR recommends preparing a strategy to finalize staff recruitment, including an agreement over the financial sources of staff hire and prompt completion of the hiring process. At the same time, the MTR Team additionally recommends to re-appropriate funds to the recruitment of 2 community facilitators per district one of whom should be female (see **Recommendation C.1**). Responsibilities over staff hire need to be consistently revised in the PC-1 (refer to **Recommendation D.1**). It is also recommended that the Project drafts a strategic plan to strengthen management arrangements in the provinces to provide stronger NCU support to the PCUs in the removal of bottlenecks affecting project implementation as well as through technical inputs in field implementation.	PCUs, PPDs, NCU, NPD, UNDP CO, EAD
D.3	**Strengthen the monitoring and reporting system** For a decentralized project involving multiple implementation partners, it is imperative that monitoring & evaluation and reporting procedures are consistent and effectively coordinated. The Project has considerable scope to improve its monitoring and to a lesser extent its reporting system: • The financial allocations to monitoring are half of the GEF rule of thumb and should be increased. • Unfilled monitoring positions at the provincial level should be filled and the capacities of monitoring staff should be built. • The monitoring system requires a comprehensive database to track all project activities/achievements/impacts and this should be linked with a GIS database to allow spatially explicit monitoring and reporting. • Monitoring of impact indicators through remote sensing should be followed up on where this is technically feasible (e.g. questionable visibility of young afforestation on high-resolution satellite images). • Monitor socio-economic, gender-specific and environmental (e.g. impacts of Eucalypt plantations and water lifting schemes on ground water tables) impact indicators • Introduce participatory monitoring engaging target communities • Monitor Output level (process) indicators as stated in the Project Document (Table 9) • Project data and documents are not readily available at the NCU (particularly those related to the provincial levels) and therefore it is recommended to establish a central online depository and file sharing platform to enable transparent sharing of information between project stakeholders.	NCU, PCUs, NSC, PSCs, UNDP CO
D.4	**Improve risk management** Adhere to the provisions of the Project Document, follow the results of the Environmental and Social Screening and consider the findings of the MTR by updating the risk log with the following UNDP risk categories: 1. Social and environmental risks: particularly 1.2 Gender discrimination, 1.3 Loss of biodiversity and unsustainable use of natural resources, 1.4 Climate change, 1.5 Community health and safety, 3. Operational risks: particularly 3.1 complex design, 3.6 poor monitoring and evaluation, and 6. Regulatory risks: particularly 6.2 critical policies or legislation fails to pass or progress in the legislative process.	NCU, UNDP CO
D.5	**Streamline financial procedures** Project delivery lags behind largely due to administrative hurdles of getting funds released on time, particularly for season-bound activities such as tree planting. • It is recommended that project stakeholder consider applying the UNDP cost sharing approach for the government co-financing, i.e. that PSDP and ADP funds are routed through UNDP channels to the	NSC, PSC, UNDP CO, EAD, P&DDs, NPD, PPDs

	concerned provinces. Government ownership needs to be retained by maintaining the NPD/PPDs as signatories for funds routed through UNDP. • Additionally, alternate government signatories should be included for financial disbursement in all provinces and at federal level to ensure that the absence of signatories does not hamper project implementation. • At present the Federal and Provincial Governments charge income tax and GST on the co-financing contributed by them, effectively reducing the amount of co-financing by 50%. This in-transparent reduction of the co-financing contribution should be discontinued.	
D.6	**Strategize communication and follow up on key provision of knowledge management** Project communication does not follow a clearly operationalized communication plan. In order to increase the visibility of the Project, to position the Project as a guidance to the Plant4Pakistan initiative (see **Recommendation E.3**) and to attract further funding, the communication strategy should be updated. The strategy should focus on changes in the stakeholder landscape, identify target groups of communication, the communication mix appropriate for each target group, the periodicity of communication, clear time frames, responsibilities and resource requirements. The communication plan should be clearly linked to monitoring milestones and monitored by the concerned project unit. Besides, the visibility of the Project in the field should be increased by erecting signboards at all the locations, in which activities were funded by the Project. This will also be instrumental in distinguishing the Project's activities from those of the previous projects and Tree Tsunami Project in Khyber-Pakhtunkhwa and of the up-coming Plant4Pakistan initiative. Furthermore, it is recommended that the SLM Information System is put in place. The Project Document stipulates the SLM Information System to consist of i) detailed information on the Project ii) an online depository of SLM related information on Pakistan, and iii) of a web-GIS interface that presents available spatial information on land degradation and SLM in Pakistan and related to the Project. So far, the Project partially achieved the first and second elements and has not achieved the third element. It is recommended that the project website should be updated to include a web-GIS interface on land degradation and SLM.	NCU, PCUs
D.7	**Update stakeholder engagement plan** The Project Document mandates the development of a stakeholder engagement plan, which was not followed up on. It is advisable to build upon the lessons learned during the first half of the project and develop an updated stakeholder engagement plan. The PMU should coordinate this, ensuring effective engagement and collaboration with key enabling stakeholders and with existing initiatives (e.g. Plant4Pakistan initiative). Focus should be given on the engagement of government stakeholders in Sindh, and on NGO engagement in other provinces. Stakeholder engagement should also focus on establishing linkages with public or private, domestic, bi- or multi-lateral donors that could potentially provide continued financing to the Project. Thereby the Project should aim to mobilize funds, tap into Corporate Social Responsibility funds from the corporate sector, especially targeting the oil and gas companies in Sanghar and coal mining companies in Nagarparkar	NCU, PCUs, IPs
E	**Sustainability**	
E.1	**Focus on institutionalization of governance mechanisms and on sustainability of institutions introduced by the Project** The Project introduced institutions including i) Desertification Control Cells at the national and provincial levels, ii) SLM Networks at the provincial level, and iii) CBOs at the village level. At the same time, governance systems, incl. i) land use planning at the district and ii) the village level were introduced. Of these, only the Desertification Control Cells are likely going to be sustainable, unless the Project initiates actions to institutionalize the others. SLM Networks should be established as a permanent platform with clear mandates and regular government funding and placed under the coordination of the Desertification Control Cells with an objective to advocate solutions for land degradation and desertification. CBOs at the village level have to be formally registered and their capacity built and strengthened. The formation of CBO platforms at the district level is recommended to facilitate exchange among the CBOs and to provide for more effective representation of their interests. Governance of land use planning needs to be legally institutionalized through the Integrated Land Use Policies approved by the concerned provincial cabinets (see **Recommendation A.1**).	NCU, NPD, PCUs, PPDs
E.2	**Mainstream gender and social equity into project implementation** The Project efforts to mainstream gender are not fully satisfactory. Additionally, the Project should focus more strongly on promoting disadvantaged groups and relatively less developed districts. • The Project should adhere to the provisions of the Project Document and the recommendations of several PIRs to develop a gender strategy. • Similarly, gender specific indicators should be collected in the course of monitoring. • The MTR Team recommends that the design of the SLM funds should contain special provisions to reserve certain proportion of the funds or to provide other advantages for females. • Disadvantaged groups should be paid special attention to when deciding on the beneficiaries of project activities.	NCU, PCUs

E.3	**Present SLMP II as guidance to the implementation of the government's Plant4Pakistan initiative** The SLMP II, in particular i) its land use planning components at the district and village levels, ii) the institutions it established (CBOs, Desertification Control Cells, SLM Networks), and iii) best practices of on-the-ground forest landscape restoration should be positioned to provide guidance to the Plant4Pakistan initiative. The Plant4Pakistan initiative follows a strong top-down approach and therefore the SLMP II can promote its sustainability by contributing holistic planning, bottom up governance and institutionalized expert advice to the large government initiative. UNDP should present the SLMP II accordingly as part of its project portfolio to the Government, and the NPD as the main coordinator of the Plant4Pakistan Initiative may consider this recommendation.	UNDP CO, NCU, NPD
E.4	**Agree upon dates of terminal evaluation and of project closing** The official start date of the project is May 5th, 2015, the date when the MoCC and UNDP signed the project document. This document indicates March 31st, 2020 as the closing date implying a 5-year project period. There are, however, some conflicting indications of the closing date. For instance, the PIR 2018 reports April 20th, 2020 as the closing date, whereas other sources state August 2020, based on a 60-month period from the time of hiring the NPC. While the project inception workshop was held in September 2015, recruitment of most project staff and the implementation of activities effectively started from the financial year 2016/17 (July 1st 2016). Given the late start and delays in progress due to administrative and operative hurdles, the MTR Team considers that a 60-month period starting from July 1st, 2016 would be a reasonable project duration. This would put the project closure to June 30th, 2021. Accordingly, the MTR Team recommends the terminal evaluation to be conducted in November/December 2020.	PSC, UNDP CO, UNDP-GEF RTA

Abbreviations and acronyms

AD	András Darabant
ADP	Annual Development Plan
AWP	Annual Work Plan
CI	Chaudhry Inayatullah
CBO	Community-Based Organization
CEO	Chief Executive Officer
CSO	Civil Society Organization
DLUP	District Land Use Plan
DCC	District Coordination Committee
EAD	Economic Affairs Department
FAO	Food and Agriculture Organization of the United Nations
FGD	Focus Group Discussion
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEF OFP	GEF Operational Focal Point
GIS	Geographic Information System
ha	Hectare(s)
HH	Household
ISLMP	Integrated Sustainable Land Management Policy
km^2	Square kilometres
LD	Land Degradation Focal Area of the GEF
mio	Million
MoCC	Ministry of Climate Change, Government of Pakistan
MTR	Mid-Term Review
MTR Team	MTR Team consisting of Dr. Chaudhry Inayatullah and Dr. András Darabant
NCU	National Coordination Unit
NGO	Non-Governmental Organization
NPC	National Project Coordinator
NPD	National Project Director
NRSP	National Rural Support Programme
NSDS	National Sustainable Development Strategy
PC-1	Planning Commission Proforma 1 (Government of Pakistan Project Document)
PCC	Provincial Coordination Committee
PCOM	Project Cycle Operations Manual
PCU	Provincial Coordination Unit
PPC	Provincial Project Coordinator
PPD	Provincial Project Director
PP&DD	Provincial Planning and Development Department
PIF	Project Identification Form
PIR	Project Implementation Review
PPC	Provincial Project Coordinator
PPD	Provincial Project Director
PRSP	Poverty Reduction Strategy Paper
PSDP	Public Sector Development Programme
PSC	Project Steering Committee
QWP	Quarterly Work Plan
RS	Remote Sensing
SLM	Sustainable Land Management
SLMP I	Sustainable Land Management Pilot Phase Project
SLMP II	Sustainable Land Management Programme to Combat Desertification in Pakistan
SMART	Specific, Measurable, Attainable, Relevant, Time-bound
ToR	Terms of Reference
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNCCD NAP	UNCCD National Action Programme
UNDP	United Nations Development Programme
UNDP CO	UNDP Country Office
UNDP PO	UNDP Project Officer
UNDP-GEF RTA	UNDP-GEF Regional Technical Advisor
UNDSS	United Nations Department of Safety and Security
VLUP	Village Land Use Plan

1. Introduction

1.1 MTR purpose and objectives

MTR purpose

This MTR was conducted by a team of two independent consultants (Dr Chaudhry Inayatullah and Dr András Darabant = MTR Team) at the request of the Ministry of Climate Change, Government of Pakistan and the UNDP CO to provide information about the status of implementation of the SLMP II project to ensure accountability for the expenditures to date and the delivery of outputs and so that managers can make midcourse corrections as appropriate. Furthermore, the MTR defined the foundation for the Terminal Evaluation. The purpose of the MTR is spelled out in greater detail in the ToR for the MTR (annexed in a separate file).

MTR objective

The MTR assessed progress towards the achievement of the project objectives and outcomes as specified in the Project Document and early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR also reviewed the project's strategy and its risks to sustainability.

1.2 MTR scope and methodology

The MTR methodology and approach followed the UNDP Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects[1]. The MTR provides evidence-based information with a focus on credibility, reliability, and usefulness. The MTR Team emphasized on gaining a thorough understanding of the political, socio-economic and cultural contexts of the Project to 1) to interpret the attainment of results as a function of inputs, and 2) to realize the limitations that may affect impartiality, credibility and usefulness. The design of the evaluation methodology took due account of these limitations. The team followed a participatory and consultative evaluation approach and kept close contact with the SLMP II project team, the UNDP CO, and government stakeholders.

The evaluation methodology mostly relied on qualitative methods, whereas for the assessment of finance and co-finance presented in **Chapter 3.3.3** it relied on mixed quantitative and qualitative methods. A range of qualitative methods, including document analysis, semi-structured interviews with key informants, Focus Group Discussions, and personal observation were applied to collect data on a topic. Semi-structured interviews and Focus Group Discussions were guided by the pool of guiding interview questions listed in **Annex 4: Interview guide**. The MTR team considered findings as valid when they were re-affirmed by different stakeholders and became clear through the use of different methods. This way triangulation was ensured.[2] In total, 33 semi-structured interviews (several interviews with the same key informant considered as one interview) and six Focus Group Discussions were conducted. Field sites were selected through stratified purposive sampling to ensure the representativeness of the MTR. The MTR Team visited 5 of the 14 districts, in which the SLMP II operates (refer to **Exhibit 5**).

The MTR sampled the full range of stakeholders to avoid bias arising from unheard perspectives. Stakeholder involvement started with negotiating the ToR for the MTR with stakeholders and continued with the review of the MTR Inception Report by the Evaluation Director and the NCU. The MTR Team in consultation with the NCU selected a list of potential stakeholders to be interviewed (refer to **Annex 3: List of stakeholders interviewed during the MTR**).

The scope of the evaluation was the SLMP II Project at mid-term, focusing on outputs actually generated and funds actually disbursed until June 30th, 2018 as per the documentation submitted to the MTR Team and implemented activities visible on the ground during the MTR mission. The MTR assessed four categories of project progress, i) project strategy (relevance), ii) progress towards results (efficiency), iii) project implementation and adaptive management (effectiveness), and iv) sustainability.

[1] UNDP-GEF Directorate, 'Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects' (New York: United Nations Development Programme, 2014), p. 60.

[2] A Bryman, *Social Research Methods* (Oxford, UK: Oxford University Press, 2004).

The MTR was conducted between July 19th and October 15th, 2018. Initially, the MTR Team reviewed the documentation available on the SLMP II. For the complete list of documents reviewed, refer to

Annex 1: Documents reviewed for the MTR. The MTR mission was conducted between August 27th and September 9th, 2018 according to the itinerary listed in **Annex 2: MTR mission itinerary**. During the MTR mission, the Project's stakeholders listed in **Annex 3: List of stakeholders interviewed during the MTR** were interviewed according to the interview guide listed in **Annex 4: Interview guide**.

The review and analysis followed the guidance defined in the evaluation matrix, attached as **Annex 5: MTR evaluation matrix**. Progress towards results was summarized in **Annex 6: Progress towards Results Matrix**. The MTR Team received the information on co-finance from the NCU as reported in **Annex 11: Co-financing table**.

1.3 Structure of the MTR report

The preparation of the MTR Final Report follows the guidance for conducting mid-term reviews of UNDP-supported, GEF-financed projects.[3] The MTR Final Report is structured along the following chapters:

Executive summary
1. Introduction
2. Project description
3. Findings, including i) Project design, ii) Progress towards results, iii) Project implementation and adaptive management, and iv) Sustainability
4. Conclusions and recommendations

Annexes

1.4 Rating scales

Rating of project delivery follows the Guidance for midterm evaluation of UNDP-supported, GEF-financed projects.[4] The first evaluation theme i) Project strategy is not rated in the course of the MTR. The next two themes ii) Progress towards results, and iii) Project implementation and adaptive management are rated along a six-point scale ranging from highly unsatisfactory to highly satisfactory. For the fourth evaluation theme iv) Sustainability, four sub-themes, incl. institutional framework and capacities, financial, socio-economic and environmental sustainability are rated along a four-point scale ranging from unlikely to likely. All four sub-themes are considered critical and therefore the lowest rating is automatically assigned as the overall rating for the entire sustainability theme. For details of the rating scales refer to **Annex 7: Rating scales**

Ratings for progress towards results:

Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as "good practice".
Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Moderately Satisfactory (MS)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
Moderately Unsatisfactory (MU)	Project is expected to achieve its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.
Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (U)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

Ratings for project implementation and adaptive management:

[3] UNDP-GEF Directorate.

[4] UNDP-GEF Directorate.

Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for sustainability (one overall rating):

Likely (L)	Negligible risks to sustainability, with key Outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
Moderately Likely (ML)	Moderate risks, but expectations that at least some Outcomes will be sustained due to the progress towards results on Outcomes at the Midterm Review
Moderately Unlikely (MU)	Significant risk that key Outcomes will not carry on after project closure, although some outputs and activities should carry on
Unlikely (U)	Severe risks that project Outcomes as well as key outputs will not be sustained

Annex 8: Capacity building, knowledge management and awareness events

Even type	Federal level	Provinces			
		Baluchistan	**Khyber-Pakhtunkhwa**	**Punjab**	**Sindh**
Training events / workshops for professionals	n/a	2016: NRM & sustainable agriculture (20) 2017: Erosion control (25) 2018: Irrigation, erosion control (50)	2015: Training on NRM (20) 2016: SLM technologies (21) 2017: Water management, rangeland rehabilitation (28) 2018: Erosion control, irrigation (20)	2015: Integrated NRM (25) 2017: Control of land degradation (10)	2016: Land degradation & water management (40) 2017: Climate & Water Smart Technologies (22)
Training events / workshops at grassroots level	n/a	2016: Water management (52) 2017: Soil conservation, rangeland management (31) 2018: Water management (80)	2016 – (130) 2018: Dryland farming, rainwater harvesting (50)	2017: SLM Practices (Chakwal 55; Bhakkar, Khushab, Layyah 300)	2016: SLM Practices (35) 2017: Water management (100) 2018: Soil pollution, species choice (150)
SLN Network meetings	n/a	Sept 30th, 2016 (25) Feb 2, 2018 25 Participants	Dec 4-5, 2017 37 participants	Dec 28, 2017 40 participants	Sept 5th, 2016 (47) Dec 21, 2017 March 23, 2018 (30) May 14, 2018 (25) Sept 14, 2018 (30)
Field demonstration days	n/a	Sept 29th, 2016: SLM best practices (64)	2016: SLM best practices (130)	2017: SLM best practices 72 participants	2016: SLM best practices (35)
Awareness raising events / Seminars	(Topic: Combating Desertification in Pakistan) in which 380 people participated. The first seminar was held on 13 July 2017 in which 250 people participated and the second seminar was held on 18 July 2018 in which 130 people participated.	2017: 30 participants 2017: Innovations in agriculture, diversification, pest management Two training conducted one in Killa Saifullah 30 participants and in Pishin 25 participants.	December 15, 2015 (20) 2017: 200 participants (90 persons in DI Khan and 110 persons in Lakki Marwat participated.)	December 30, 2015 (25) April 11, 2017 (60) March 8, 2018 (55) 2017: 179 participants (In district Khushab, Bhakkar and Chakwal attended by 55, 69 and 55 participants respectively)	May 18, 2016: Land degradation & SLM (156)

Number of participants listed in brackets

Annex 9: Memoranda of Understanding with Implementing Partners

Executing Entity	Implementing Partner	Period	Activities
PP&DD, Government of Baluchistan	Department of Forest	2016 – project end	- Rangeland Development/ Reseeding of degraded rangeland - Dry afforestation - Agroforestry through Shelterbelts - Raising of Woodlots - Community Nurseries - Development of Village Land Use Plans (VLUPs)
	Department of Agriculture	2016 – project end	- Fruit nurseries - Floriculture - Drip irrigation - Sprinkler irrigation
PP&DD, Government of Khyber-Pakhtunkhwa	Department of Forest	2016 – project end	- Rangeland Development/ Reseeding of de-graded rangeland - Dry afforestation - Agro-forestry through Shelterbelts - Raising of Woodlots - Community Nurseries - Development of Village Land Use Plans (VLUPs)
	Department of Soil Conservation	2016 – project end	- Water harvesting ponds - Gated structures - Water inlets - Water diversion dikes
PP&DD, Government of Punjab	Forestry, Wildlife & Fisheries Department	Jan 2nd, 2017 – Project end	- Rangeland Development/ Reseeding of de-graded rangeland - Dry afforestation - Agroforestry through Shelterbelts - Raising of Woodlots - Community Nurseries - Development of Village Land Use Plans (VLUPs)
	Agency for Barani Areas Development (ABAD)	September 27th, 2017 – Project end	- Water Harvesting ponds - Water Conveyance Systems
	Barani Agricultural Research Institute (BARI) – Agriculture Department	May 17th, 2017 – Project end	- Establishment of Fruit Nurseries
	National Rural Support Programme (NRSP)	March 31st, 2017 – September 30th, 2018	- Establishment of Community Based Organizations - Capacity Building of Professional Stakeholders - Capacity Building at Grass Root Level
PP&DD, Government of Sindh	Baanhn Beli	2016-2017	- Establishment of Community Based Organizations - Capacity Building of Professional Stakeholders - Rangelands and Forestry activities
	Sindh Agricultural and Forestry Workers Coordinating Organization		Not yet
	Thardeep Rural Development Programme	Aug 31st, 2018 -	- Rangeland Development/ Reseeding of de-graded rangeland - Dry afforestation - Agroforestry through Shelterbelts - Raising of Woodlots; Community Nurseries - Development of Village Land Use Plans (VLUPs)

Annex 10: Discrepancies between the UNDP-GEF Project Document and the Government of Pakistan PC-1

UNDP-GEF ProDoC		PC-1		Remarks
Outcome/Output	**Indicator**	**Outcome/Output**	**Indicator**	
1. Strong enabling environment at national and provincial levels supports up-scaling of SLM practices	• Number of provincial land use policies with SLM and NAP mainstreamed, being implemented • Number of key sectoral policies, especially agriculture and forests address desertification issues and SLM principles • Functioning National & Provincial Desertification Control Cells	**1. Strong enabling environment at national and provincial levels created to support up-scaling of SLM practices**	**Missing**	**Outcomes match between ProDoc and PC-1** **PC-1 has no Outcome level indicators**
1.1 Enabling policies and institutional mechanisms for SLM are in place at federal and provincial levels and being implemented	• Guidelines and regulations available to improve systemic capacity for effective SLM • Number of meetings held by PCUs/Desertification Control Cells • Study conducted to develop carbon sequestration -	**1.1 Enabling policies and institutional mechanisms for SLM are in place at federal levels and being Implemented**	• **Number of provincial land use policy prepared and available with stakeholders** • **Number of provincial land use policies with SLM and NAP mainstreamed** • **Number of key sectoral policies, especially agriculture, water & forests, addressing desertification issues and SLM principles** • **National & Provincial Desertification Control Cells established and functioning**	**Outputs match between ProDoc and PC-1** **No match between Output indicators** **ProDoc Outcome 1 indicators mostly correspond with PC-1 Output 1.1 indicators**
1.2 Skills for upscaling SLM enhanced through institutionalization of multi-tiered capacity building programme	• Strategic SLM training programme established and institutionalised with certified competency standards • 15 training workshops conducted and 120 SLM trainees certified • Grassroots-level training provided to 2500 persons • Masters level course initiated and field-based training manuals on SLM developed & implemented	**1.2 Skills for upscaling SLM enhanced through institutionalization of multi-tiered capacity building programme**	• Number of staff of line agencies/NGOs received trainings in SLM/IWRM/INRM and are certified • Number of field-based training manuals on SLM developed • Masters level course developed and introduced at university level • Number of universities and other academic institutions participating in SLM training • **Number of in-country exchange visits conducted** • **Number of regional/international exchange visits conducted**	**Outputs match between ProDoc and PC-1** **ProDoc and PC-1 Output 1.2 indicators match partially.**

UNDP-GEF ProDoC		PC-1		Remarks
Outcome/Output	**Indicator**	**Outcome/Output**	**Indicator**	
1.3 Up-scaling is enhanced through a knowledge management and outreach programme for SLM	• Knowledge management and outreach strategy/plan developed and being implemented • National SLM network established • 35 posters, 25 leaflets, 20 brochures/booklets and 1 documentary prepared in national and local languages • National land degradation and desertification atlas developed • 10 best practice reports prepared • 8 studies for documentation of indigenous knowledge conducted	**1.3 Up-scaling is enhanced through a knowledge management and outreach programme for SLM**	• Number of brochures, leaflets/ booklets, posters, in English and Urdu languages on SLM developed • Number of Knowledge management and outreach strategy/plan developed and being implemented • Number of National SLM networks established. Number of institutions participating in SLM network. Number of meetings of network during a year • Number of study reports on documentation indigenous knowledge prepared	**Outputs match between ProDoc and PC-1** **ProDoc and PC-1 Output 1.2 indicators match partially.**
n/a	n/a	**1.4 Pakistan's NAP alignment, development of IFS for SLM and strengthening UNCCD reporting process**		**Output and associated indicators not listed in ProDoc**
2. Effective, targeted, and adaptive implementation of SLM Land Use Planning & Decision Support System	• Number of integrated participatory district level SLM land use plans being implemented (developed with the participation of key sectoral representatives and NGOs/CBOs) • SLM Information System and Decision Support System operational and being used	**2. Development and implementation of SLM Land Use Planning and Decision Support System**	**Missing**	**Wording of Outcome 2 does not exactly match.** **PC-1 has no impact indcicators.**
2.1 GIS-based participatory district and village land use plans developed and being implemented	• Base line status of desertification and land degradation in 15 districts prepared • Guidelines for preparation of district and village land use plans prepared • 4 district land use plan prepared (one district in each province)	**2.1 GIS-based participatory district and village land use plans developed and being implemented**	• Guideline for development of village land use plans updated and available. • Guidelines for development of district land use plans developed and disseminated. • **Number of GIS based land cover and thematic maps developed.** • **Number of donors identified for financing implementation of land use plans.** • **Number VLUPs implemented through donor fundings**	**Output matches between ProDoc and PC-1** **Indicators partially match: PC-1 does not list desertification baseline assessment**
2.2 Climate-resilient SLM Decision Support System developed and	• Web-based SLM information system on-line in 2 provinces.	**2.2 Climate-resilient SLM Decision Support System developed and implemented by**	• **Number of districts having GIS and RS based DLDD baseline database and thematic maps**	**Output matches between ProDoc and PC-1**

UNDP-GEF ProDoC		PC-1		Remarks
Outcome/Output	**Indicator**	**Outcome/Output**	**Indicator**	
implemented using GIS and Remote Sensing (RS)	• Training in DSS provided, with support manuals	**using GIS and Remote Sensing (RS)**	• **Number of villages having GIS and RS based DLDD baseline database and thematic maps** • **Number of provinces having and implementing Climate-resilient SLM DSS** • **SLM Information System and Decision Support System avalabale at SLMP website** • **SLM Programme website being maintained and updated** • **Number of districts under SLM DSS** • **National land degradation and desertification atlas developed and available.**	**Indicators do not match between ProDoc and PC-1**
3. On-the-ground implementation of climate-resilient SLM activities is up-scaled across landscapes	• Number of villages and households in target districts participating in SLM activities • Number of farms in target districts implementing soil and water conservation measures and on-farm management practices • % of livestock owners in target districts participating in agreements to restore degraded rangelands • % of households participating in agreements to restore degraded dryland forests • Number of community-financed viable local SLM funds, resource specific business plans, public-private partnerships and targeted matching grants designed and supporting up-scaling	**Missing**	**Missing**	**ProDoc and PC-1 structure do not match.** **PC-1 has no Outcome 3, instead components are listed in four separate provincial PC-1s with structures inconsistent both with the ProDoc and the "umbrella" (federal level) PC-1.**
3.1 Local communities mobilized for up-scaling SLM activities	• Local communities in project areas organized through 50 new CBOs • 12,500 households in target districts participating in SLM activities	**Outputs inconsistent between four provincial PC-1s, but partially matching with ProDoc structure (Baluchistan)**	• **Number of water ponds** • **Number of water conveyance systems** • **Number of acres of dry afforestation** • **Number of farmer's fruit nurseries** • **Number of km of shelterbelts** • **Number of acres of woodlots** • **Number of farmer's nurseries of forest plants**	**Four provincial PC-1s follow inconsistent structure of Outputs.** **Indicators listed here were extracted from various provincial PC-1s.** **There is some degree of overlap between the ProDoc Output indicators**
3.2 Appropriate soil and water conservation measures and on-farm management practices are up- scaled	• 400 ponds established for rainwater harvesting for humans and / or livestock • 4000 Roof rainwater storage tanks established for drinking, livestock & plantation			

UNDP-GEF ProDoC		PC-1		Remarks
Outcome/Output	**Indicator**	**Outcome/Output**	**Indicator**	
	• 1500 on-farm sustainable water management structures installed (water conveyance systems, gated/inlet structures, spillways etc.) • 50 sprinkler irrigation systems installed and drip irrigation introduced on 500ha • 400km of shelterbelts established		• **Number of acres of rangelands improved** • **Number of grazing management plans prepared** • **Number of CBOs formed** • **Number of SLM funds** • **Number of PPPs** • **Number of water ponds for human** • **Number of low-cost water storage tanks** • **Number of dug wells** • **Number of solar water pumps** • **CFT of laths/earthen bunds** • **Number of sprinkler irrigation units** • **Number of acre of seed multiplication of low-delta crops** • **Number of seed-graders/planters provided to farmers** • **Number of acres of grass seed enclosures established** • **Productivity of dryland** • **Improvement of rodkohi management**	**and the indicators of the Provincial PC-1s.**
3.3 Degraded rangelands are rehabilitated through improved management	• Controlled grazing on 50,000ha • Re-seeding on 3000ha • Dryland afforestation on 1850ha • 50 rangeland management plans operational			
3.4 Improved dryland forest and sand-dune management restores ecosystem services, and provides new livelihood opportunities	• 200 farmer nurseries established • 180 Kana/NTFP processing machines installed • Sand dunes stabilised on 400ha			
3.5 Community-financed viable local SLM funds, resource specific business plans, public-private partnerships and targeted matching grants designed and supporting up-scaling	• 49 community based SLM Funds established • Sustainable business plans of 8 SLM related enterprises developed • 7 PPP projects implemented			

Annex 11: Co-financing table

Source of co-finance	Name of co-financer	Type of co-financing	Amount at CEO Endorsement (US$)	Amount contributed until MTR (US$)	Total amount expected by project end (US$)	Actual % of expected amount
GEF Implementing Agency	**UNDP**	**Grant**	**1,500,000**	**321,279**	**450,000**	**21%**
Federal Government	Federal Government	Grant	1,034,570	495,000	950,000	48%
Provincial Government	Government of Baluchistan		1,962,516	150,000	600,000	8%
	Government of KP		1,391,522	560,000	1,100,000	40%
	Government of Punjab		1,876,263	850,000	1,600,000	45%
	Government of Sindh		1,966,441	0	700,000	0%
Government Grant (Total)	**Government of Pakistan**	**Grant**	**8,231,312**	**2,055,000**	**4,950,000**	**25%**
Federal Government	Federal Government	Parallel	Not specified	80,000	163,000	n/a
Provincial Government	Government of Baluchistan		Not specified	330,000	660,000	n/a
	Government of KP		Not specified	330,000	660,000	n/a
	Government of Punjab		Not specified	330,000	660,000	n/a
	Government of Sindh		Not specified	330,000	660,000	n/a
Government Parallel (Total)	**Government of Pakistan**	**Parallel**	**6,000,000**	**1,400,000**	**2,803,000**	**23%**
Government (Grant + Parallel)	**Government of Pakistan**		**11,090,000**	**3,455,000**	**7,753,000**	**24%**
Civil Society Organizations	CBOs Baluchistan	Grant / parallel	847,034	No data	No data	
	CBOs KP		549,794	No data	No data	
	CBOs Punjab		441,857	No data	No data	
	CBOs Sindh		510,740	No data	No data	
Civil Society Organizations	**CBOs**	**Grant/parallel**	**2,349,425**	**800,000**	**1,800,000**	**34%**
Overall total co-finance			**18,080,737**	**4,455,000**	**10,303,000**	**25%**

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1.5 Ethics

The MTR follows the Ethical guidelines for evaluations in the UN System[5] and the MTR Team has signed the UNEG Code of Conduct for Midterm Review Consultants (refer to

[5] UNEG, 'UNEG Ethical Guidelines for Evaluation' (United Nations Evaluation Group, 2008), p. 14 <http://www.uneval.org/documentdownload?doc_id=102&file_id=548>.

Annex 13: UNEG Code of Conduct for Evaluators/Midterm Review Consultants). The MTR team safeguarded the rights and welfare of interview partners. The MTR was conducted in a transparent manner and interview partners were informed about the purpose of the MTR, the use, processing and storage of the data, and measures taken to safeguard their anonymity. Community and key informant participation in the MTR was free and voluntary.

The MTR team sought adequate representation of women and disadvantaged groups and applied facilitation methods that encouraged their contributions and voicing of opinions. In case stakeholders with differences in power, interest or influence were present, they were interviewed separately.[6]

[6] United Nations Evaluation Group, 'Integrating Human Rights and Gender Equality in Evaluations' (United Nations Evaluation Group, 2014), p. 54 <http://www.unevaluation.org/document/download/2107>.

1.6 Audit trail

Reviews and comments received on the draft MTR Final Report are documented in an audit trail document that forms a separate annex to the MTR Final Report. The audit trail lists all comments received and the responses to these by the MTR Team. Relevant modifications resulting from the audit trail are included in the present final version of the MTR Report.

1.7 Limitations

The MTR faced limitations, including:

- Large geographic spread of the Project target areas, necessitating sampling of field visits and dividing the MTR Team to maximize coverage.
- Security limitations on the travel of both members of the MTR Team.
- No meetings with the Ministries of National Food Security and Research and Science and Technology, the Secretary, Ministry of Climate Change, the GEF Operational Focal Point and the Provincial Project Director of Baluchistan could be held.
- Lack of access to project documentation, including all randomly selected Village Land Use Plans, the Project's GIS database and databases of Implementing Partners to verify progress towards spatial targets and the approval documentation of budget revisions.
- Lack of a comprehensive monitoring and knowledge management database for the Project that precluded the use of the secondary quantitative data for the MTR.

The limitations were addressed by

i) Applying a stratified purposive sampling method for the selection of districts.
ii) A systematic bias arising from subjective differences between the assessments of the two team members were avoided by sampling one district in Sindh province jointly as a team to ensure consistency in the methodology.
iii) The lack of possibility to verify the Project's spatial achievements was noted as a weakness of the monitoring system (see **Chapter 3.3.4**).

The MTR Team judges that the information obtained was sufficiently representative and that limitations do not jeopardize the validity of findings. However, the physical verification of on-ground achievements cannot be considered representative.

2. Project description

2.1 Development context

As stated in the Project Document (Chapter 2.2), the Project was developed in alignment to both the Executing Agency's as well as the GEF Implementing Agency's strategies and priorities. Pakistan's strategic policy and planning documents including the National Sustainable Development Strategy (NSDS) and the Poverty Reduction Strategy Paper (PRSP), and Pakistan's Vision 2025 sectoral policies identify integrated and holistic management of land and water resources as a priority strategy in the land-based sector. The NSDS identifies SLM as a cost-effective approach to combat desertification, land degradation and drought and at the same time to alleviate poverty. The PRSP identifies nine pillars of poverty reduction, one of which is increasing productivity and value addition in agriculture. Part of this pillar aims at improved food security and productivity through SLM. The Project directly addresses provisions of Pakistan's UNCCD NAP, which identifies the adoption of participatory approaches to SLM. Additionally, the National Forest Policy and the National Agriculture Policy identify community-based SLM as a meaningful approach to address land degradation.

The project addresses two of the GEF 5 Land Degradation Focal Area objectives, including LD 2 "Generate sustainable flows of forest ecosystem services in drylands, including sustaining livelihoods of forest dependent people" and LD 3 "Reduce pressures on natural resources from competing land uses in the wider landscape", as stated in the Project Document (chapter 2.2).

The UN Common Country Programme Document for Pakistan identifies progress towards the Sustainable Development Goals as the fundamental objective of engagement. More specifically, the document identifies i) equitable access to quality services for the most vulnerable and marginalized groups, ii) inclusive economic growth, iii) increased resilience

to disasters, crises, and external shocks, iv) strengthened governance and social cohesion, v) gender equality and social justice, and vi) food security as the main areas of UNDP's engagement in Pakistan. The SLMP II cuts across most of these areas and thus provides a meaningful contribution to the implementation of the Common Country Programme, which explicitly mentions the Project.

2.2 Problems that the Project sought to address

As stated in the Project Document (Chapter 1.1), land degradation is a serious threat throughout Pakistan, and particularly in arid or semi-arid climatic zones in which 80% of the country is located. Pakistan's population has recently exceeded 200 million, which translates to very high population density at 260 inhabitants per km^2. 60% of the population is dependent on agriculture and poverty rates in arid and semi-arid regions are particularly high at 40%. High population densities and high poverty rates translate to very high anthropogenic pressure on fragile land resources in semi-arid and arid landscapes, as a result of which 80% of these landscapes are severely affected by desertification, degradation, drought, floods, all of which are compounded by climate change. Mountain regions are subject to heavy erosion and landslides due to deforestation and extreme weather events. In lowland areas, this contributes to the siltation of water courses and irrigation infrastructure. Arid lowland areas are subject to desertification due to removal of vegetation and shifting sand dunes. The drivers of land degradation include poor irrigation management and drainage practices, overgrazing, deforestation, cultivation on slopes, unsustainable agricultural intensification, increasing competition for water, drought, unsecure land tenure, migration/permanent settlement, population pressure and persistent poverty.

Sustainable Land Management was identified as an approach to tackle land degradation and features prominently in Pakistan's international commitment documents (e.g. UNCCD NAP) as well as in national policy. Constraints to successfully addressing land degradation through SLM were identified in the Project Document (Chapter 1.4) as i) lack of a land use policy and the non-existence of cross-sectoral land use plans, ii) land tenure discouraging the sustainable management of communal lands, iii) low levels of awareness on SLM, iv) weak institutional capacities to plan, implement and monitor SLM activities, v) lack of documented best practice examples of SLM technologies suitable in the local context, vi) vulnerability to natural hazards and climate change, particularly for marginalized social groups, vii) high poverty rates, ix) lack of government funds for SLM, and x) sectoral approach of government agencies limiting the effectiveness of SLM interventions. These constraints translate into three broad barriers that prevent the adoption of SLM, such as the i) lack of adequate landscape level policies, partnerships, coordination mechanisms and capacities for adopting landscape wide climate resilient SLM practices and approaches, ii) lack of adequate systems for land use planning and decision-making for instituting climate resilient SLM, and iii) lack of on-the-ground models of successful climate-resilient SLM implementation that prove to reduce land degradation, enhance ecosystem services and support rural livelihoods.

The SLMP II project was conceptualized to trigger transformational change by addressing the above barriers in order to prevent continued land degradation with negative impacts of ecosystem integrity, biodiversity and livelihoods. The GEF support was justified to introduce approaches to SLM novel to Pakistan that include the creation of an enabling policy environment, the integration of SLM into cross-sectoral land use planning, mainstreaming of gender inclusiveness, and the demonstration, documentation and dissemination of best practices of SLM implementation in practice. In a rare setup for the GEF, the project builds on the important lessons drawn from the GEF's earlier investment in Pakistan, the Sustainable Land Management Pilot Phase Project (SLMP I).

The 18th Amendment to the Constitution of Pakistan triggered decentralization prior to project start and has brought important changes to the institutional setup governing actions to combat desertification and land degradation. Pakistan's four provinces were given greater autonomy and the functions of a number of federal ministries were devolved to the provincial level, including agriculture, education, environment and health. In addition, the Ministry of Environment has been restructured as Ministry of Climate Change.

2.3 Project description and strategy

According to the Project Document (Chapter 2.5), the Project will assist the Government of Pakistan to achieve the long-term goal – "to combat land degradation and desertification in Pakistan" with the primary objective to "**promote sustainable management of land and natural resources in the arid and semi-arid regions of Pakistan in order to restore degraded ecosystems and their essential services, reduce poverty, and increase resilience to climate change**".

The Project objective is targeted to be achieved through three closely interconnected Outcomes that in turn will results from several Outputs generated by the Project (**Exhibit 4**) on the condition that external assumptions are fulfilled.

***Exhibit 4**: Hierarchy of project objectives (drawn from the Project Document, part III, page 56)*

Goal: To combat land degradation and desertification in Pakistan
Project objective: To promote sustainable management of land and natural resources in the arid and semi-arid regions of Pakistan in order to restore degraded ecosystems and their essential services, reduce poverty, and increase resilience to climate change
Outcome 1: Strong enabling environment at national and provincial levels supports up-scaling of SLM practices
Output 1.1: Enabling policies and institutional mechanisms for SLM are in place at federal and provincial levels and being implemented
Output 1.2: Skills for up-scaling SLM enhanced through institutionalisation of multi-tiered capacity building programme
Output 1.3: Up-scaling is enhanced through a knowledge management and outreach programme for SLM
Outcome 2: Effective, targeted, and adaptive implementation of SLM Land Use Planning & Decision Support System
Output 2.1: GIS-based participatory district and village land use plans developed and being implemented
Output 2.2: Climate-resilient SLM Decision Support System developed and implemented using GIS and Remote Sensing (RS)
Outcome 3: On-the-ground implementation of climate-resilient SLM activities is up-scaled across landscapes
Output 3.1: Local communities mobilized for up-scaling SLM activities
Output 3.2: Appropriate soil and water conservation measures and on-farm management practices are up-scaled
Output 3.3: Degraded rangelands are rehabilitated through improved management
Output 3.4: Improved dryland forest and sand-dune management restores ecosystem services, and provides new livelihood opportunities
Output 3.5: Community-financed viable local SLM funds, resource specific business plans, public-private partnerships and targeted matching grants designed and supporting up-scaling

Outcome 1 was designed to overcome the barrier of lack of adequate landscape level policies, partnerships, coordination mechanisms and capacities for adopting landscape wide climate resilient SLM practices and approaches. Accordingly, the Outcome 1 focuses on creating an enabling environment for up-scaling of SLM interventions, consisting of Outputs 1.1) the endorsement of enabling policies and the creation of institutions at federal and provincial level to support mainstreaming of SLM into land-based production sectors, 1.2) an institutionalized multi-tier capacity building programme for SLM and 1.3) an SLM knowledge management and outreach programme.

Outcome 2 was designed to overcome the barrier of lack of adequate systems for land use planning and decision-making for instituting climate resilient SLM. Accordingly, the Outcome targets the effective implementation of SLM based on land und planning and spatial Decision Support Systems. In specific it includes Output 2.1 GIS-based participatory district and village land use plans developed and implemented and Output 2.2 Climate-resilient SLM Decision Support Systems implemented.

Outcome 3 was developed to overcome the barrier of lack of on-the-ground models of successful climate-resilient SLM implementation that prove to reduce land degradation, enhance ecosystem services and support rural livelihoods. Thus, the Outcome targets on the ground implementation and up-scaling of SLM technologies. It will achieve this through five Outputs: 3.1 Local communities mobilize for up-scaling SLM, 3.2 Soil and water conservation measures and on-farm management practices, 3.3 Rangeland rehabilitation, 3.4 Dryland forest and sand-dune management, and 3.5 Community-financed SLM funds, business plans, public-private partnerships and matching grants.

As stated in the Project Document (Chapter 2.1), the SLMP II operates in four provinces, 14 districts and over 200 villages throughout Pakistan (**Exhibit 5**, **Title Page**).

Exhibit 5: *Project operation areas and MTR field sampling*

Province	District	Sampled for MTR
Baluchistan	Lasbela	No
	Kech	No
	Mastung	No
	Qilla Saifullah	Yes – CI
	Pishin	Yes – CI
Khyber Pakhtunkhwa	Dera Ismael Khan	Yes – CI
	Lakki Marwat	No
Punjab	Bhakkar	No
	Chakwal	Yes – AD
	Layyah	No
	Khushab	No
Sindh	Sanghar	Yes – AD, CI
	Tharparkar	No
	Umerkot	No

2.4 Project implementation arrangements

Project implementation arrangements are described in the Project Document (Part V). The project is funded by GEF through UNDP as GEF Implementing Agency, accountable to GEF for project delivery. UNDP thus has overall responsibility for supervision, project development, guiding project activities through technical backstopping and logistical support. The Project is implemented in the National Implementation Modality by the Ministry of Climate Change (MoCC), Government of Pakistan as the Executing Agency with overall responsibility for project execution. The MoCC implements the Project through the National Coordination Unit (NCU) under the direct supervision of the National Project Director (NPD), who is the Inspector General of Forests, Government of Pakistan. The NCU is headed by the National Project Coordinator (NPC) responsible for day to day project management and is additionally staffed with specialists in i) Policy and Capacity Building, ii) Land Use Planning and Implementation, iii) GIS, as well as a Communications and a Finance Officer. Additionally, there are officials for i) monitoring, ii) GIS and iii) accounts attached with the NCU contracted by the Government of Pakistan.

The Project Steering Committee (PSC) provides oversight and guidance to project implementation and coordinates between concerned government agencies and other stakeholders. Besides, representatives of the GEF Implementing Agency, the Executing Agency, the NCU, and of the Provinces, members of the PSC include further agencies of the federal government. The Ministry of Planning, Development and Reforms at the federal level and Planning and Development Departments at the provincial level are responsible for cross-sectoral investment programmes and for budgetary allocations. The Economic Affairs Department (EAD) provides backstopping for effective donor coordination, timely release of funds, and the employment of project staff. The Ministries of Science and Technology and of National Food Security and Research are responsible for the creation of an enabling environment for SLM in their own domains.

At the provincial level, the Project is implemented by the Provincial Planning and Development Departments (PP&DDs) through the attached Provincial Coordination Units (PCUs). The PCUs are managed by Provincial Project Coordinators (PPCs) under the supervision of the Provincial Project Directors (PPDs), who are senior officials of the PP&DDs. The NPD and PPDs are not paid by the project but are heading the programme by virtue of their positions. The PCU in Punjab is additionally staffed with officers for i) accounting and for ii) monitoring, whereas the PCU in Baluchistan has an accounts officer. Further positions in the PCUs of Khyber-Pakhtunkhwa and of Sindh have not been fillet yet, but government officials/staff are temporarily attached to them on deputation. Provincial Coordination Committees (PCC) oversee project implementation in their respective province and serve as a platform for cross-sectoral coordination.

The Implementing Partners of the Project include Provincial Line Departments (Forest, Agriculture, Water and Irrigation, Soil Conservation, Livestock). Additionally, the Project partners with academic institutions to establish degree courses on SLM and with research institutions to provide technical support to the choice of climate resilient SLM interventions.

The Project's Implementing Partners also include NGOs engaged for specific activities at the community level. Details of stakeholder roles and responsibilities as stated in the Project Document (Chapter 1.9, Table 7) and refined by the results of semi-structured interviews with key informants are provided in **Exhibit 6**.

***Exhibit 6**: Project stakeholders, roles and responsibilities (excluding GEF Implementing Agency & Project units)*

Stakeholder	Roles and responsibilities
Federal Government	
Ministry of Climate Change	The Ministry through the Office of Inspector General of Forests, who acts as the National Project Director is responsible for project execution, coordination and mobilizing project inputs. At the same time, the IGF is the national focal point for the UNCCD. Additionally, the Ministry also hosts the office of the GEF Operational Focal point, who oversees the strategic implementation of GEF support to Pakistan.
Economic Affairs Division, Ministry of Finance Planning Commission, Ministry of Planning, Development and Reforms	The EAD and the Planning Commission are responsible for providing and promoting effective donor coordination, timely releases of funds for the Project and project staff salaries. The Planning Commission is the main coordinating body for cross-sectoral investment programs and for making budgetary allocations.
Ministry of Science and Technology Ministry of National Food Security and Research	These ministries are among the few remaining at the federal level after the 18th amendment of the constitution with a stake in SLM. Their responsibility is to promote a conducive environment by mainstreaming SLM into the respective planning processes and programmes.
Provincial Governments	
Provincial Planning and Development Departments	The Provincial P&D Departments are responsible for leading the implementation of project activities in their respective provinces and for coordination of on-the ground interventions. They also provide support to mainstream SLM into the provincial policy, planning and budgetary processes. The Provincial Project Directors are senior officials of these departments.
Provincial Line Departments in the land-based sectors	The line departments provide technical and extension services for undertaking SLM activities in local communities and participate as members of the Provincial Coordination Committees.
Academic and Research Institutions	
Pir Meher Ali Shah Arid Agriculture University Rawalpindi Tando Jam Agriculture University in Sindh Barani Agriculture Research Institute	Academic and research institutions are responsible to introduce an M.Sc. course on SLM, provide technical backstopping to the introduction of SLM technologies based on latest scientific evidence, promote on-the-ground innovations in SLM and raise awareness on SLM.
NGOs	
Thardeep Rural Development Baanhn Beli Sindh Agricultural and Forestry Workers Coordinating Organization National Rural Support Programme WaterCon	NGOs are responsible for mobilizing local communities, raise awareness on SLM and for implementing certain project components at the community level.
Communities	
200 communities across four provinces, including local CBOs	Local communities are the main beneficiaries of Project investments, but also provide own resources to the implementation of SLM technologies. They implement land use planning at the community level, implement and upscale SLM technologies and establish community SLM funds.

The Project is funded by the GEF, and co-financed in cash and in-kind by the Government of Pakistan through federal ministries and provincial governments, by UNDP as the GEF Implementing Agency, and concerned CBOs with a total budget of US$ 21,871,737 (**Exhibit 1**).

2.5 Project timing and milestones

Milestone	
PIF submitted	November 29th, 2011
PIF approved	December 8th, 2011
GEF CEO Endorsement submitted	August 28th, 2013
Project document signed	May 5th, 2015
Project start (NPC hired)	August 2015
Project Inception Workshop	November 25th, 2015
Midterm review	August-October 2018
Expected date of terminal evaluation	October 1st, 2019
Closing date	April 20th, 2020

Information on the title page of the Project Identification Form (PIF) makes it evident that the document was submitted at the end of 2011 and was promptly approved by the GEF. The detailed project development took more than one and a half years and the request for CEO endorsement was submitted in August 2013. The Local Project Appraisal Committee as stated in the relevant LPAC document, was held of September 13th, 2013 after which the project approval by the Government of Pakistan took another one and a half years until May 2015, when the signature on the Project Document was dated. The PIR 2018 states October 1st, 2019 as the date of the terminal evaluation and April 20th, 2020 as the closing date. However, data sources are inconsistent as per the closing date.

3. Findings

3.1 Project strategy

3.1.1 Project design

As per Project Document (Chapter 2.2), the Project was approved under the GEF 5 Land Degradation Focal Area Strategy, Objective 2 "Forest Landscapes: Generate sustainable flows of forest ecosystem services in drylands, including sustaining livelihoods of forest dependant people", in particular 2.1 "An enhanced enabling environment within the forest sector in dryland dominated countries", and 2.2 "Improved forest management in drylands", and Objective 3 "Integrated Landscapes: Reduce pressures on natural resources from competing land uses in the wider landscape", in particular 3.1 "Enhanced cross-sector enabling environment for integrated landscape management" and 3.2 "Integrated landscape management practices adopted by local communities". Semi-structured interviews with relevant key informants and the analysis by the MTR Team uniformly confirm that the Project design remains consistent with GEF priorities.

The results of semi-structured interviews in unison agree that the project design remains consistent with national priorities. Particularly, the declared emphasis of the new Government of Pakistan to restore large tracts of forest landscapes through the Plant4Pakistan initiative further increases the relevance of the project design in the context of national priorities according to those interview partners, who discussed about the new initiative.

UNDP priorities are laid down in the UNDP Common Country Programme, which explicitly states the SLMP II in the Results and Resources Framework. The Project remains an important part of the UNDP Pakistan Environment and Climate Change project portfolio, as evidenced through two relevant interviews.

3.1.2 Strategic results framework

Relying on a review of the Project Document (Part III), the SLMP II strategic results framework was assessed against "SMART" criteria to evaluate whether the indicators and targets were sufficiently specific, measurable, achievable, relevant, and time-bound. With respect to the time-bound criterion, all targets are assumed compliant, as they are set as end-of-project performance metrics.

The MTR Team noticed discrepancies between strategic results frameworks in the UNDP-GEF Project Document signed on May 5th, 2015 and the substantially more detailed PC-1 dated January 16th, 2015 prepared by the MoCC. Whereas UNDP-GEF reporting and the present MTR take the Project Document as a reference, the NCU follows the PC-1 in project

implementation and reporting. In addition, the PC-1 consist of an "umbrella" component that contains the project strategy at the federal level and of provincial PC-1s, that are inconsistent in structure and occasionally in content with the "umbrella" PC-1. Lack of clarity over the co-financing sources of staff hire are one of the noted discrepancies. Discrepancies between the Project Document and the PC-1 are summarized in **Annex 10: Discrepancies between the UNDP-GEF Project Document and the Government of Pakistan PC-1**and MTR assessments follow the Project Document.

Project objective

Four indicators were defined at the project objective level in the Project Document (Part III), while none are stated in the PC-1. The indicators in the Project Document include 1) the area of rain-fed farmland with reduced land degradation, 2) the area of degraded forests, rangelands and shifting sand-dunes benefitting from introduced SLM techniques, 3) participation levels and increase of income in communities targeted by the Project, 4) the amount of greenhouse gas sequestered through project activities. The SMART criteria assessment of the objective level component of the SLMP II's strategic results framework is presented in **Exhibit 7**.

Exhibit 7: *SMART analysis of SLMP II strategic results framework (project objective)*

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
Objective: To promote sustainable management of land and natural resources in the arid and semi-arid regions of Pakistan in order to restore degraded ecosystems and their essential services, reduce poverty, and increase resilience to climate change							
1. Area of rain-fed farmland in target districts with reduced land degradation resulting from introduced SLM practices	100,000 ha	400,000 ha	?	Y	Y	Y	Y
2. Area of degraded forests and rangelands and shifting sand-dunes in target districts benefiting from introduced SLM techniques	a. Forests: 43,500 ha	100,000 ha	?	Y	Y	Y	?
	b. Sand-dunes: 11,700 ha	12,300 ha	?	Y	Y	Y	?
	c. Rangelands: 175,000 ha	287,700 ha	?	Y	Y	Y	N
3. Project communities are participating in SLM interventions and have increased their average household income earned from dryland farming and NRM activities as compared to baseline	a. Participating HH YR1: 5%	15%	?	Y	Y	Y	Y
	b. Av. Income: US$ 3,000	Income increased by 20%	?	?	Y	Y	Y
4. Total amount of CO_2 equivalent greenhouse gas sequestered in the target districts due to effective application of SLM practices	7 Mio tCO_2eq	Additional 20 Mio tCO_2eq	?	Y	N	Y	Y
SMART: Specific, Measurable, Achievable & Attributable, Relevant & Realistic, Time-Bound, Timely, Trackable and Targeted Green: SMART criteria compliant; Yellow: questionably compliant with SMART criteria; Red: not compliant with SMART criteria							

Based on document analysis and semi-structured interviews with two key informants, the compliance of all indicators with the "Specific" criterion was set to questionable, as none of the baselines could be reconstructed by the MTR Team. One interview indicated that baseline values were likely derived from data collected for the Poverty Reduction Strategy Paper II of Pakistan released in 2008, but the methods which were applied to collect them remain unclear and thus end-of-project targets cannot be directly related to baseline figures. Moreover, baseline figures likely refer to the year 2008 and not the project start in 2015. The MTR Team suggests that the Project should consult the Benazir Income Support Programme as well as the Pakistan Bureau of Statistics to have updated figures for the 2015 baseline level.

In the assessment of the MTR Team, Indicator 1 is not specific, as it implies a causal relationship between the introduction of SLM practices and the reduction of land degradation, which however may not be straightforward. In addition, land degradation is difficult to quantify.

Indicator 2 is divided into three components, describing progress against targets to introduce SLM technologies in a) forests, b) sand-dunes, and c) rangelands. The baselines for these indicators could not be reconstructed through document analysis and semi-structured interviews. Similarly, the PC-1 aggregated provincial end-of-project targets for SLM activities amount to 1,850 ha in forests and to 61,200 ha in rangelands, whereas the corresponding Project Document objective level end-of-project target states 56,500 ha for forests and 112,700 ha for rangelands. Semi-

structured interview and two Focus Group Discussions in unison indicated that the differences between the two targets reflect the presumed community-based up-scaling from forest nurseries and grass seed enclosures, leaving the MTR Team to conclude the questionability of the end-of-project targets for Indicators 1 and 2. Besides, the Project Document (Chapter 2.6, Table 8) foresees monitoring of these indicators using satellite image analysis. Two key informants agreed that the detectability of very young plantations using remote sensing requires high-resolution remote sensing images that are very costly to procure. Even with their use, rangeland improvement activities and first or second-year afforestation are not detectable through remote sensing. Therefore, the MTR Team concluded that the Indicator does not comply with the Trackability criterion.

Indicator 3.a is missing its baseline and has instead referenced a target for year 1. According to personal observation of the MTR Team, the measurability of Indicator 3.b is questionable, as income figures are involuntarily shared sensitive data that carry potential bias. The MTR Team considers the target for Indicator 3.b unrealistic, given that project activities will accrue short-term income benefits for a relatively small proportion of the population in the targeted communities and the range of these beneficiaries will only be expanded gradually.

Indicator 4 has a baseline of unknown origin and an unrealistic target. The MTR Team calculated the carbon sequestration potential of SLMP II activities using the USAID AFOLU Carbon Calculator[7] that qualifies under UNFCCC Clean Development Mechanism methodologies to provide tier 2 data of carbon sequestration. Accordingly, the SLMP II forest (1,850 ha) and rangeland (61,200 ha) rehabilitation activities have a carbon sequestration potential of 180,000 tCO_2eq (results annexed in a separate file), assuming three years as the mean age of maturity of activities at project end. The activities implemented on farmland (establishment of water harvesting ponds, water management and irrigation structures) will not lead to additional carbon sequestration and carbon benefits from nursery development, shelter belts and solar pumps were neglected in the calculation. Even if calculations are based on the end-of-project targets of the objective level indicators, additional 20 million tCO_2eq remain far outside reasonable targets. Carbon sequestration rates for the 56,500 ha of dryland forests may be estimated at 5 tCO_2/ha/year, while for the 112,000 ha of rangelands at 1 tCO_2/ha/year. Assuming a mean establishment time of the interventions at midterm, the total realistic end-of-project target for carbon sequestration is additional 986,250 tCO_2eq. Even, if the end-of-project target refers to the usual 20-year targets for carbon projects that considers permanence, carbon sequestration cannot exceed 7.8 million tCO_2eq.

Outcome 1

The Project Document (Part III) defines three indicators under Outcome 1, including 5) the number of provincial land use policies under implementation, 6) the number of sectoral policies that integrate SLM principles, and 7) the establishment of Desertification Control Cells as institutions that are mandated to carry SLM at national and provincial levels (**Exhibit 8**). According to personal observation of the MTR Team, human capacity, effective knowledge management and institutional maturity are important components of an enabling environment to support the upscaling of SLM, but no indicator captures these aspects.

Exhibit 8: *SMART analysis of SLMP II strategic results framework (Outcome 1)*

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
Objective: Strong enabling environment at national and provincial levels supports up-scaling of SLM practices							
5. Number of provincial land use policies with SLM and NAP mainstreamed, being implemented	0	3 provincial land use policies owned by Provincial P&D Departments	Y	?	Y	Y	Y
6. Number of key sectoral policies, especially agriculture and forests address desertification issues and SLM principles	0	LD issues and SLM principles integrated into sectoral provincial policies on agriculture and forests in all 4 provinces	?	Y	Y	Y	Y

[7] USAID and Winrock International, 'USAID AFOLU Carbon Calculator' <http://afolucarbon.org/> [accessed 3 February 2018].

Exhibit 8: *SMART analysis of SLMP II strategic results framework (Outcome 1)*

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
7. Functioning National & Provincial Desertification Control Cells	National & provincial coordination units established during SLMP Phase I	1 National and 4 Provincial Coordination Units converted into respective Desertification Control Cells by the end of YR1	Y	?	Y	Y	N
SMART: Specific, Measurable, Achievable & Attributable, Relevant & Realistic, Time-Bound, Timely, Trackable and Targeted Green: SMART criteria compliant; Yellow: questionably compliant with SMART criteria; Red: not compliant with SMART criteria							

According to personal observation of the MTR Team and the results of an interview with the concerned key informant, Indicator 5 is not specific, as the ownership over a policy is vaguely defined.

According to the MTR Team and the key interview partner, Indicator 6 is not specific, as it does not explicitly limit the sectoral policies to agriculture and forests, whereas the end-of-project target does this. While the end-of-project target implicitly quantifies eight sectoral policies (2 policies - agriculture and forest - in four provinces), the indicator does not specifically state this, leaving potential room for misinterpretation. At the same time, the end-of-project target excludes other potentially relevant policies, such as water, livestock, drought, climate change and rangeland policies.

In the personal observation of the MTR Team, Indicator 7 did not meet the measurable criterion, as it does not specify what a "functioning" Desertification Control Cell entails. DCC functionality should be measured by the degree of fulfilling its mandate; i.e. the number of guidelines developed and applied for mainstreaming SLM principles into provincial and sectoral development planning and budget allocations, the level of implementation of a common monitoring and evaluation system for SLM in compliance with Pakistan's UNCCD commitments defined in the NAP, and the number of guidelines for land allocation to different land uses developed and applied. The Indicators is not timely, at it is defined as a target for end of year 1 instead of the end of the project.

Outcome 2

The Project Document (Part III) defined two indicators under Outcome 2, including 8) the number of district land use plans implemented, and 9) the operationality and utility of the SLM Information System and of the DSS. The SMART assessment of these indicators is presented in **Exhibit 9**.

Exhibit 9: *SMART analysis of SLMP II strategic results framework (Outcome 2)*

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
Objective: Effective, targeted, and adaptive implementation of SLM Land Use Planning & Decision Support System							
8. Number of integrated participatory district level SLM land use plans being implemented developed with the participation of key sectoral representatives and NGOs/CBOs	0	At least 4 districts are implementing land use plans integrating SLM	N	Y	Y	Y	Y
9. SLM Information System and Decision Support System operational and being used	0	Systems operational and being used in 2 provinces	?	N	Y	Y	Y
SMART: Specific, Measurable, Achievable & Attributable, Relevant & Realistic, Time-Bound, Timely, Trackable and Targeted Green: SMART criteria compliant; Yellow: questionably compliant with SMART criteria; Red: not compliant with SMART criteria							

Indicator 8 aims to capture the functionality of a land use planning system up to the district level. According to personal observation of the MTR Team, the implementation of district land use plans does not automatically imply that subordinate village land use plans are implemented.

Indicator 9 aims to capture the functionality and utilization of provincial SLM Information Systems and Decision Support Systems. According to personal observation of the MTR Team, the utilization of these systems needs to be measured by the number of online hits, the number of land allocation decisions taken based on the systems or a similar measurable indicator. The indicator is not fully specific, as the SLM Information System is a component under Outcome 1 in the strategic results framework.

Outcome 3

Five indicators, several of which have sub-ordinate indicators, capture progress towards the achievement of Outcome 3 according to the Project Document (Part III). These include 10) community participation in SLM activities, 11) engagement in the implementation of soil and water conservation, 12) engagement in rangeland restoration, 13) engagement in forest restoration, and 14) community engagement into sustainable financing of SLM interventions and into businesses relying on SLM. The SMART assessment based on document analysis and personal observation of these indicators is presented in

Exhibit 10: *SMART analysis of SLMP II strategic results framework (Outcome 3)*

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Exhibit 10: *SMART analysis of SLMP II strategic results framework (Outcome 3)*

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
Objective: On-the-ground implementation of climate-resilient SLM activities is upscaled across landscapes							
10. Number of villages and households in target districts participating in SLM activities	a. 63 villages	400 villages	N	Y	Y	Y	Y
	b. 2,300 households	12,500 households	?	Y	Y	N	Y
11. Number of farms in target districts implementing soil and water conservation measures and on-farm management practices	12,600 farmers	28,400 farmers	?	Y	Y	Y	Y
12. % of livestock owners in target districts participating in agreements to restore degraded rangelands	2%	10%	?	Y	Y	Y	Y
13. % of households participating in agreements to restore degraded dryland forests	1%	5%	?	Y	Y	Y	Y
14. Number of community-financed viable local SLM funds, resource specific business plans, public-private partnerships and targeted matching grants designed and supporting upscaling	a. 5 funds	49	?	Y	Y	Y	Y
	b. 1 business plan	8	?	Y	Y	Y	Y
	c. 1 PPP	7	?	Y	Y	Y	Y
	d. 3 grants	50	?	Y	Y	Y	Y
SMART: Specific, Measurable, Achievable & Attributable, Relevant & Realistic, Time-Bound, Timely, Trackable and Targeted Green: SMART criteria compliant; Yellow: questionably compliant with SMART criteria; Red: not compliant with SMART criteria							

The MTR Team was unable to reconstruct indicator baselines using document analysis and interviews with key informants and therefore assessed their specificity as questionable, since a direct comparison with end-of-project targets is not appropriate. Based on personal observation of the MTR Team, the end-of-project targets for Indicator 10 (particularly 10.b), 11, are 13 are not ambitious, considering the financial resources devoted to the Project. For such a project, the end project target should be 100,000 plus.

Indicator 10 captures community participation in SLM through the number of villages and the number of households engaged in implementing SLM activities. Based on personal observation of the MTR Team, the term “village” is not specific, as it may mean revenue village, which is a cluster of small hamlets, but it also may mean the hamlets themselves. While the number of villages is a relevant indicator, the number of households is largely redundant with the three subsequent indicators (Indicator 11: number of farms engaged in soil conservation, Indicator 12: percentage of livestock owners participating in rangeland restoration agreements, and Indicator 13: percentage of households participating in dryland afforestation activities). In addition, Indicator 13 is not specific as it does not define, whether the figure refers to the community or the district level. However, the MTR Team assumes that the indicators refers to the % of households in target districts.

Gender mainstreaming and social inclusion

The UNDP's Environmental and Social Screening template was completed for the Project during the preparatory phase on August 25th, 2013, and a signed copy was made available to the MTR Team. The Environmental and Social Screening summary placed the Project both in categories 2 (potential environmental and social impacts, primarily undetectable) and 3a (limited impacts and risks that are identifiable and manageable applying best practices).

In specific, the screening identified minimal environmental risks, posed by i) land use planning that may not be informed by an appropriate social and ecological understanding of the area and may thus lead to negative impacts on forests and natural resources, and ii) the choice of SLM technologies and particularly the wise use of fertilizers propagated by the Project, which holds a remnant risk associated with chemical fertilizers. In terms of social risks, the screening identified iii) the potential of gender discrimination that may arise from a cultural bias in female representation, which in turn may lead to gender inequalities in decision-making and in benefitting from the Project, iv) project interventions potentially restricting access to natural resources with disproportionate impact on disadvantaged groups, and v) the potential increase in dependence on agriculture as livelihoods base resulting from improved agricultural production.

The proposed remedial actions included a) cross-sectoral land use planning based on broad stakeholder (incl. female) participation, b) incorporation of social and environmental risks in the risk description section of the Project Document and regular be updates in ATLAS risk log, c) specification of the engagement of women and disadvantaged groups in the stakeholder engagement plan to be prepared during inception phase, and d) close monitoring of social and environmental project impacts and related adaptive management during project implementation.

The risks and the remedial actions identified in the screening were understandable and are considered to be valid by the MTR Team. However, follow-up on the proposed remedial measures was inconsistent for b) where neither the concerned Project Document section 2.6 "Key indicators, risks and mitigation strategy for risks", nor the ATLAS risk log identify social and environmental risks. According to document review and key informants, for c) no stakeholder engagement plan was prepared, but instead the Project's Advocacy and Communication Strategy contained concrete provisions to promote female participation in project activities. Additionally, PIRs stated adaptive management measures to mitigate risk ii). In spite of gender specific risks identified, the Project's Strategic Results Framework did not include gender specific indicators. No gender analysis was completed for the project, even though it was planned according to the PIR 2017 and its completion was indicated for 2018 by an interview with a key informant. Document analysis by the MTR Team did not identify the mainstreaming of other broader developmental objectives into the Project's Strategic Results Framework.

3.2 Progress towards results

3.2.1 Progress towards outcomes analysis

Objective: To promote sustainable management of land and natural resources in the arid and semi-arid regions of Pakistan in order to restore degraded ecosystems and their essential services, reduce poverty, and increase resilience to climate change.	
Progress towards achieving the project objective is rated as:	**Moderately satisfactory**

The Project had a delayed start and continues to suffer from administrative complexities, particularly related to financial disbursement, as evidenced in unison by two Focus Group Discussions, key informant interviews and document analysis. Nevertheless, document analysis and personal observation confirm that the Project managed to deliver substantial results towards the achievement of the project objective, as summarized in **Exhibit 11**. Progress towards two objective level indicators could not be assessed, as the concerned indicators were not monitored by the Project. Therefore, the rating "moderately satisfactory" is conservatively assigned for Progress towards achieving the project objective.

***Exhibit 11**: Progress towards results (Project Objective)*

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	**2015**	**2018**	**Aug 2020**	
1. Area of rain-fed farmland in target districts with reduced land degradation resulting from introduced SLM practices	100,000 ha*	279,590 ha**	400,000 ha	**On target to be achieved**

2. Area of degraded forests and rangelands and shifting sand-dunes in target districts benefiting from introduced SLM techniques	a. Forests: 43,500 ha*	81,610 ha**	100,000 ha	**On target to be achieved**
	b. Sand-dunes: 11,700 ha*	11,700 ha**	12,300 ha	**Not on target to be achieved**
	c. Rangelands: 175,000 ha*	214,175 ha**	287,700 ha	**Marginally on target to be achieved**
3. Project communities are participating in SLM interventions and have increased their average household income	a. Participating HH YR1: 5%*	10%**	15%	**On target to be achieved**
	b. Av. Income: US$ 3,000*	No data	Income increased by 20%	**Not able to assess**
4. Total amount of CO_2 equivalent greenhouse gas sequestered in the target districts due to effective application of SLM practices	7 Mio tCO_2eq*	No data	Additional 20 Mio tCO_2eq	**Not able to assess**

*Questionable baseline or end target

**No substantive evidence of verification due to weak monitoring system & discrepancy Project Document/PC-1 (for details refer to Annex 10)

According to document analysis of the PIRs and a key informant, project reporting does not aggregate data at the level of indicators defined in the strategic results framework. Instead, the PIRs report spatial achievements at the activity level as specified in the strategic results framework of the PC-1 (e.g. number of ha served by water harvesting ponds, number of ha of fruit orchards established, number of ha of oasis forests established, number of ha of energy plantations established, etc.). From these records inconsistently reported against indicators, the MTR Team aggregated the area benefitting from SLM practices attributable to rainfed farmland (Indicator 1), forests (Indicator 2.a), sand dunes (Indicator 2.b), and rangelands (Indicator 2.c). The assessment of spatial achievements reported in the PIRs could not be transparently demonstrated to the MTR Team, neither through the analysis of available documentation, nor through the four concerned interviews and the two concerned Focus Group Discussions, raising questions about the credibility of the reported figures (for details see Chapter 3.3.4).

From the data reported in the PIR 2018, the MTR Team reconstructed the midterm status of Indicator 1 as 279,590 ha, which includes the baseline of 100,000 ha of unknown origin, as referenced in the Project Document (Part III).

Similarly, the MTR Team summarized the area of forest restoration activities derived from the PIR 2018 with 38,011 ha. Adding the questionable baseline of 43,500 ha, the resulting midterm status of Indicator 2.a is 81,610 ha, which puts the indicator well on track to achieve its targets. According to a key informant and personal observation, the Project has not initiated any SLM activities to stabilize sand dunes. Therefore, the MTR status of Indicator 2.c was set equivalent to the questionable baseline and progress towards results was assessed as not on target to be achieved. The MTR Team aggregated the Project's progress towards the target of SLM interventions on rangelands to be 73,525 ha. Adding the baseline, the midterm status of Indicator 2.c is 287,700 ha, which puts the indicator on track to be achieved.

The PIR 2018 reports 10% household participation in SLM activities in target districts, which puts Indicator 3.a on track to achieve its end-of-project target of 15%. Based on document analysis and three unanimous interviews, the Project has not collected any data on indicator 3.b, even though a marked rise in income was evidently reported to the MTR Team in Focus Group Discussions in three participating villages and interviews with key informants in further four villages. The MTR Team considers that due to lack of monitoring the indicator, it is not possible to assess progress towards the achievement of the end-of-project target.

Indicator 4 measures greenhouse gas sequestration in terms of tones of CO_2 equivalent attributable to SLM activities implemented by the Project. According to a key informant, the Project has not collected any information on this indicator and no capacities are present to follow up on this any time soon. Given the lack of data, the MTR Team concluded that it is not possible to assess progress towards the end-of-project target.

Outcome 1: Strong enabling environment at national and provincial levels supports up-scaling of SLM practices.	
Progress towards achieving Outcome 1 is rated as:	**Moderately satisfactory**

Indicative budget in the Project Document: US$ 669,994.00

Revised budget: US$ 1,406,755.00

Actual costs incurred to this Outcome until MTR (September 15th, 2018): US$ 649,881.13

Based on unanimous agreement of four interviews, instead of provincial Integrated Land Use Policies, the Project drafted provincial SLM policies that provide guidance to mainstream SLM into relevant provincial sectoral policies. At the same time, interviews and document analysis confirm progress towards the establishment of Desertification Control Cells at the National level and in Punjab Province, and a delay in other provinces (for details refer to **Exhibit 12)**. Overall, the progress towards achieving Outcome 1 is considered moderately satisfactory by the MTR Team.

***Exhibit 12**: Progress towards results (Outcome 1)*

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	**2015**	**2018**	**Aug 2020**	
5. Number of provincial land use policies with SLM and NAP mainstreamed, being implemented	0	4 draft provincial SLM policies awaiting endorsement by Provincial Governments	4 provincial land use policies owned by Provincial P&D Departments	**Not on target to be achieved**
6. Number of key sectoral policies, especially agriculture and forests address desertification issues and SLM principles	0	0	LD issues and SLM principles integrated into sectoral provincial policies on agriculture and forests in all 4 provinces	**Marginally on target to be achieved**
7. Functioning National & Provincial Desertification Control Cells	National & provincial coordination units established during SLMP Phase I	National DCC established on project mode, 1 Provincial DCC notified (Punjab), 3 lagging behind with staffing (Sindh, Baluchistan, KPK)	1 National and 4 Provincial Coordination Units converted into respective Desertification Control Cells by the end of YR1*	**Marginally on target to be achieved**

*Questionable end target

Output 1.1 Enabling policies and institutional mechanisms for SLM are in place at federal and provincial levels and being implemented

According to the Project Document (Chapter 2.5), the Project targets i) the endorsement/approval of provincial integrated land use policies mainstreaming SLM, and ii) the mainstreaming of SLM principles into provincial sectoral policies with particular importance for land use (i.e. agriculture and the forest policies) and iii) the establishment of Desertification Control Cells at the federal and provincial levels, in order to put enabling policies and institutional mechanisms for SLM in place.

Integrated Land Use Policies

According to interviews with three key informants and document analysis, the Project took a two-stage approach for i). Initially, Integrated Land Use Policy Frameworks at the provincial level were developed to provide a strategic structure for developing Integrated Land Use Policies at provincial level by specifying the policy environment, the contents, which the policies target to regulate and the policy process. The frameworks were completed based on a series of stakeholder consultations.

Interviews with two key informants indicated that the Project encountered challenges in pursuing the Integrated Land Use Policies and instead decided to focus on provincial Integrated Sustainable Land Management Policies (ISLMP) as a second step. These policies are to guide sustainable land management in four provinces, providing for guidance on technical and administrative measures as well as guidelines to mainstream SLM principles into sectoral policies to ensure optimal utilization of land resources. The Project supported the development of drafts for four provincial policies based

on a series of stakeholder consultations. At MTR, the policies were in stage of finalization of the drafts, with final stakeholder comments being incorporated. The Sindh provincial government lamented the shift of focus from Land Use Policies to ISLMPs and expressed concern about the thoroughness of past stakeholder consultations, which the Project is working on resolving in consultation with the concerned departments. Four key informants indicated that given the large number of existing draft policies that have not been endorsed over long periods in the past, progress towards the achievement of the end-of-project target for Indicator 5 needs to be interpreted with care.

Document analysis and key informant interviews confirm that the ISLMPs account for a number of provisions as stipulated for the Integrated Land Use Policies in the Project Document. *However, four out of six key informants acknowledge (some) differences in the focus between the two types of policies, which additionally became evident through document analysis. In the assessment of the MTR Team, the ISLMPs do not meet the fundamental objective of Land Use Policies for "integrating land use planning into development planning in the provinces" (Project Document, page 36, bullet point 4), since they propose to introduce land use planning as a separate sectoral approach for each concerned sector." Even though the adaptive management change of focusing on ISLM Policies instead of Land Use Policies was done in consultation with UNDP, the MTR Team considers that it would have required thorough documentation e.g. in the PIRs.* The Project Document called for integrated land use policies to be developed in the four provinces to guide land access, conversion and allocation to different uses based on their suitability as defined through an institutionalized process of land use planning (Chapter 2.5, page 36). However, the ISLMPs provide for a set of guidelines to mainstream SLM into the agriculture, livestock, local government, housing, forest, protected areas, wetland management, rangeland, irrigation, and environment sectors. While the ISLMPs state land use planning as a recommended tool under each sector, they do not introduce land use planning as an integrated, cross-sectoral planning tool. In the opinion of the MTR Team, this shift in focus potentially jeopardizes the sustainability of land use planning under Outcome 2. Furthermore, the recommendations of the ISLMPs for the sectorial introduction of land use planning may reinforce the barrier of uncoordinated, sectoral approaches to land management that the Project aims to overcome. Discrepancies between the objectives of Integrated Land Use Policies as stipulated in the Project Document and the ISLMPs as prepared by the Project are presented in **Exhibit 13**.

***Exhibit 13**: Discrepancies between the objectives of Provincial Integrated Land Use Policies as foreseen in the Project Document and Provincial Integrated Sustainable Land Management Policies as delivered by the Project*

Integrated Land Use Policies	Integrated Sustainable Land Management Policies	Match
• Guide the use and development of land according to its suitability	• Promoting sustainable land use of the available land cover • Arresting degradation of land cover and land uses	✓
• Cater to the needs of the industrial and housing development sector, which consume some of the most productive land	• Categorizing land use for proper land use and land cover contributing to sustainable land use	?
• Guide sectoral policies (e.g. agriculture, forest, rangeland, environment, human settlement, tourism, etc.) in dealing with land and water	• Linking various policies' measures to provide a common platform for address land use and land cover issues	✓
• Integrate land use planning into development planning	• N/a	-

Mainstreaming of SLM into key provincial sectoral policies

As per three key informants and document analysis, the revision process to mainstream SLM principles into provincial sectoral policies, particularly for agriculture and forests was started through the drafting of the provincial Integrated Sustainable Land Management Policies that contain guidelines for sectoral policies to mainstream SLM. The four PCUs will initiate the revision of relevant sectoral policies once the ISLMPs have been finalized. Given the sequential programming and the fact that the revision process has not yet started makes the achievement of the end-of-project target for Indicator 6 more challenging than anticipated in the interpretation of the MTR Team.

Desertification Control Cells

The Project Document (Part III) defines the establishment of Desertification Control Cells at national and provincial levels as a target for the end of year 1. As opposed to that, the PC-1 defines the establishment as an end-of-project target, preceded by a sequential recruitment of various staff positions. As evidenced by five key informants and document analysis the establishment of the Desertification Control Cells is on track with the milestones defined in the PC-1 at the

federal level and in Punjab. In Baluchistan and Khyber-Pakhtunkhwa, the recruitment of staff positions is behind schedule, while in Sindh no steps towards the establishment of the Cell has been set.

Output 1.2 Skills for up-scaling SLM enhanced through institutionalisation of multi-tiered capacity building programme

The Project capacity building contents are summarized in the Field Based Training Manual. The document provides a very thorough overview of knowledge contents, but does not provide instructions on training objectives, methodology´0ß0ßßßßßßßßand didactics of capacity building.

Capacity building for professionals

In each Province, the Project conducted two to three trainings of one to three days each for professional staff of Provincial Line Departments, as confirmed by two key informants and two Focus Group Discussions. The trainings focused on land degradation, water management, control of wind and water erosion, Integrated Natural Resource Management for SLM focused on water resources, basics of hydrology, Integrated Water Resource Management, rainwater harvesting, irrigation technologies, Climate and Water Smart technologies, control of land degradation and desertification, control of wind and water erosion, drip irrigation, rod kohi management, etc. In total, the Project has trained 316 officials across the four provinces. Training events for professionals are well documented in training reports. For details of capacity building for professionals refer to **Annex 7: Rating scales**

Ratings for progress towards results:

Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as "good practice".
Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Moderately Satisfactory (MS)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
Moderately Unsatisfactory (MU)	Project is expected to achieve its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.
Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (U)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

Ratings for project implementation and adaptive management:

Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for sustainability (one overall rating):

Likely (L)	Negligible risks to sustainability, with key Outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
Moderately Likely (ML)	Moderate risks, but expectations that at least some Outcomes will be sustained due to the progress towards results on Outcomes at the Midterm Review
Moderately Unlikely (MU)	Significant risk that key Outcomes will not carry on after project closure, although some outputs and activities should carry on
Unlikely (U)	Severe risks that project Outcomes as well as key outputs will not be sustained

Annex 8: Capacity building, knowledge management and awareness .

The Project Document (Chapter 2.5) foresees the creation of a formal certifiable SLM in-service training program consisting of at least 15 training courses and with clear competence standards and accreditations for government professionals. According to document analysis, two against one key informants and personal observation of the MTR Team, the Project's capacity building efforts do not follow an institutionalized approach as part of an overall capacity building curriculum.

The Project would benefit from developing an institutionalized training programme as stipulated in the Project Document. This training programme should be developed in collaboration with accredited federal and provincial in-service training institutions of government departments and mainstreamed into the agenda of these institutions to ensure their sustainability.

Capacity building at grassroots level

Capacity building at the grassroots level focused on a range of locally relevant topics. The pool of capacity building topics included the concept of SLM, drivers and issues of land degradation, restoration options, practical approaches to SLM in dryland regions, soil pollution, species diversification, indicator species, rainwater harvesting, irrigation technologies, integration of climate and water smart technologies, rainwater harvesting, high-efficiency irrigation systems, drip irrigation, water conveyance systems, nursery management, rangeland management, integrated pest management, soil conservation, check dams, etc. In total, the Project built the capacities of 1198 farmers as indicated by document analysis, one Focus Group Discussion and two key informants (**Annex 8: Capacity building, knowledge management and awareness**).

Master's course in SLM

The Project signed an MoU with Pir Meher Ali Shah Arid Agriculture University Rawalpindi in July 2017 to develop a M.Sc. course on SLM by December 2018. The course will be offered from the academic year 2019/20 onwards as evidenced by one interview.

Output 1.3 Up-scaling is enhanced through a knowledge management and outreach programme for SLM

The Output aims at strengthening the knowledge base, establishing a knowledge sharing mechanism among professionals and practitioners, and to maximize the outreach of the gained knowledge. The Output is implemented through a number of approaches, most of which the Project made good progress on.

SLM Network

The Project established SLM Networks in all four provinces between late 2016 and late 2017. The SLM Networks serve as a platform for information and knowledge sharing and coordination across SLM stakeholders consisting of government, research and academia, NGOs, external donors and community representatives. Most SLM Networks had a constituting meeting so far. Additionally, SLM Network events are supported by field demonstration days, where network members review land degradation problems and SLM best practices in the field (**Annex 8: Capacity building, knowledge management and awareness**). According to unanimous agreement between three interview partners and a Focus Group Discussion, the SLM Networks are very successful and considered to be a unique opportunity for cross-sectoral coordination and exchange on knowledge by professional staff of Implementing Partners and other practitioners. However, most SLM Networks show infrequent activity as evidenced by document analysis and their sustainability is not ensured. It would be advisable to shift the coordination function of the SLM Networks to the Desertification Control Cells and to secure regular government finance to fund network activities.

SLM Information System

According to the Project Document (Chapter 2.5), the SLM Information System will be a web-based portal at national and provincial levels, i) to disseminate information about the Project, relevant policies, plans, guidelines, technical documentation, capacity building, awareness events, etc. Additionally, the SLM Information System ii) should include a web-based GIS spatial and numeric database on the extent of land degradation and desertification, mapping of socio-economic data, establishing baselines and GIS-based land use planning at the proposed project areas.

The Project has prepared a website (www.slmp.com.pk), which contains important information on project objectives, implementation arrangements and its outputs. Additionally, it also serves as a repository for SLM documents, such as Pakistan's UNCCD NAP, etc. However, the website does not contain the specified web-GIS interface. The MTR Team suggests that the SLM Information System should be updated with the web-GIS interface to provide all available spatial information on land degradation, SLM interventions and land use plans available throughout Pakistan.

Documentation of indigenous knowledge

The Project produced a report with detailed documentation of indigenous knowledge related to traditional best practices of SLM. In several instances, the Project proposed the propagation of these best practices in the field, as indicated by two key informants.

Field demonstration days

The Project organized field demonstration days in each Province with participation of government technical staff, NGOs, community representatives and academic and research organization according to the information provided by the NCU in **Annex 8: Capacity building, knowledge management and awareness** . Two interview partners agreed that these events proved very useful in demonstrating best practices and sharing of experience and knowledge between project stakeholders.

Workshops/seminars

The Project organized a number of seminars as platforms to enable exchange of knowledge and to raise awareness on various topics related to SLM. These included events on the UNCCD on the World Day to Combat Desertification conducted at Tando Jam Agriculture University in Sindh and at Pir Meher Ali Shah Arid Agriculture University Rawalpindi as indicated by a key informant. Two further informants stated that these seminars contained special events targeted at the media (**Annex 8: Capacity building, knowledge management and awareness**).

Awareness raising

Document review indicated that the Project produced 13 press releases on the observation of the World Day to Combat Desertification, on Steering Committee meetings, seminars and training workshops. Additionally, the Project produced 14 high-quality videos on various aspects of SLM in different geographic settings of the four Provinces and conducted specific awareness raising events (**Annex 8: Capacity building, knowledge management and awareness Error! R eference source not found.**).

Outcome 2: Effective, targeted, and adaptive implementation of SLM Land Use Planning & Decision Support System.	
Progress towards achieving Outcome 2 is rated as:	**Moderately satisfactory**
Indicative budget in the Project Document:	US$ 499,330.00
Revised budget:	US$ 611,544.00
Actual costs incurred to this Outcome until MTR (September 15th, 2018):	US$ 293,778.26

Until the MTR, the Project put moderate emphasis on achieving targets under Outcome 2. As evidenced by the relevant documents and confirmed by four interview partners, the Project developed final drafts of three and is in the process of finalizing one further District Land Use Plan whereby it is considered to be marginally on track to achieve the end-of-project target for Indicator 8. Furthermore, a detailed concept note was prepared for the development and operationalization of the SLM Information and Decision Support System, which the MTR Team considers to be insufficient progress towards the achievement of the end-of-the project target for Indicator 9 (**Exhibit 14**).

***Exhibit 14**: Progress towards results (Outcome 2)*

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	**2015**	**2018**	**Aug 2020**	
8. Number of integrated participatory district level SLM land use plans being implemented developed with	0	3 district land use plans developed, to be approved	At least 4 districts are implementing land	**Marginally on target to be achieved**

***Exhibit 14**: Progress towards results (Outcome 2)*

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	**2015**	**2018**	**Aug 2020**	
the participation of key sectoral representatives and NGOs/CBOs		1 under preparation	use plans integrating SLM	
9. SLM Information System and Decision Support System operational and being used	0	SLM IS & DSS concept note developed	Systems operational and being used in 2 provinces	**Not on target to be achieved**

*Questionable or missing baseline or end target

Output 2.1: GIS-based participatory district and village land use plans developed and being implemented

The Project prepared guidelines for the preparation of District and Village Land Use Plans and additionally supported capacity building of CBOs to prepare Village Land Use Plans (VLUPs). Of the targeted 200 villages, VLUPs were drafted in 68 villages as per information obtained from the NCU. At the time of the MTR, the VLUPs were not formally approved by district authorities and the visited communities did not have a copy of their VLUP, as unanimously evidenced by two Focus Group Discussions and four key informants. District Land Use Plans (DLUPs) were drafted for Districts Bhakkar, Kech, Mastung, and Dera Ismael Khan based on stakeholder consultations with district authorities and district line departments as indicated by one key informant. The ownership of these plans by the District Authorities (Deputy Commissioner and Assistant Commissioner (Revenue) and by the concerned communities was not yet ensured at the time of the MTR also as evidenced by one key informant.

While it is not the scope of the MTR to review the technical content of the land use plans, the MTR Team notes that even though the plans thoroughly assess land degradation issues and trends, they lack important features of operationalization that include: i) institutionalized governance mechanisms, ii) an action plan with clear responsibilities, time frames and resource requirements identified, iii) an agreed set of by-laws that govern land use and land allocation for development activities, and iv) monitoring and evaluation and review mechanisms.

Output 2.2: Climate-resilient SLM Decision Support System developed and implemented using GIS and Remote Sensing

The SLMP II developed a detailed concept note for the SLM Decision Support System. The concept note outlines the specifications of the SLM DSS with a high level of detail, including needs assessment, dataset requirements, the development of the DSS application and its integration, geodatabase, training and support requirements. The concept note can be directly converted into a Terms of Reference to procure services for the development of the DSS. However, as per two key informants, this has not yet been done and progress is further constrained by the unwillingness of the custodians of GIS, remote sensing and other data including the Meteorological Department, Pakistan Forest Institute, Soil Survey of Pakistan, Geological Survey of Pakistan, Provincial Agriculture, Irrigation and Forest Departments, as well as National and Provincial Disaster Management Authorities to share these with the Project.

Outcome 3: On-the-ground implementation of climate-resilient SLM activities is up-scaled across landscapes.	
Progress towards achieving Outcome 3 is rated as:	**Moderately satisfactory**
Indicative budget in the Project Document:	US$ 2,307,968.00
Revised budget:	US$ 1,585,818.00
Actual costs incurred to this Outcome until MTR (September 15th, 2018):	US$ 866,773.76

The Project put strong emphasis towards on-ground implementation of SLM activities in communities, even though the budget was substantially reduced, as evidenced by a key informant. Most targets of community participation in SLM activities is on target to be achieved. However, the Project has not yet started to ensure the financial sustainability of SLM in the concerned communities. The achievements of targets under Outcome 3 are summarized in **Exhibit 15**. The MTR Team could not ascertain the transparent aggregation and monitoring by the Project of the figures reported in the PIRs under Indicators 10-13.

***Exhibit 15**: Progress towards results (Outcome 3)*

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	**2015**	**2018**	**Aug 2020**	
10. Number of villages and households in target districts participating in SLM activities	a. 63 villages*	250**	400	**On target to be achieved**
	b. 2,300 households*	8,400**	12,500	**On target to be achieved**
11. Number of farms in target districts implementing soil and water conservation measures and on-farm management practices	12,600 farmers*	23,130**	28,400	**On target to be achieved**
12. % of livestock owners in target districts participating in agreements to restore degraded rangelands	2%*	5%**	10%	**On target to be achieved**
13. % of households participating in agreements to restore degraded dryland forests	1%*	3%**	5%	**On target to be achieved**
14. Number of community-financed viable local SLM funds, resource specific business plans, public-private partnerships and targeted matching grants designed and supporting up-scaling	a. 5 funds*	No progress	49	**Not on target to be achieved**
	b. 1 business plan*	No progress	8 business plans	**Not on target to be achieved**
	c. 1 PPP*	No progress	7 PPPs	**Not on target to be achieved**
	d. 3 grants*	No progress	50 grants	**Not on target to be achieved**

*Questionable or missing baseline or end target

**No substantive evidence of verification due to weak monitoring system

Under this Outcome, the Project focus lay on water conservation measures through improved irrigation using solar pumps, sprinkler irrigation, improved rod-kohi management etc., on forest landscape restoration using dryland afforestation, and rangeland improvement through rotational grazing (for which however the MTR Team found no evidence in the field), sowing of improved fodder, etc.

At the time of the MTR, the Project had initiated SLM activities in 187 villages and 6,100 households, raising the total number of villages to 250 and the number of households to 8,400, which puts the Indicator 10 on track to achieve the concerned end-of-project targets.

According to data of the PIR 2018, the Project engaged 10,530 farms into soil and water conservation activities on farmland, which raised the total number to 23.130 – well on track to achieve the end-of-project target for Indicator 11.

The proportion of livestock owners participating in rangeland management agreement were reported to have risen from 2% to 5% in the project districts, on track to achieve the 10% end-of-project target for Indicator 12.

Similarly, the proportion of households in project districts, who participate in dryland forest restoration is reported to have risen from 1% to 3%, which puts Indicator 13 on track to achieve the end-of-project target.

Activities towards achieving the end-of-project targets of Indicator 14 have not been initiated yet, given that CBOs need further strengthening before they can engage on economic activities. Therefore, the MTR Team had to provide "not on target to be achieved" as an assessment.

The MTR mission reviewed project activities in the field in all four provinces:

In Sindh, the MTR visited visited Raj Muhammad Rajar and Chato Mangrio in Sanghar District. In Raj Muhammad Rajar, the project has provided a tube well with engine supported water lifting. The Focus Group Discussion confirmed that the intervention was highly successful with the establishment of an orchard of about half an acre in which lemon, jaman (Syzigium cumini), watermelon, half an acre of fodder plantation, and another half an acre of cotton. The discussion

indicated that the 650 saplings provided showed 50% mortality. Overall, the community was extremely happy with the project interventions, which they considered a very good adaptation to drought. The Focus Group Discussion also indicated confidence about the positive project impacts on household income levels. In Chato Mangrio, the project provided a groundwater tube-well, sprinkler irrigation system and one acre of guar (*Cyamopsis tetragonoloba*), which the community up-scaled by planting three further acres of own resources. It was informed that at this place the ground water table is 60-70 feet deep. A few newly planted eucalypts were also observed and 30 lemon plants were also planted. The Focus Group Discussion confirmed that the community was pleased with the project intervention and urged to provide more resources. At the time of the MTR, it was observed that the tube well pump was not working and the community informed that they did not have funds for the repair. In the interpretation of the MTR Team, this points towards weaknesses in community ownership and empowerment, potentially linked to the limited presence of the Implementing Partner SAFWCO in the community, as indicated by a key informant. The visit to Umerkot was cancelled by the NCU and the MTR visited the GEF Small Grants Programme, where the use of Moringa plantations as an economic and healthy alternative was proposed to the Project. Furthermore, the GEF/SGP offered the Project to use this network of small local NGOs, rather than sub-contracting project activities to large NGOs.

In Khyber-Pakhtunkhwa the MTR Team visited D.I. Khan District. In Khawar village, UC Ghani Umar Khan, the MTR observed gated structures to control flood water for irrigation. At one site, a manually controlled water gated structure was observed, which provides irrigation to about 50 acres in which millets, wheat and sorghum are grown, while at another site further three gated structured were observed, all of which were missing SLMP II signboards. According to a key informant, the structures were provided to large farmers as they have influence in the community and manage the flood water better. The structure cost is about US$ 300, of which SLMP provided 66%. The community contribution was provided in the form of brick work and earth work for boundaries around fields. One key informant informed that a single flood was enough to meet the irrigation requirements for one year. In the observation of the MTR Team, solar and turbine tube wells are successful in this area as groundwater level is at around 1100 feet. It was further informed that the SLMP II has provided 40 gated structures in Kulachi and Daraban tehsils of D. I. Khan. The mission visited the office of Divisional Forest Officer (DFO), D. I. Khan, where information about the Project and the Tree Tsunami project were discussed. The MTR visited a 125-acre Sesbania plantation established by the Project at Saedabad, and irrigated by electric and solar powered tube wells. Acacia was grown as a shelterbelt with approx. 1,800 plants with rows of lemon (shigher variety) in between. It was informed that one acre of lemon yields about USD 8,000 per year, which is a substantial income. The MTR Team observed a large eucalypt plantation by the Forest Department in the immediate vicinity of the SLMP II plantation and considers that the high water extraction capacity of eucalypts may have a negative impact on the survival of Sesbania. One key informant in Daraban informed that 60,000 of his eucalypts planted through the Tree Tsunami Project and watered by tube well died due to shortage of water. The MTR visited Paniala, D. I. Khan, where community support for the Project became evident through a Focus Group Discussion, which however lamented the lack of supply of fruit tree seedlings by the Project due to their high cost. The community confirmed the growing seedlings both for the SLMP II and the Tree Tsunami Project, but lamented the lower price paid by the SLMP II Project, which is suggested to be rectified.

In Baluchistan, the MTR mission visited a previously established large olive plantation of 6,500 trees in Qila Saifullah, to which the Project provided drip irrigation on one acre. The owner of this plantation informed he was expanding his olive nursery given the high demand for the autonomous up-scaling of growing this plant in the area. In an effort to increase value addition, the Project provided an olive oil extractor to one large farmer, which was not yet installed at the time of the MTR. The MTR mission observed a water pond at Rishin Spintakai village, Pishin, which it considers a highly successful intervention in the drought prone area. The cost of the water pond was USD 6,000, one third of which was contributed by six beneficiary farmers to irrigate apple orchards. In Bostan village, the mission observed glandulous being grown by drip irrigation in a tunnel of about 600 square meters, which is considered as a good demonstration of shift from high water to low water delta plants. In Pishin, the mission visited nurseries of the Forest Department. The SLMP II has provided 3 tunnels in which seedlings of forest and fruit trees were grown. In one tunnel about 24,000 seedlings are grown. The commonly grown plants are almonds, grapes, tamarix, saltbush, pistachio, wild almonds, maple, mulberry, etc. The Forest Department sells these seedlings to visiting farmers.

In Punjab, the MTR mission conducted a Focus Group Discussion with Implementing Partners in Chakwal District. The discussion confirmed the strong support of IPs for the Project and highlighted the implemented activities under

Outcome 3, which included the establishment of 18 CBOs, the construction of water conveyance systems, water ponds, rangeland improvement and dry afforestation activities. Additionally, VLUPs, coordination among IPs and monitoring activities were discussed. The discussion confirmed that the coordination of implementing physical activities in the field functions well, but it is not synchronous with the Village Land Use Planning in many instances. The FGD also highlighted the support of IPs for the SLM Network established by the Project but raised concerns about the sustainability of the platform. In Lakhwal village a Focus Group Discussion with a CBO confirmed 20% female membership, however only one female beneficiary of project interventions. The discussion also confirmed that the membership of the CBO is determined to achieve fair representation of clans in the village and that six out of eight project beneficiaries were members of the CBO. The MTR observed the local water conveyance system, which benefited three farmers and 3 hectares of land. One beneficiary demonstrated financial records proving that within five months he earned US$ 2,500 on 0.3 hectares of land as a result of Project support through the water lifting system. Two key informants demonstrated dry afforestation on 42 acres in Manghwal village, which they plan to up-scale to a much larger area. In the same location, a water conveyance system irrigating 2.5 hectares of land and benefitting 6 families was observed. In Padshahan a water pond was observed, of which 20-25 farmers will benefit on 12-16 hectares. A key informant confirmed 20% female membership in the local CBO and equal representation of clans among members. The MTR visited a forest, fruit and ornamental tree nursery established by the Project. Two key informants shared insights about the economics of the operation and confided that the "community-based" nursery is in fact operated as a private nursery, from which the community gets a 20% in kind share in the form of seedlings. All observed project investments in Punjab were in excellent condition and community ownership was demonstrated in several location by autonomous up-scaling.

3.2.2 Remaining barriers to achieving the project objective

Substantial barriers remain that hinder the achievement of the project objective. Some of the remaining barriers include:

Lack of institutionalization of key project outputs:

i) **Land use planning**: The Project has not yet removed the barriers for cross-sectoral multi-level planning to guide land management. Instead of the concerned provincial Integrated Land Use Policies that should establish land use planning as a policy instrument at district and community levels, the Project drafted provincial Integrated SLM Policies that have a subordinate and sectoral focus to land use planning. It is moderately unlikely that the remaining policy barrier to institutionalize land use planning can be removed in the remaining project lifetime of two years.

ii) **Capacity building**: The barrier of limited capacities as a condition to create an enabling environment for SLM remains. Capacity building efforts continue to remain a project driven agenda and the Project has not yet removed the barrier of institutionalizing capacity building by developing training modules in collaboration with government in-service training institutions and to mainstream the trainings into their agenda.

iii) **SLM networks**: The barrier of isolated, sectoral approaches to land management and development will likely not be removed if the coordination platform of SLM Networks is not installed as a permanent platform with secured, regular funding from government sources.

Limited CBO functionality: CBOs need further backstopping, capacity building and facilitation to empower them to drive decisions and to be able to co-finance SLM in their respective communities. Given the limited direct project outreach to the communities and the sub-contracting of individual work packages to Implementing Partners, holistic strengthening of CBOs remains a challenge.

3.3 Project implementation and adaptive management

Project implementation and adaptive management is rated as:	**Moderately satisfactory**

3.3.1 Management arrangements

National Steering Committee

The National Steering Committee (NSC) has convened five times since project start (**Exhibit 16**), as evidenced by the review of the minutes of NSC meetings. The first two NSC meetings were held at short intervals, at project start and immediately preceding the Inception Workshop. Until the beginning of 2017, NSC meetings were held approximately bi-annually and from then the frequency dropped to annual meetings. Two key informants indicated that an NSC meeting is scheduled after the completion of the MTR. The NSC meetings were chaired by the Executing Agency (MoCC) and attended by UNDP, MoCC, EAD, P&DD, the Ministry of Science and Technology, the Ministry of Food Security and Research, and by PPDs and PPCs in case they were available. The NSC meeting records are relatively short and do not always list the attendance. They provide a brief presentation of the key issues discussed (mostly related to the release of co-financing and the approval of AWPs) and of the resolutions that were passed.

In a similar manner, Provincial Steering Committees coordinate project implementation in Khyber-Pakhtunkhwa and Punjab with similar mandates and a comparable agenda as the NSC. They are considered to be effective in guiding project implementation in the respective provinces (**Exhibit 16**) as indicated by two key informants and a Focus Group Discussion. However, a key informant confirmed that no Project Steering Committee meetings were held in Baluchistan and Sindh, implying that these fundamental project supervisory and coordination instruments have not been constituted in these provinces. In the interpretation of the MTR Team, this likely directly relates to the considerably weaker progress in these provinces as compared to the other two, as well as to the lack of engagement in project implementation of government line departments in Sindh. The Project is advised to constitute the PSCs in these two provinces without delay.

***Exhibit 16**: Details of Steering Committee meetings*

Year	National Steering Committee meetings	Provincial Steering Committee meetings			
		Baluchistan	Khyber-Pakhtunkhwa	Punjab	Sindh
2015	September 29th, 2015 November 24th, 2015	-	-	-	-
2016	July 14th, 2016	-	May 5th, 2016	August 10th, 2016	-
2017	January 13th, 2017 December 18th, 2017	-	December 7th, 2017	September 27th, 2017	-
2018/01-08	-	-	-	-	-

GEF Agency (UNDP)

UNDP provides managerial, technical and procurement backstopping to the Project primarily through its Country Office. Field visits by the UNDP CO are regular, but no UNDP-GEF RTA visit has taken place yet. UNDP's support to the NCU is results oriented: in an effort to strengthen project delivery, the UNDP CO mandated the submission of monthly progress reports for all projects of the Environment and Climate Change Unit, as indicated by a concerned key informant.

In the PIR 2018, both the UNDP CO Programme Officer and the UNDP-GEF RTA provided the ratings "moderately satisfactory" for the development objective progress and "satisfactory" for the implementation progress. Risk management has not received strong emphasis, as indicated by the lack of updates (e.g. with social and environmental risks) to the risk log since project start and the lack of follow up on the provisions of the Environmental and Social Monitoring Framework.

Executing Agency and Implementing Partners

The Executing Agencies for the SLMP II are the Ministry of Climate Change, Government of Pakistan, as well as the Provincial Planning and Development Departments of the Provincial Governments of Baluchistan, Khyber-Pakhtunkhwa, Punjab, and Sindh and their roles are defined in the Project Document (Chapter 1.9, Table 7), as described in **Exhibit 6**. The Executing Agencies provide high quality managerial inputs to the Project, primarily through senior government officials acting as National and Provincial Project Directors. However, operational risks are not always adequately managed, when signatory positions are left unmanned causing delays in project implementation, as evidenced through document analysis of PIRs and unanimous agreement of all concerned key informants.

In addition, the Executing Agencies signed Memoranda of Understanding with Implementing Partners for the implementation of certain project components as listed in **Annex 9: Memoranda of Understanding with Implementing Partners**. According to two key informants, in Baluchistan and Khyber-Pakhtunkhwa no NGOs can be engaged in

implementation due to security restrictions in these Provinces. On the other hand, interviews with three key informants were in agreement that no provincial government agencies could be as Implementing Partners in Sindh due to the low rates budgeted for the implementation of field-based activities in the PC-1 for this province. This is a bottleneck, which requires immediate rectification.

The implementation of project activities is facilitated by staff recruited through the federal and provincial governments as part of the process of converting the NCU and the PCUs into National and Provincial Desertification Control Cells. The timeframe of staffing various positions of the National Desertification Control Cell is spelled out in the PC-1, according to which it is on track. At the same time, the Government of Punjab recruited two technical officers, who form the core team of the upcoming Provincial Desertification Control Cell of Punjab. Both document analysis and interviews with four key informants confirm that the remaining provinces lag behind their commitments to fill staff positions of the Desertification Control Cells. In spite of efforts to recruit females confirmed in a Focus Group Discussion and separately by two interview partners, the Project is exclusively staffed by males and several appointments have not yet been made (**Exhibit 17**). In the personal observation of the MTR Team, delayed recruitment effectively prevents the Provincial Coordination Units to exercise adequate project presence and outreach at the community level.

***Exhibit 17**: Summary of Project appointments, Government contracts and seconded staff*

Project Unit	Project staff - UNDP	Government staff on contract	Government staff on secondment	Total actual	Government staff on contract vacant	Government staff on contract planned until 2020
NCU	10	5	0	**15**	2	7
PCU Baluchistan	1	1	0	**2**	7	8
PCU KP	1	2	1	**4**	4	6
PCU Punjab	1	3	0	**4**	3	6
PCU Sindh	1	2	0	**3**	4	6
Total	**14**	**13**	**1**	**28**	**20**	**33**

In the personal observation of the MTR Team, the level of government ownership both by the Executing Agencies and the Implementing Partners is very high, except for Sindh Province. All agencies stand behind the project objectives, take keen interest in project decisions and active part in project implementation. However, most project activities, particularly at the field level suffer from sub-contracting their implementation, as evidenced through the analysis of MoU documents signed with Implementing Partners and the personal observation of the MTR Team. The Project has limited presence through own staff in the communities and assumes very limited coordinative functions between the activities implemented by various Implementing Partners.

Project engagement in the provinces is autonomously coordinated by the PCUs, which however in certain cases would require a more proactive engagement and support from the NCU, as indicated by two against one key informant and by the personal observation of the MTR Team. The frequent turnover of PPCs in Punjab due to difficulties of work engagement could potentially have been prevented with stronger NCU support, as indicated by two key informants.

3.3.2 Work planning

The GEF CEO Endorsement was signed on October 3rd, 2013 after which it took one and a half years to sign the Project Document on May 5th, 2015, as evidenced by the concerned documents. The NPC was recruited in August 2015, while the recruitment of the remaining NCU and PCU staff was delayed due to administrative procedures in connection with hiring project staff in Pakistan. A key informant informed that because of this and due to project start during the financial year 2015/16, most project activities were initiated with a delayed start and took off only in the financial year 2016/17. At the time of the MTR, incomplete staffing of project positions continues to pose a bottleneck in project implementation and this issue has not been adequately addressed (refer to chapter 3.3.1). Delayed project start had a cascading effect on delayed signing of MoUs with Implementing Partners, most of whom were brought on board only in 2017, as indicated by the review of MoU documents and information provided by the NCU.

Annual Work Plans were prepared using standard UNDP formats. The compilation of AWPs from the four provinces and their integration into the overall AWP requires substantial coordination efforts, but the process has been well mainstreamed, as informed through three interviews. However, three interviews indicated that AWPs proved to be overambitious and could not be realized to a large extent in most years (

Exhibit 19: *Approved budget vs. expenditures*

), requiring budget reallocations on a number of occasions. The NCU is advised to match the ambition of AWPs with the delivery capacity of the Project and in case required, promptly initiate budget revisions. The MTR team could not physically verify a controversial report of potential bias of implementing project activities in favour of Pakhtun populated districts against Baluch populated districts in Baluchistan, as reported by one key informant and defied by another key informant.

The NCU makes active use of the project strategic framework to guide project implementation and in particular work planning. However, the NCU relies on the strategic results framework of the PC-1 instead of the one in the UNDP-GEF Project Document, as evidenced by two interviews and the analysis of AWPs. Given the discrepancies between the strategic results frameworks, work planning misses targeting project implementation towards certain objectives defined in the Project Document and on the other hand emphasizes on activities not stated in the Project Document (e.g. implementation of activities under UNCCD NAP). Discrepancies between the UNDP-GEF Project Document and the Government of Pakistan PC-1 are listed in **Annex 10: Discrepancies between the UNDP-GEF Project Document and the Government of Pakistan PC-1.** It is highly advisable that the NCU follows the mandatory UNDP-GEF Project Document and that the Government of Pakistan PC-1 is adjusted to eliminate existing discrepancies between the two documents, as evidenced by three key informants, analysis of the concerned documents and personal observation of the MTR Team.

3.3.3 Finance and Co-finance

Financial expenditures

Document analysis indicated that between the project start and the MTR (September 15th, 2018) the financial expenditures incurred to the GEF grant amounted to US$ 1,802,567.64, equivalent to 47.55% of the available grant. The MTR was conducted exactly after the completion of the third project year, when according to the Project Document (Part IV) 58% of the budget was supposed to be spent. With this, the overall expenditure of the GEF grant at MTR is 20% below expectation, considering the strategic budget in the Project Document (Part IV). At the same time, substantial budget revisions took place against the budget stated in the Project Document (Part IV) in favour of Outcomes 1 and 2 at the cost of Outcome 3 and Project Management. As per analysis of the Combined Delivery Reports, from 2017 onwards, several project management related expenses (e.g. 73410 - Maintenance and Operation of Transport Equipment, 73105 – Rent, etc.) were booked under Outcomes 1 – 3 instead of Project Management. According to the revised budget, expenditures for Outcome 1 are below expectation, whereas for the remaining Outcomes and Project Management expenditure is above expectation, implying linear spending. Details of financial expenditure under the GEF grant are presented in **Exhibit 18**.

Exhibit 18: *Financial expenditure incurred to the GEF grant until September 15th, 2018*

Component	2015	2016	2017	2018 1-9	Total	ProDoc budget	Revised budget	% of ProDoc allocation utilized	% of revised budget utilized
Outcome 1	21,890.90	178,837.18	297,275.14	151,877.91	649,881.13	669,994.00	1,406,755.00	97.00%	**43.11%**
Outcome 2	0.00	133,011.71	117,355.92	43,410.63	293,778.26	499,330.00	611,544.00	58.83%	**88.42%**
Outcome 3	7,544.11	256,463.07	420,343.21	182,423.37	866,773.76	2,307,968.00	1,585,818.00	37.56%	**79.80%**
Project management	45,991.83	18,314.56	21,714.03	11,265.35	97,285.77	313,708.00	186,883.00	31.01%	**77.11%**
Unrealized loss	0.00	439.87	3,120.83	10,677.70	n/a	n/a	n/a	n/a	n/a
Unrealized gain	-72.56	-794.92	-368.20	-6,131.28	n/a	n/a	n/a	n/a	n/a
Total	**75,426.84**	**588,642.52**	**859,440.93**	**279,057.35**	**1,802,567.64**	**3,791,000.00**	**3,791,000.00**	**47.55%**	**47.55%**

Financial delivery against budgets in Annual Work Plan was off targets in all years of project implementation as per two key informants and the analysis of quantitative data. Late project start in 2015 after the start of the financial year 2015/16 resulted in limited expenditure for that year according to one key informant. The Annual Work Plan 2016 set an ambitious target of US$ 1,143,728.00of which US$ 728,842.65 were realized. The Annual Work Plan 2017 was less ambitious with US$ 1,287,038.00, of which US$ 859,440.93 were spent. For 2018, US$ 1,106,354.00 are budgeted of which US$ 279,057.35 were spent until September 15th (

Exhibit 19: *Approved budget vs. expenditures*

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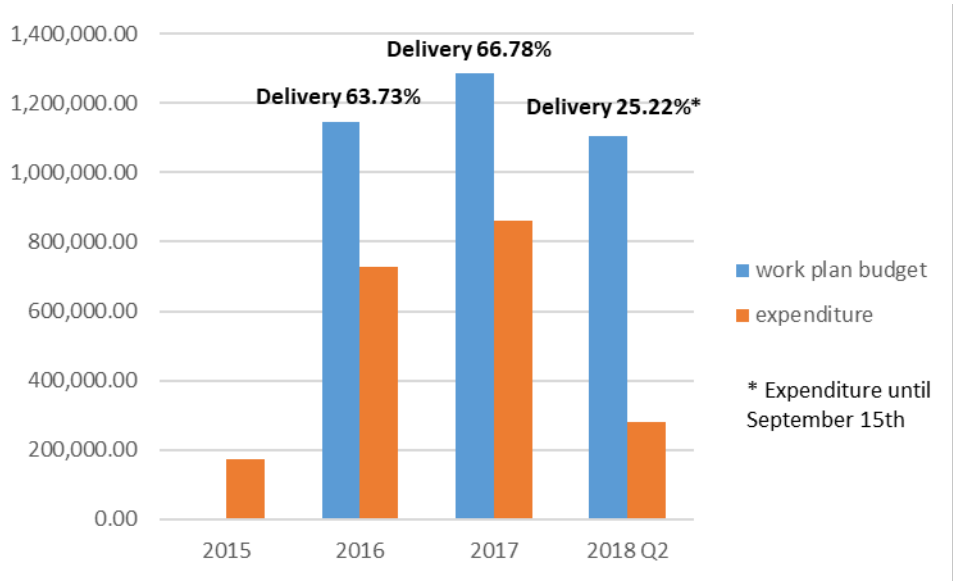
Exhibit 19: *Approved budget vs. expenditures*



Source: CDRs 2015-2018, AWPs 2016-2018

Co-financing

The total co-financing committed during CEO Endorsement Request amounted to US$ 18,080,737, of which US$ 4,455,000, equivalent to 25% have materialized until the MTR as per information provided by the NCU (see **Annex 11: Co-financing table**).

UNDP released only 21% of the committed co-financing as per Combined Delivery Reports, which according to a key informant can be explained by significantly decreased core resources across the UNDP due to budget cuts arising from the global UN reform process.

As per information by the NCU, until the MTR, the Government of Pakistan contributed 25% of the grant and 23% of the parallel co-financing committed during the CEO Endorsement Request. While the Federal Government and the Government of Punjab's delivery were closer to the expectations at MTR (48% and 45% respectively), other Provincial Governments, particularly Sindh with 0% and Baluchistan with 8% delivery was negligible. Three key informants and document analysis confirmed that Government of Sindh released budget at the closing of fiscal year 2017-18, which could not be utilized and lapsed. Document analysis indicates that the parallel co-financing amounts stated in the UNDP-GEF Project Document (opening page) and the PC-1 differ substantially with US$ 6,000,000 vs. US$ 2,865,000 (PKR commitments converted to US$ at 101.9 exchange rate). According to one Focus Group Discussion and four against one key informants, the flow of Federal Government funds (PSDP) is constrained by administrative hurdles of the government system, which leads delays in fund release at times until the end of the concerned utilization period. Given that funds not utilized within the concerned financial year need to be returned, this leads to a situation, in which most of the funds cannot be utilized. It is recommended that the Project explores the UNDP cost-sharing mechanism to expedite fund release, while maintaining government ownership through government official signatories for the utilization of these funds.

Community-based Organizations in the targeted communities continue to deliver co-financing both as grant and in parallel that amounted to US$ 800,000 until the MTR. With 34% overall delivery against expectations, CBOs deliver their financial commitments better than many other stakeholders.

The Govermnent co-financing was effectively reduced by exchange rate fluctuations between the CEO Endorsement and the MTR that diminished by close to 20% the US$ value of the PKR co-financing as defined in the PC-1. *In addition, two key informants confirmed that the Federal and Provincial Governments impose income tax & GST on the co-financing contributed by them, which together with the exchange rate loss leads to a cumulative reduction of approx. 50% of the committed co-financing amount.* Given the additional discrepancies of co-financing committed towards UNDP-GEF in the Project Document and the internal commitments in the PC-1, it is likely that the Project will benefit only from a fraction of the committed co-financing. It is highly recommended that this is discussed and resolved between the UNDP CO and the Government of Pakistan.

3.3.4 Project-level Monitoring and Evaluation Systems

The M&E Systems of the Project were prepared with standard UNDP-GEF components consisting of the inception report, PIRs, quarterly and APRs, an MTR and final evaluation. A separate M&E plan was not prepared by the Project. Additionally, progress towards GEF corporate results is monitored using the GEF Land Degradation Tracking Tool that was prepared at project development and immediately preceding the MTR. The M&E System is budgeted with US$ 100,000, which corresponds to 2.6% of the GEF grant. This is considerably lower than the minimum 5% target for GEF 6 projects. The M&E budget contains expenses for the inception workshop (US$ 3,000), monitoring of objective-level indicators by an external institution (US$ 10,000), annual status reports (US$ 2,000), technical reports (US$ 5,000), MTR (US$ 30,000), terminal evaluation (US$ 35,000), financial auditing (US$ 10,000), and field monitoring visits (US$ 5,000). The M&E plan listed but did not make any financial allocations towards the monitoring of outputs and implementation.

The M&E is led by one Deputy Chief, Planning & Monitoring in the NCU, who is supported by one M&E Officer in the PCU Punjab. As per four key informants, the Governments of Baluchistan, KP and Sindh have not met their targets of recruiting an M&E Officer each, which poses considerable challenges for monitoring. Three key informants agreed that monitoring officers conduct monitoring field visits on a quarterly basis that leads to the physical verification of approximately 60% of the Project's physical activities. Detailed monitoring reports contain information on targets vs. achievements, details of the implemented activities and their photo documentation. As per the PIR 2018, the Project has collected some gender disaggregated data on female membership in CBOs, as well as the number of project beneficiaries.

Due to the mismatch between the strategic results frameworks of the Project Document and the PC-1, objective-level Indicators 3 and 4 are not monitored by the Project, as confirmed by document analysis and two key informants. The baselines were not verified during Inception Phase. The monitoring of progress towards the achievement of spatial targets for Indicators 1 and 2 does not comply with the provisions of the Project Document, which foresees monitoring of spatial impact indicators using remote sensing, as evidenced by document analysis and confirmed by one key informant.

Two Focus Group Discussions, and four key informants agreed that monitoring is conducted for directly implemented activities, whereas for those with a short-term upscaling effect, upscaling is calculated assuming a multiplier. As an example, in case the Project established a tree nursery, its establishment is physically verified in the field and reported *along with its estimated spatial up-scaling effect resulting from planting the trees raised in the nursery*. There was no unanimous agreement on whether this upscaling is physically verified by project stakeholders (one against four interview partner) and monitoring systems are not linked to the Project's GIS according to the unanimous statement of three key informants and the physical review of the Project's monitoring system.

3.3.5 Stakeholder engagement and Partnerships

The Project Document listed stakeholders and their roles in Table 7 and a more detailed stakeholder engagement plan in Annex 2. The Project Document also defined that the stakeholder engagement plan should be finalized along with a gender mainstreaming strategy during the Project Inception Workshop, for which the MTR Team could not find any evidence. However, the Project leveraged all key partnerships most essential for project implementation.

The two-tier structure of the Project at national and provincial levels defined stakeholder engagement. Frequent Steering Committee meetings at both levels provide a proof of intensive engagement of government stakeholders in the Project, which is a major strength of the Project except for Sindh Province. Here, the engagement of government stakeholders is limited to the Executing Agency PP&DD. The Project established SLM Networks in all four provinces and these platforms have proven to be very effective in engaging stakeholders, allowing networking and enabling mutual learning. National and provincial government stakeholders remain fully supportive of the project objectives and except for Sindh play a very active role in project decision-making and implementation.

The engagement of local communities as the Project's main beneficiaries has developed relatively well, even though the Project's direct outreach at the community level remains weak. The Project is primarily present in local communities through its Implementing Partners, who are responsible for implementing activities listed in their respective MoUs (refer to **Annex 9: Memoranda of Understanding with Implementing Partners**). Coordinative functions at the community level are not assumed by any of these Implementing Partners and the Project does not have any staff devoted to the strengthening of CBOs and the coordination of activities carried out by Implementing Partners. Implementing Partners have limited staff and their main responsibilities do not lie with the Project. The MTR Team encountered a single Community Development Officer with the Forest Department in D.I Khan and none was available in Balochistan. The frequent turnover of social mobilizers sub-contracted by the Project represents a hurdle to community engagement. In Sindh, an SAFWCO was replaced by Thardeep due to low performance. In Punjab, a NRSP was engaged to form CBOs but upon expiry of the contract, outreach to the communities is only through government line departments with a narrow sectoral focus and limited institutional capacities in social mobilization.

In terms of research and academic institutions, the Project has developed strong partnerships with i) Barani Agriculture Research Institute to provide scientific support to the implementation of best practices in SLM, with ii) Pir Meher Ali Shah Arid Agriculture University Rawalpindi to conduct research on land degradation and to develop an M.Sc. course on SLM, and with iii) Tando Jam Agriculture University in Sindh that hosted a workshop on the World Day to Combat Desertification.

Engagement with NGOs is satisfactory in Sindh, where the Project engaged with Baanhn Beli, SAWFCO and Thardeep Rural Development Programme, particularly to strengthen community outreach and to implement field activities. NGOs could not be engaged in Baluchistan and Khyber-Paktunkhwa due to security restrictions on collaborating with NGOs in these provinces, as evidenced by a key informant. NGO engagement in Punjab is weak in the observation of the MTR Team, as the Project more strongly relies on government partners in this province.

The Project closely engaged with IUCN particularly regarding Pakistan's UNCCD NAP development and with WWF regarding the elaboration of a carbon accounting methodology. The Project initiated linkages with FAO, but these did not develop further. Exchanges with other externally funded projects have not been developed.

The Project Document foresees a strong engagement of private sector companies in project implementation, their engagement has however not materialized.

Awareness on the Project and its objectives is very high among government stakeholders, considerably high among local communities, but remains limited among other donors and non-government actors.

It would be advisable for the Project to update and finalize the stakeholder engagement plan reflecting latest ground realities, focusing available time and resources on key stakeholders and on new opportunities that have arisen since the project start. Most importantly, the Project should engage with the Government's most recent Plant4Pakistan (10 Billion Tree Tsunami) initiative aiming to plant 10 billion trees across the country during the next five years.

3.3.6 Reporting

Three PIRs have been finalized since project start (2016, 2017, 2018) and their submission was timely. The PIRs have mainly addressed operational and organization challenges related to the frequent change of government officials and of project signatories that negatively impacted project delivery. The latest PIR 2018 assigned "moderately satisfactory" to the Development Objective Progress and "satisfactory" to Implementation Progress. The MTR Team noted that PIRs do not report quantitative achievements aggregated at the level of indicators and reported achievements refer to SLMP II achievements only and do not integrate the baseline values. Additionally, PIRs do not mention the lack of Project Steering Committees in Baluchistan and Sindh.

As per PCOM requirements, the Project submits Quarterly and Annual Progress reports that report progress against the Quarterly and Annual Work Plans. In addition, the UNDP CO mandates the submission of monthly progress reports by the NCU in an effort to improve delivery.

Adaptive management changes are well documented with regard to administrative matters (e.g. changes in signatories and staff turnover), but not well with shifts in project targets (e.g. with the shift of focus from land use policies to sustainable land management policies under Output 1.1). The MTR Team could not locate any documentation of the lessons learnt from adaptive management changes, particularly related to the removal of bottlenecks in project implementation.

3.3.7 Communication

Internal Communication

At the strategic level, internal communication takes place through the NSC and PSC (Khyber-Pakhtunkhwa and Punjab) meetings that are held at regular intervals (see **Exhibit 16**), are well attended and considered to be functional by their members.

Project communication within and between the project units is clear and regular. Members of the NCU have regular personal meetings, whereas communication between the NCU and the provinces is in all cases routed through the concerned PPC. The PPC in turn communicates with the concerned Executing Agency and Implementing Partners and have approximately quarterly visits to the NCU. Besides personal meetings, communication takes place through email and telephone. The MTR Team noted that requested documents were not always readily available with the NCU and therefore suggests that an online file sharing platform should be utilized by the Project.

External Communication

External communication is coordinated by the Project's Communication Officer and follows the Project's Advocacy and Communication Strategy. The Strategy outlines the communication objectives, the key target groups, and the communication products applied. In the opinion of the MTR Team the strategy provides a clear direction for project communication, but it lacks operationalization in the form of a communication plan, which outlines the specific communication products targeted at each particular target group, its frequency of application along with responsibilities and resource requirements.

The Project strongly focused on online communication through a Project website but later shifted to third-party email system as the project's domain and website were frequently down, as informed by four key informants. The project has a very active Facebook page. Printed communication materials include 13 press releases, general and province-specific information brochures on the Project, and various thematic brochures of SLM. The Project also organized a seminar on SLM focusing on media representatives.

Knowledge management is enabled through the Project website, 1-2 SLM Network meetings per quarter, trainings and awareness raising events for farmers. The Project website, however cannot be considered to be equivalent to the targeted SLM Information System stipulated in the Project Document (refer to Chapter 3.2) that should serve as the hub of knowledge management on SLM.

3.4 Sustainability

Sustainability is considered as the likelihood of continued benefits after the GEF funding ends. Under GEF criteria each sustainability dimension is critical, i.e., the overall ranking cannot be higher than the lowest one among the four assessed risk dimensions. The likelihood that project results will be sustained after GEF funding ceases has been enhanced by the achievements of the project by midterm.

Overall risks to sustainability The likelihood that benefits will continue to be delivered is rated as:	**Moderately likely**

The ATLAS risk logs reported in the PIRs 2017 and 2018 state organizational risks related to the high turnover in key project management positions and operational risks related to delayed disbursement of funds due to frequent change of signatories to jeopardize project sustainability. While these risks remain critical, the MTR Team suggests that the ATLAS project risk log should be updated with risks in the following UNDP risk categories: 1. socio-economic risks (1.2

gender discrimination, 1.3 loss of biodiversity, 1.4 climate change, 1.5 community health and safety), 3. operational (3.1 complex design, 3.6 poor monitoring and evaluation), and 6. regulatory risks (6.2 critical policies or legislation fails to pass or progress in the legislative process).

3.4.1 Financial risks to sustainability

Financial risks to sustainability The likelihood that benefits will continue to be delivered is rated as:	**Moderately likely**

Financial risks to sustainability need to be examined in the context of continued funding of permanent institutions created by the project as well as in terms of continued investments into SLM technologies.

The Government of Pakistan has demonstrated its commitment to financing the National and Provincial Desertification Control Cells. The Federal Government and the Government of Punjab have adhered to the milestones of sequentially filling staff positions of their respective Desertification Control Cells as stipulated in the PC-1. In addition, the Provincial Steering Committee minutes of meeting of Punjab notified the formal establishment of the Desertification Control Cell. The Provincial Governments of Baluchistan and Khyber-Pakhtunkhwa did not adhere to the milestones of their commitments and have recruited support staff only. Despite recognizing the importance of the Desertification Control Cells, the Government of Khyber-Pakhtunkhwa expressed concern about the possibility to complete recruitment as foreseen in the Project Document due to administrative hurdles as evidenced by one key informant. The Government of Sindh has not made any progress towards staffing the Desertification Control Cell as unanimously confirmed by four interviews.

The financial sustainability of other institutions, such as the SLM Networks is not ensured and the project has not yet set measured to ensure their funding beyond the project lifetime. Similarly, the financial sustainability of the CBOs in the targeted villages is not yet ensured. The Project Document (Chapter 2.5) targets the establishment of SLM funds, public-private partnerships and other instruments to ensure the financial sustainability of SLM investments at the community level. However, the Project has not yet made progress on putting these components in place.

Nevertheless, the financial sustainability of already established SLM investments in the field appears to be likely. As evidenced by one two Focus Group Discussions, and five key informants, farmers utilize, maintain and up-scale the investments in most cases. According to two key informants, up-scaling is frequently financed through revenue generated from the initial project investment, which in the case of irrigation has very short return-on-investment. However, financial sustainability is not guaranteed in call cases, as demonstrated by a case in Sindh, where farmers informed in a Focus Group Discussion that they did not have the financial means to repair the pump of their tube well. Having the SLM funds as a financial safety mechanism would ensure the sustainability of investments in such situations.

3.4.2 Socio-economic risks

Socio-economic risks to sustainability The likelihood that benefits will continue to be delivered is rated as:	**Moderately likely**

The Government of Pakistan's commitment to combating land degradation and to restore (forest) landscapes remains a clearly expressed and highly publicized priority and has received an even stronger focus after the formation of the new government, as unanimously confirmed by three interview partners. Government agencies retain strong ownership over SLMP II and its achievements and it is likely that this ownership remains sustainable. Similarly, local communities and farmers retain a very high level of interest and ownership over SLM technologies as indicated by two Focus Group Discussions and personal observation.

Even though the Government's strong commitment is positive for the sustainability, this may pose limited risks to the sustainability of SLMP II investments in general. In the past, the Government of Khyber-Pakhtunkhwa implemented the Tree Tsunami Project, through which approximately over one billion seedlings were planted in the province. The new Federal Government has rolled out the same project as Plant4Pakistan in Punjab, Khyber-Pakhtunkhwa and Baluchistan, whereby every year two billion trees will be planted. The MTR views this action as an opportunity, as well as threat for the SLMP II. Government resources devoted to SLM may be entirely channelled towards forest landscape restoration and particularly to the new Plant4Pakistan initiative, which follows a more top-down, mission mode approach as compared to the bottom-up planning and implementation approaches propagated by the SLMP II. With the support of

UNDP, the NPD and other key stakeholders, positioning the SLMP II to guide larger government initiatives represents an opportunity to ensure the socio-economic sustainability of results. Particularly the Project's planning tools (District and Village Land Use Plans) and institutions (SLM Networks, Desertification Control Cells, CBOs) should be positioned to provide guidance to the Plant4Pakistan initiative. The Project could advance the agenda of SLM by developing linkages with this programme, at least in its designated districts, by pushing science-based land use plans, directing the proper species choice to promote indigenous species and to avoid large-scale plantations of exotics, and tapping funds for its communities in programme districts to upscale results and promote participatory bottom-up approach. On the negative side, if the SLMP II misses this opportunity, it is feared that the Government's large-scale top-down approach will annul the achievements of the SLMP II in terms of institutionalized, bottom-up, and environmentally friendly approaches to SLM. Further, as the government will provide funds for Plant4Pakistan project, it is feared that re-appropriation of funds from other government projects - a common practice - will take place and the SLMP II may face reduced government co-financing. The government co-financing is already reduced by 50% due to inflation and charge of government taxes.

The Project bears socio-economic risks in relation to gender mainstreaming and inclusivity of marginalized groups. The MTR Team could not to a satisfying degree ascertain whether marginalized and disadvantaged groups substantially benefit from the Project. Similarly, while the Project has certainly contributed to ease the burdens of females, gender-specific contributions remain not readily visible and undocumented.

It would be advisable for the Project to record gender disaggregated data and data on marginalized and disadvantaged groups in compliance with PIR recommendations. Additionally, the Project should promote mechanisms as part of the yet to be established community SLM funds with specific benefits to females and members of marginalized groups.

3.4.3 Institutional framework and governance risks

Institutional framework and governance risks to sustainability The likelihood that benefits will continue to be delivered is rated as:	**Moderately likely**

The federal and provincial governments fully recognize the importance of SLM and of the need to create permanent cross-sectoral institutions to coordinate SLM activities and interventions. Accordingly, the Project made good progress towards the establishment of permanent institutional frameworks and governance mechanisms for SLM. The institutions established by the Project include the Desertification Control Cells, the SLM Networks, and of the CBOs at the community level. The sustainability of these institutions is not yet fully assured, even though for at least (some of) the Desertification Control Cells it is likely that they will remain as permanent institutions after project closure. Furthermore, the Project established governance mechanisms for land use planning at the community and district levels that appear unsustainable at present.

Pakistan's UNCCD NAP explicitly states the Desertification Control Cells at federal and provincial levels as institutions coordinating the implementation of the NAP and the federal and several provincial governments have set clear actions towards the establishment of these Cells as permanent institutions. Of the five governments, two are fully on track against the milestones of their commitments, two are somewhat behind the milestones, and one has set no actions so far. Even though the various governments have met most of their commitments to recruit staff for the Desertification Control Cells, these positions are contract-based and not yet permanent positions. However, the conversion of a contract position into a permanent position is likely as opposed to the conversion of a project position into a permanent position, which is not possible. While the establishment of the Desertification Control Cells appear largely sustainable at MTR, the Cells lack clear institutional mandates and leadership. For the time being, their visibility remains limited and they appear as integral parts of the SLMP II structures.

The sustainability of SLM Networks is less likely than of the Desertification Control Cells, even though the sustainability of the latter will have positive implications on the sustainability of the former. At the time of the MTR, the SLM Networks remain a project-driven agenda and no steps have been initiated to establish them as permanent platforms for knowledge sharing, networking and coordination among SLM stakeholders.

The sustainability of CBOs is not ensured at the stage of the MTR. The existence of these organizations is not legally mandated, which implies that the process of Village Land Use Planning, which these institutions carry may not be sustainable either.

The District and Village Land Use Planning governance structures and processes at present are project driven, one-time structures and processes and no steps have been initiated to institutionalize them.

The MTR Team recommends initiating stakeholder processes to define clear institutional mandates for the Desertification Control Cells federally, and in those provinces, where their establishment is on track. At the same time, it would be advisable to raise the visibility of the Cells and to start implementing concerned project activities (e.g. SLM Network meetings, Village and District Land Use Planning, etc.) under the purview and coordination of the concerned Cells. Similarly, the SLM Networks should be institutionalized with regular meetings, elected office bearers, and secured government budget. Ultimately, the CBOs should be legally institutionalized to be responsible for Village Land Use Planning and adequate government resources should be secured for their maintenance.

The institutional framework and governance risks remain relevant, but the project is poised to address these during the second half of the project.

3.4.4 Environmental risks to sustainability

Environmental risks to sustainability The likelihood that benefits will continue to be delivered is rated as:	**Likely**

The Project focuses on halting and reverting land degradation by propagating SLM technologies and approaches. Until the MTR, the Project up-scaled SLM technologies to 260,000 ha of farmland, rangeland and forest land. The environmental risks of the Project are limited and include i) the use of exotic and/or invasive species, ii) excessively propagating ground water-based irrigation which may lead to a decline of ground water reserves, and iii) the use of fossil fuel engines for water lifting.

The Project did not propagate the use of any invasive species but permitted the IPs the use of the exotic, but naturalized *Eucalyptus camaldulensis* in locations, where suitable fast-growing domestic species could not be found. In Saeedabad village, D. I. Khan, Sesbania planted by the SLMP II and Eucalyptus planted by the Tsunami Tree Project are grown side by side by the Forest Department. The close proximity of Eucalypts with high water use may have potential negative impacts on the water availability and survival of Sesbania.

Similarly, the Project propagated the use of ground-water based irrigation from tube wells only in the proximity of rivers or canals, where water tables are higher and are being constantly recharged by the surface water network. However, no clear thresholds for these interventions were defined and it would be advisable for the Project to monitor the potential environmental impacts of Eucalypt plantations and of ground-water based irrigation systems. A farmer in Daraban, D. I. Khan informed the MTR team that he has grown 60,000 eucalyptus plants through the Tsunami Tree Project using tube wells but after one year all the plantation died as the tube wells could not meet the water requirements of eucalypts. The environmental risks remain marginally relevant, and the project is poised to address these during the second half of the project.

4. Conclusions and recommendations

4.1 Conclusions

The project has been in operation for approximately two years and is reviewed at its midpoint to revisit the project strategy, take a stock of achievements to date, review project implementation and adaptive management and project sustainability and suggest corrective measures to enhance delivery and upscale results for providing benefits to a larger number of households.

The Project aims at promoting sustainable management of land and natural resources in the arid and semi-arid regions of Pakistan by creating an enabling environment for the up-scaling of SLM, introducing land use planning and a spatial Decision Support System and to propagate climate-resilient SLM technologies on the ground. The project is implemented mainly through line departments, including Forest, Agriculture and Soil Conservation Departments which are usually deprived of operational funds but have very strong work force. Both federal and provincial governments are providing staff and financial resources to the SLMP II to ensure sustainability of the Project. The Project made considerable progress towards end-of-project targets for several impact and outcome-level indicators, however

continues to face considerable challenges that jeopardize both the attainment of end-of-project targets, as well as the sustainability of results.

The **Project strategy**, conceptualized in 2011, endorsed by the GEF CEO in 2013, approved by the Government of Pakistan and initiated in 2015 remains highly relevant in 2018. In the light of current government priorities, the project is possibly more relevant at the time of the MTR as compared to earlier periods. The Project represents a direct contribution towards Pakistan's UNCCD NAP targets, the government's key long-term strategies, as well as currently publicized short to medium term goals towards landscape restoration in the form of the Plant4Pakistan initiative. Similarly, the project complies with GEF and UNDP priorities and remains a critical project in the GEF and the UNDP country project portfolios.

The UNDP-GEF project strategic results framework shows notable discrepancies with the Government of Pakistan PC-1, which contributes to ineffectiveness in results-oriented planning and implementation. Additionally, the UNDP-GEF strategic results framework misses to track a few important indicators describing the enabling environment necessary for upscaling SLM practices. This limits the opportunities for the Project to focus on the concerned targets, e.g., the development of an institutionalized SLM training programme for professionals. Several quantitative indicator baselines remain unvalidated, which at the same time invalidates targets that are provided as relative figures of the baseline.

In terms of **Progress towards results**, the Project has reached remarkable achievements. This puts progress towards results to marginally satisfactory. Progress towards end-of-project targets for most impact and outcome indicators is (marginally) on track to be achieved. None of the targets have been fully achieved yet, while some of them are clearly not on target to be achieved.

Progress towards end-of-project targets of impact-level indicators is remarkable, but caution needs to be applied in interpreting the respective figures, as these figures are *not monitored and aggregated in a transparent manner*. The Project did not monitor these impact-indicators using Remote Sensing as postulated in the Project Document and the second half of the Project should be used to comply with this provision. As per PIR 2018 figures, the Project is well on track in terms of targets to upscale SLM on farmland, forest land and rangelands, but has not yet initiated activities to stabilize sand-dunes. These activities should be initiated soon to allow their completion within the Project lifetime. Even though the Project did not monitor changes in household income, direct beneficiaries particularly of water conservation technologies report a marked rise in their income level. The increase of carbon stocks was once again not monitored, and the second half of the Project should focus on carbon monitoring.

The Provincial Integrated Land Use Policy Frameworks provided clear guidance for the development of Integrated Land Use Policies, but in a poorly documented process, the Project shifted its focus towards the development of Integrated SLM Policies instead. The MTR Team considers it questionable, whether these policies will contribute to the creation of an enabling environment for up-scaling SLM as they fail to introduce land use planning as a cross-sectoral integrated planning approach guiding land allocation for different uses at the district and village levels. The federal government and the governments of Punjab, KP and Baluchistan directed various ministries and divisions to draft their policies by the end of 2018. The MTR views it as a good opportunity for SLMP to advance its agenda of sustainable land management policy formulation and implementation and to mainstream SLM into departmental policies according to the guidance contained in the ISLM policies. The government expressed clear commitment to the establishment of Desertification Control Cells in the UNCCD NAP, however some provincial Desertification Control Cells lag behind in staff appointments, have no visibility and all of them lack a clear mandate. The project's capacity building and knowledge management achievements need to be institutionalized and mainstreamed into the agenda of permanent institutions with relevant mandates to ensure sustainability.

Land use plans are on track and they use solid technical evidence to guide spatial land allocation to different uses. However, the plans lack operationalization, their ownership by the concerned implementers (Deputy Commissioners, Revenue Officers and CBOs) remains unclear and they remain yet to be approved. The proposal for Decision Support System has been developed but the actual system has not been developed due to non-availability of RS/GIS data from the concerned departments.

At the community level, the SLMP II developed impressive SLM models in Punjab and Khyber-Pakhtunkhwa, however, in Sindh and Baluchistan implementation was very slow due to administrative hurdles.

In terms of **Project implementation and adaptive management** the Project is assessed to be marginally satisfactory. While most of the components only show minor issues, some of them need immediate attention as they jeopardize the achievement of targets. Management arrangements are well in place at the federal level in two provinces with and show strong engagement of government agencies in project implementation except for Sindh province. Provincial Steering Committees have not been formed in two provinces. However, the frequent staff turn-over of Provincial Project Coordinators due to difficulties in work circumstances in Punjab would have required more proactive attention by the National Coordination Unit. It is advisable to step up the engagement of the National Coordination Unit in project implementation at the provincial and the field levels. Sub-contracting of project implementation undermines career development of project staff, increases cost of implementation and risks sustainability. Work planning resulted in over-ambitious targets and associated weak deliveries in each year and several budget revisions were issued in connection with implementation problems. Financial delivery is 20% behind target for the GEF fund and shows with deviations from the amounts budgeted for individual project components. The delivery of co-financing is 20% behind target by some government entities and markedly off track by others as well as UNDP. The monitoring and evaluation system requires urgent strengthening. Physical monitoring captures a large proportion of field activities, yet the system is not robust. Data on impact level indicators are not transparent or are not collected and gender disaggregated data for beneficiaries is not available. In terms of stakeholder engagement, academic partners and NGOs in certain provinces are actively engaged, however community engagement is weak in certain provinces. The Project's field activities are sub-contracted, which leads to limited coordination and presence of the project in the field. Reporting is timely and follows requirement except for the lack of aggregated data at the level of impact indicators in the PIRs and missing to mention important constraints of project implementation. In terms of communication, the project shows communication products of exemplary quality and is very active on social media. However, the communication strategy is not operationalised, and the Project did not take note of new key stakeholders since project start. Visibility in the field remains low in certain provinces.

In terms of **sustainability**, the likelihood of continued benefits to flow upon project end is assessed as moderately likely.

Financial sustainability is likely to be achieved for the Desertification Control Cells clearly committed by the government but remains questionable for other institutions established by the Project. The Plant4Pakistan Initiative may threaten the financial sustainability of government commitments towards up-scaling activities in the field. The financial contributions of local communities towards the up-scaling of SLM interventions is the field are exemplary and provide a positive outlook for financial sustainability. Institutional sustainability is likely for the Desertification Control Cells, but unlikely for the SLM Networks, several CBOs and the land use planning introduced by the Project. Socio-economic sustainability is limited by the lack of gender mainstreaming except for mandating to maintain a 25% quota for women on the CBOs, which however was not ensured in several cases. Environmental sustainability is likely, but attention needs to be paid to monitoring potentially adverse environmental impacts of extensive tree plantations on ground water reserves.

Keeping all the factors in view the MTR Team considers the SLMP II a good project, which however needs several urgent adjustments/corrective actions to improve delivery and achieve targets. The MTR recommends a no-cost extension of 10 months to cover up the time lost to administrative difficulties. However, this should be linked with the resolution of administrative/financial issues to improve efficiency and achievement of results during 2018-19 in a cost-effective manner. Based on this analysis, the MTR mission has come up with several recommendations to improve delivery and achievements of results, which are given in the following section.

4.2 Recommendations

#	Recommendation	Responsible
A	**Outcome 1:** Strong enabling environment at national and provincial levels supports up-scaling of SLM practices	
A.1	**Re-focus on provisions of provincial Integrated Land Use Policies and utilize unique opportunity to mainstream SLM into provincial sectoral policies**The provincial Integrated SLM Policies (ISLMPs) the Project works on at present miss to address the barrier of uncoordinated and uncontrolled land allocation and conversion to other land uses in their current form. The ISLMPs introduce land use planning as a separate recommendation for each land-based sector. This sectoral approach does not comply with the essence of land use planning as an integrated, cross-sectoral planning tool. Additionally, the lack of legal	NCU, PCUs, PP&DDs, UNDP CO, IPs

	institutionalization of land use planning as envisaged through the provincial Integrated Land Use Policies threatens the sustainability of land use planning under Outcome 2. It is highly recommended that the Project revisits the targets defined in the Project Document and refocuses its attention towards the above target and introduce land use planning as a binding decision-making mechanism that guides land conversion and allocation to the most optimal use, as also suggested by the Sindh Government. The new federal government declared that each government department needs to revisit and draft its own policy until the end of 2018. This represents an unprecedented opportunity for the Project to promote its targets to mainstream SLM into provincial sectoral policies. It is recommended that the Project establishes linkages with all relevant land-based departments in the four provinces and proposes to support them in reviewing their sectoral policies by the end of the year as mandated by the federal government. The support should specifically focus on mainstreaming SLM principles into the most relevant sectoral policies (agriculture, forest, soil conservation, water, livestock, environment) following the recommendations of the draft provincial ISLMPs.	
A.2	**Institutionalize capacity building on SLM for professionals as foreseen in the Project Document** The Project Document calls for the creation of a formal certifiable SLM in-service training program consisting of at least 15 training courses and with clear competence standards and accreditations for government professionals. However, the Project's capacity building efforts do not follow an institutionalized approach as part of an overall capacity building curriculum and will not be sustainable beyond the project lifetime unless urgent midcourse corrections are taken. The MoUs signed with academic and research organizations relate to an M.Sc. course, scientific inputs and the organization of awareness raising seminars, but do not institutionalize the Project's in-service training components. The training manual provides the learning contents of the training component but does not embed learning into an institutionalized framework. It is recommended that the developed courses are combined in a formal training program and mainstreamed into the agenda of in-service training institutions of relevant line departments.	NCU, PCUs, IPs
B	**Outcome 2:** Effective, targeted, and adaptive implementation of SLM Land Use Planning & Decision Support System	
B.1	**District and Village Land Use Plans to include appropriate operationalization tools** At present, the land use plans developed by the Project have a very sound technical knowledge base, but lack operationalization and ownership by their implementers. The stakeholders of the planning process are not documented, clear action plans with timelines, responsibilities, required funding and its sources are missing. The by-laws of land use are not agreed on and documented and the governance of the planning process remains unclear, including monitoring, validity and revision procedures. In order to convert the land use plans into documents effectively in the position to guide land use, the MTR Team recommends that land use plans are operationalized to comply with the above criteria.	NCU, PCUs, P&DDs
B.2	**Follow up on establishment of Decision Support System** A detailed concept note was developed for the Decision Support System, but this was not followed up by establishing the system. One of the bottlenecks is the lack of willingness by custodians of spatial data to make them available to the Project. The NCU, supported by the NPD, the NSC members and UNDP should lobby and formally request the concerned agencies at the highest level to make the data available.	NCU, NPD, NSC, UNDP CO
C	**Outcome 3:** On-the-ground implementation of climate-resilient SLM activities is up-scaled across landscapes	
C.1	**Facilitate community engagement and enable effective coordination at the community level through community facilitators** The Project's outreach at the community level remains limited, largely as a result of wide geographic spread, very limited human resources at the level of Provincial Coordination Units and no regular presence at the district and community levels. Project activities are essentially sub-contracted to Implementing Partners and coordination between these activities is not always ensured (e.g. land use planning carried out *after* the implementation of SLM activities in the field in several instances). Sub-contracting to NGOs is not a sustainable option of social mobilization. In particular, the CBOs require backstopping in terms of capacity building and institutional strengthening in preparation for activities of the community SLM funds. The MTR Team recommends that two community facilitators, one of whom should be female, should be hired in each District to carry out the above tasks. Upon completion of the Project, these staff should become staff of the Desertification Control Cells.	NCU, PCUs, P&DDs, PSC
D	**Project Implementation & Adaptive Management**	
D.1	**Validate and adjust project strategic results frameworks and remove inconsistencies** Consider the findings spelled out in **Chapter 3.1.2** and specific recommendations in **Annex 12: Proposed changes to the Strategic Results Framework** to revise the Project's strategic results framework. It is	NCU, NSC, NPD, PCUs, PSCs, PPDs,

	particularly recommended to verify baselines and in cases where this is not possible to use absolute indicators that do not rely on questionable baselines. Current indicators miss to monitor progress towards important components of an enabling environment that include institutional capacities for SLM. The use of an SLM capacity scorecard and of a CBO Maturity Index as additional indicators and the replacement of household income by the Poverty Scorecard are recommended. Subsequently, it is recommended that the Government of Pakistan PC-1 is revised to eliminate discrepancies between the strategic results frameworks in the UNDP-GEF Project Document and the PC-1 as spelled out in **Annex 10: Discrepancies between the UNDP-GEF Project Document and the Government of Pakistan PC-1**. Additionally, the MTR recommends ensuring that the Provincial PC-1s follow the same logical hierarchy as the UNDP-GEF Project Document. The process should also be used to revise the rates proposed for the field implementation of SLM technologies wherever necessary, particularly in Sindh and that the umbrella PC-1 and the provincial PC-1s are consistent over responsibilities of staff hire.	UNDP CO, UNDP-GEF RTA
D.2	**Finalize and strengthen management arrangements** The Provincial Steering Committees of Baluchistan and Sindh did not conduct meetings until midterm. This raises important questions about how the functions of these project supervisory instruments, such the approval of annual work plans, and budgets, etc. are filled in these provinces. Furthermore, the lack of the Steering Committee as a coordination platform between Implementing Partners likely contributes to the weak project delivery observable in these provinces and the lack of ownership of policies and plans developed by the project. Furthermore, it may partially explain the lack of government line department engagement in project implementation in Sindh. Weak project management structures and on-ground delivery in certain provinces call for a more proactive engagement of the National Coordination Unit to support project implementation both at the level of the Provincial Coordination Units as well as in the field. A more proactive engagement of the NCU is also required in terms of providing technical guidance for the implementation of activities under the provincial components of the Project. At midterm, the Project still has not filled all positions, partially due to administrative hurdles and partially due to ambiguity over responsibilities of staff hire by UNDP or provincial funds stemming from inconsistencies of the umbrella and the provincial PC-1s. In terms of sustainability, particularly the positions of the Desertification Control Cells are of importance. It is recommended that the Provincial Steering Committees are constituted and take up their roles as stipulated in the Project Document without further delay. The MTR recommends preparing a strategy to finalize staff recruitment, including an agreement over the financial sources of staff hire and prompt completion of the hiring process. At the same time, the MTR Team additionally recommends to re-appropriate funds to the recruitment of 2 community facilitators per district one of whom should be female (see **Recommendation C.1**). Responsibilities over staff hire need to be consistently revised in the PC-1 (refer to **Recommendation D.1**). It is also recommended that the Project drafts a strategic plan to strengthen management arrangements in the provinces to provide stronger NCU support to the PCUs in the removal of bottlenecks affecting project implementation as well as through technical inputs in field implementation.	PCUs, PPDs, NCU, NPD, UNDP CO, EAD
D.3	**Strengthen the monitoring and reporting system** For a decentralized project involving multiple implementation partners, it is imperative that monitoring & evaluation and reporting procedures are consistent and effectively coordinated. The Project has considerable scope to improve its monitoring and to a lesser extent its reporting system: • The financial allocations to monitoring are half of the GEF rule of thumb and should be increased. • Unfilled monitoring positions at the provincial level should be filled and the capacities of monitoring staff should be built. • The monitoring system requires a comprehensive database to track all project activities/achievements/impacts and this should be linked with a GIS database to allow spatially explicit monitoring and reporting. • Monitoring of impact indicators through remote sensing should be followed up on where this is technically feasible (e.g. questionable visibility of young afforestation on high-resolution satellite images). • Monitor socio-economic, gender-specific and environmental (e.g. impacts of Eucalypt plantations and water lifting schemes on ground water tables) impact indicators • Introduce participatory monitoring engaging target communities • Monitor Output level (process) indicators as stated in the Project Document (Table 9) • Project data and documents are not readily available at the NCU (particularly those related to the provincial levels) and therefore it is recommended to establish a central online depository and file sharing platform to enable transparent sharing of information between project stakeholders.	NCU, PCUs, NSC, PSCs, UNDP CO
D.4	**Improve risk management**	NCU, UNDP CO

	Adhere to the provisions of the Project Document, follow the results of the Environmental and Social Screening and consider the findings of the MTR by updating the risk log with the following UNDP risk categories: 2. Social and environmental risks: particularly 1.2 Gender discrimination, 1.3 Loss of biodiversity and unsustainable use of natural resources, 1.4 Climate change, 1.5 Community health and safety, 4. Operational risks: particularly 3.1 complex design, 3.6 poor monitoring and evaluation, and 7. Regulatory risks: particularly 6.2 critical policies or legislation fails to pass or progress in the legislative process.	
D.5	**Streamline financial procedures** Project delivery lags behind largely due to administrative hurdles of getting funds released on time, particularly for season-bound activities such as tree planting. • It is recommended that project stakeholder consider applying the UNDP cost sharing approach for the government co-financing, i.e. that PSDP and ADP funds are routed through UNDP channels to the concerned provinces. Government ownership needs to be retained by maintaining the NPD/PPDs as signatories for funds routed through UNDP. • Additionally, alternate government signatories should be included for financial disbursement in all provinces and at federal level to ensure that the absence of signatories does not hamper project implementation. • At present the Federal and Provincial Governments charge income tax and GST on the co-financing contributed by them, effectively reducing the amount of co-financing by 50%. This in-transparent reduction of the co-financing contribution should be discontinued.	NSC, PSC, UNDP CO, EAD, P&DDs, NPD, PPDs
D.6	**Strategize communication and follow up on key provision of knowledge management** Project communication does not follow a clearly operationalized communication plan. In order to increase the visibility of the Project, to position the Project as a guidance to the Plant4Pakistan initiative (see **Recommendation E.3**) and to attract further funding, the communication strategy should be updated. The strategy should focus on changes in the stakeholder landscape, identify target groups of communication, the communication mix appropriate for each target group, the periodicity of communication, clear time frames, responsibilities and resource requirements. The communication plan should be clearly linked to monitoring milestones and monitored by the concerned project unit. Besides, the visibility of the Project in the field should be increased by erecting signboards at all the locations, in which activities were funded by the Project. This will also be instrumental in distinguishing the Project's activities from those of the previous projects and Tree Tsunami Project in Khyber-Pakhtunkhwa and of the up-coming Plant4Pakistan initiative. Furthermore, it is recommended that the SLM Information System is put in place. The Project Document stipulates the SLM Information System to consist of i) detailed information on the Project ii) an online depository of SLM related information on Pakistan, and iii) of a web-GIS interface that presents available spatial information on land degradation and SLM in Pakistan and related to the Project. So far, the Project partially achieved the first and second elements and has not achieved the third element. It is recommended that the project website should be updated to include a web-GIS interface on land degradation and SLM.	NCU, PCUs
D.7	**Update stakeholder engagement plan** The Project Document mandates the development of a stakeholder engagement plan, which was not followed up on. It is advisable to build upon the lessons learned during the first half of the project and develop an updated stakeholder engagement plan. The PMU should coordinate this, ensuring effective engagement and collaboration with key enabling stakeholders and with existing initiatives (e.g. Plant4Pakistan initiative). Focus should be given on the engagement of government stakeholders in Sindh, and on NGO engagement in other provinces. Stakeholder engagement should also focus on establishing linkages with public or private, domestic, bi- or multi-lateral donors that could potentially provide continued financing to the Project. Thereby the Project should aim to mobilize funds, tap into Corporate Social Responsibility funds from the corporate sector, especially targeting the oil and gas companies in Sanghar and coal mining companies in Nagarparkar	NCU, PCUs, IPs
E	**Sustainability**	
E.1	**Focus on institutionalization of governance mechanisms and on sustainability of institutions introduced by the Project** The Project introduced institutions including i) Desertification Control Cells at the national and provincial levels, ii) SLM Networks at the provincial level, and iii) CBOs at the village level. At the same time, governance systems, incl. i) land use planning at the district and ii) the village level were introduced. Of these, only the Desertification Control Cells are likely going to be sustainable, unless the Project initiates actions to institutionalize the others. SLM Networks should be established as a permanent platform with clear mandates and regular government funding and placed under the coordination of the Desertification Control Cells with an objective to advocate solutions for land degradation and desertification. CBOs at the village level have to be formally registered and their capacity built and strengthened. The formation of CBO platforms at the district level is	NCU, NPD, PCUs, PPDs

	recommended to facilitate exchange among the CBOs and to provide for more effective representation of their interests. Governance of land use planning needs to be legally institutionalized through the Integrated Land Use Policies approved by the concerned provincial cabinets (see **Recommendation A.1**).	
E.2	**Mainstream gender and social equity into project implementation** The Project efforts to mainstream gender are not fully satisfactory. Additionally, the Project should focus more strongly on promoting disadvantaged groups and relatively less developed districts. • The Project should adhere to the provisions of the Project Document and the recommendations of several PIRs to develop a gender strategy. • Similarly, gender specific indicators should be collected in the course of monitoring. • The MTR Team recommends that the design of the SLM funds should contain special provisions to reserve certain proportion of the funds or to provide other advantages for females. • Disadvantaged groups should be paid special attention to when deciding on the beneficiaries of project activities.	NCU, PCUs
E.3	**Present SLMP II as guidance to the implementation of the government's Plant4Pakistan initiative** The SLMP II, in particular i) its land use planning components at the district and village levels, ii) the institutions it established (CBOs, Desertification Control Cells, SLM Networks), and iii) best practices of on-the-ground forest landscape restoration should be positioned to provide guidance to the Plant4Pakistan initiative. The Plant4Pakistan initiative follows a strong top-down approach and therefore the SLMP II can promote its sustainability by contributing holistic planning, bottom up governance and institutionalized expert advice to the large government initiative. UNDP should present the SLMP II accordingly as part of its project portfolio to the Government, and the NPD as the main coordinator of the Plant4Pakistan Initiative may consider this recommendation.	UNDP CO, NCU, NPD
E.4	**Agree upon dates of terminal evaluation and of project closing** The official start date of the project is May 5th, 2015, the date when the MoCC and UNDP signed the project document. This document indicates March 31st, 2020 as the closing date implying a 5-year project period. There are, however, some conflicting indications of the closing date. For instance, the PIR 2018 reports April 20th, 2020 as the closing date, whereas other sources state August 2020, based on a 60-month period from the time of hiring the NPC. While the project inception workshop was held in September 2015, recruitment of most project staff and the implementation of activities effectively started from the financial year 2016/17 (July 1st 2016). Given the late start and delays in progress due to administrative and operative hurdles, the MTR Team considers that a 60-month period starting from July 1st, 2016 would be a reasonable project duration. This would put the project closure to June 30th, 2021. Accordingly, the MTR Team recommends the terminal evaluation to be conducted in November/December 2020.	PSC, UNDP CO, UNDP-GEF RTA

Annex 1: Documents reviewed for the MTR

Document
UNDP-GEF documents
PIF
GEF and STAP Review Sheets
Local Project Appraisal Committee meeting documentation
UNDP Environmental & Social Safeguard Policy
Project Document
Project Inception Workshop Report
Annual Project Review/Project Implementation Reports 2016, 2017, 2018
Annual Work Plan 2016
Annual Progress Report 2016, 2017; Quarterly Progress Reports 2016 and 2017
Audit reports 2016 and 2017
Combined Delivery Report 2016 (activity-wise), Combined Delivery Report 2017, and 2018 (until June 30) (at project level)
GEF tracking tools during CEO endorsement & mid-term
ATLAS risk management module risk ratings
UN Common Country Programme for Pakistan
PCOM – Project Cycle Operations Manual
Project documents
Advocacy and communication strategy
Field-bases training manual
Summary of capacity building programmes
Various training and workshop documentation
Video documentation of success stories
Press releases
Documentation of SLM Network meetings
Staff list
Minutes of National Steering Committee meetings
Monitoring reports prepared by project
Monitoring visit reports of Provincial Project Coordinators to field sites
Co-financing table
Exemplary field monitoring reports
Exemplary MoUs with Implementing Partners
Integrated Land Use Policy Frameworks for four provinces
Integrated Sustainable Land Management Policies for four provinces
Guidelines for developing District and Village Land Use Plans
District land use plans for Bhakkar, Dera Ismael Khan, Kech and Mastung Districts
List of Village Land Use Plans
Proposal for Decision Support System
Project location map
CBO formation documentation in Punjab
Project brochure
SLMP posters
Notification of the Desertification Control Cell in Punjab
Documentation of farmers' field days
Project success stories document
Best practices of SLM documentation
PES strategy
Report on indigenous knowledge
Documentation of the desert plants of Sindh
National documents
PC-1 (Government Project Document) for the SLMP II
National SGD Framework
Pakistan Vision 2025
National Water Policy
National Forest Policy
Agriculture and Food Security Policy of Pakistan
Pakistan UNCCD NAP

Annex 2: MTR mission itinerary

Date	Day	Time	Andras Darabant	Chaudhry Inayatullah
10-Aug-18			Submit draft Inception Report	Assist TL to prepare Inception Report
11-20 Aug				
21-26 Aug			Finalization of Inception Report	Assist TL to finalize Inception Report
24-Aug-18	Friday		**Submission of Inception Report**	
27-Aug-18		0145	Arrival to Islamabad	
		0900-0945	Meeting with NPC	
27-Aug-18	Monday	1000-1130	Meeting with UNDP ACD, PO & PA	
		1130-1245	Meeting with DCD UNDP	Arrangements UNDSS
		1300-1345	Meeting with NPD	
		1445-1700	Meeting with Project Team incl. NCU & PPCs	
28-Aug-18	Tuesday	0930	UNDSS briefing	
			Meetings with Project Experts (Policy Reforms and Capacity Building, Land Use Planning and Implementation, GIS Specialist, Communication Officer)	
		1430-	Meeting Ministry of Planning, Development & Reforms, Planning Department	
			Consolidation of findings	
		1930-0030	Travel to Karachi	
29-Aug-18	Wednesday	0800-1000	Consolidation of findings	
		1100-1200	Meeting PPC Sindh	
			Meeting PPD Sindh (Secy., P&DD, Govt. of Sindh)	
			Travel to Hyderabad	
		1300	Consolidation of findings	
30-Aug-18	Thursday	0900-1730	Travel from Hyderabad and field visits in Sanghar (Chato Magaryo, Lal Mohammad Rajar villages), return to Hyderabad	
31-Aug-18	Friday	0900-1030	Meeting UNDP Small Grants Programme Pakistan	
		1100-1300	Meeting Thardeep Rural Development Programme	
		1330-0000	Travel to Karachi and on to Islamabad	
01-Sep-18	Saturday	0900-1000	Meeting with IPs in Chakwal	Leaves for D. I. Khan
		1030-1915	Visits to field sites at Chakwal (Lakhwal, Manghwal, Padhshahan)	Afternoon meetings with stakeholders at D. I. Khan and night stay at D. I. Khan
02-Sep-18	Sunday	1000-1100	Meeting PPD KP	Field visit in D. I. Khan
		1130-1230	Meeting EAD	Leaves for Qila Saifullah. Night stay at Qilla Saifullah
		1400-1600	Consolidation of findings NCU (Nadeem Shaukat, Hamid Marwat)	
03-Sep-18	Monday	900	Leaves for Peshawar to meet PP&DD and other stakeholders	Field Visit in Qilla Saifullah/Pishin and travel to Quetta
		1900	Returns to Islamabad	Night stay at Quetta
04-Sep-18	Tuesday	700	Leaves for Lahore to meet PP&DD and other stakeholders	Leaves for Islamabad
		1300-1400	Meeting with PPC	
		1430-1500	Meeting with PPD	
		1600-1630	Meeting in GIS lab of Forest Department	
		1630-1930	Return to Islamabad	
05-Sep-18	Wednesday	1000	Consolidation of findings	
06-Sep-18	Thursday	0630-1000	Consolidation of findings and preparation of PowerPoint	
		1100-1130	Interview Ameen Amjad, Communications Specialist	
		1415-1615	**Presentation of findings to UNDP, EAD, MoCC & NCU**	
07-Sep-18	Friday	1210	Briefing of the UNDP CO DCD and PO on MTR findings	Preparation of draft report
08-Sep-18	Saturday		Preparation of draft report	
09-Sep-19	Sunday	0900-2100	Travel home	
10-17 Sep-18			Preparation of draft report	
18-Sep-18	Sunday		**Submission of Draft Report**	
19-30 Sep 18			Review of report by UNDP, Govt., and GEF	
01-05 Oct-18	Monday		Adjustments for final report	
05-Oct-18	Wednesday		**Submission of Final Report**	

Annex 3: List of stakeholders interviewed during the MTR

Person	Gender	Organization	Position	Function
		GEF Implementing Agency		
Muhammad SOHAIL	male	UNDP Country Office	Programme Officer	Project oversight
Mohammad SALEEM	male	UNDP Country Office	Programme Associate	Project oversight
Naoko TAKASU	female	UNDP Country Office	Deputy Country Director Programmes	Project oversight
Amanullah KHAN	male	UNDP Country Office	Assistant Country Director, Chief Environment and Climate Change	Project oversight
Masood Ahmed LOHAR	male	UNDP Small Grants Programme	National Programme Manager	Stakeholder
Chatro KHATRI	male	UNDP Small Grants Programme	Acting Programme Assistant	Stakeholder
		Project Team		
Hamid MARWAT	male	National Coordination Unit	National Project Manager	Project management
Nadeem SHAUKAT	male	National Coordination Unit	Expert Policy Reforms and Capacity Building	Project implementation Outcome 1
Fawad Hassan MIR	male	National Coordination Unit	Expert Land Use Planning & Implementation	Project implementation Outcome 2/3
Waqas AWAN	male	National Coordination Unit	GIS Specialist	Project implementation Outcome 2
Ameen AMJAD	male	National Coordination Unit	Communication Officer	Project communication
Arab KHAN	male	National Coordination Unit	Administration and Finance Officer	Administration & finance
Pir Adnan SAJID	male	National Coordination Unit / Government of Pakistan	Deputy Chief Monitoring	Monitoring
Mohammad ABDULLAH	male	National Coordination Unit / Government of Pakistan	GIS Officer	Project implementation Outcome 2
Yasir KHAN	male	National Coordination Unit / Government of Pakistan	Accounts Officer	Finances
Dr Mohammad KHAIR	male	PCU Baluchistan	Provincial Project Coordinator	Provincial project management
Dr Ikram ur REHAM	male	PCU Khyber-Pakhtunkhwa	Provincial Project Coordinator	Provincial project management
Zulfiqar A. LAGHARI	male	PCU Sindh	Provincial Project Coordinator	Provincial project management
Khalid SULTAN	male	PCU Punjab	Provincial Project Coordinator, Member Planning and Development Board	Provincial project management
Kamran SAEED	male	PCU Punjab	Monitoring Officer	Monitoring
		Government		
Syed Mahmood NASIR	male	Ministry of Climate Change	Inspector General Forests	Executing Agency
Muhammad MUJAHID Afzal	male	Ministry of Climate Change	Programme Officer Climate Finance (Office of the GEF Operational Focal Point)	GEF strategic programming
Muhammad Aslam CHAUDHARY	male	Economic Affairs Division, Ministry of Finance	Joint Secretary - UN	Release of co-finance
Huda SHAH	female	Economic Affairs Division, Ministry of Finance	Section Officer	Release of co-finance

Arshad Ali CHAUDHARY	male	Planning Commission, Ministry of Planning, Development & Reforms	Joint Secretary	Release of co-finance
Ali Raza KHAN	male	PP&DD KPK	Director General Sustainable Development Unit & Provincial Project Director	Release of co-finance + executing agency
Dr Shereen MUSTAFA	female	PP&DD Sindh	Provincial Project Director	Release of co-finance + executing agency
Iftikhar Ali SAHOO	male	P&DD Punjab	Secretary, Planning and Development Department, Government of the Punjab & PPD	Release of co-finance + executing agency
Manzoor Ahmad SHEIKH	male	Department of Forest, Government of the Punjab	Divisional Forest Officer, Range Management, Chakwal	Implementing Partner
Nawid KHAN	male	Department of Forest, Government of the Punjab	Block Forest Officer	Implementing Partner
Ishtaq AHMAD	male	Department of Forest, Government of the Punjab	Range Forest Officer	Implementing Partner
Gulfraz HAIDER	male	Department of Forest, Government of the Punjab	Block Forest Officer	Implementing Partner
Mohammad Farkhan HAIDER	male	Department of Forest, Government of the Punjab	GIS Analyst	Implementing Partner
M Ashraf SUMRAH	male	Barani Agriculture Research Institute	Olive horticulturist	Implementing Partner
INAMULAHQ	male	Barani Agriculture Research Institute	Olive horticulturist	Implementing Partner
Dr KAMRAN	male	Agency for Barani Areas Development	Chief	Implementing Partner
Hafez Mohammad NASIR	male	Agency for Barani Areas Development	Assistant Chief	Implementing Partner
Sadiq HUSSAIN	male	Agency for Barani Areas Development	Planning Officer	Implementing Partner
Aman SHER	male	Department of Soil Conservation	Assistant Director	Implementing Partner
Farooq SHAH	male	Department of Soil Conservation	Director	Implementing Partner
Abid MUMTAZ	**male**	Department of Forests	Divisional Forest Officer	Implementing Parner
		Target groups		
CBO members	male & female	Lal Mohammad Rajar village, Sindh 19 men Chato Magaryo village, Sindh 14 men Lakhwal village, Punjab approx. 45 men & women	CBO members	Project beneficiary
DILAWAR	male	Lakhwal village	CBO member	Project beneficiary
Hemat KHAN	male	Lakhwal village	CBO President	Project beneficiary
Mahmud SADEQ	male	Lakhwal village	CBO member	Project beneficiary
Manzoor HUSSAIN	male	Chak Malook village	CBO member	Project beneficiary
Humayoun JUGAZAI	male	Qilla Saifullah	Progressive farmer	Project beneficiary
Muhammad KHAN	male	Paniala village + 12 other members	CBO member	Project beneficiary
Zafar IQBAL	male	Pahshahan	CBO member	Project beneficiary
		NGOs		
Allah Nawaz SAMOO	male	Thardeep Rural Development Programme	Chief Executive Officer	Project Implementing partner Sindh
		Other donors/projects		
Faizul BARI	male	FAO Pakistan	NRM Advisor	External stakeholder

Annex 4: Interview guide

	Project design (relevance)
	Project design 1) How relevant is the project strategy to address the problem of land degradation in Pakistan? Did the project choose the most effective way to address the challenges? 2) Were the capacities of the executing institutions[s] and its counterparts properly considered when the project was designed? 3) Were lessons from other relevant projects properly incorporated in the project design? 4) Were the project assumptions and risks well-articulated in the PIF and project document? Did these change over time? 5) Have any of the assumptions become an enabler or a challenge for implementation or results delivery? - PSC 6) How has the PMU monitored risks and assumptions and what do you suggest changing for the project to be successful by the time of the TE?
	Stakeholder engagement in project design 1) What was the level of stakeholder participation in project design? 2) How does the project support the needs of relevant stakeholders? 3) Has the implementation of the project been inclusive of all relevant stakeholders? 4) Were local beneficiaries and stakeholders adequately involved in project design and implementation? 5) In your view, was project formulation process participatory and why do you think it was or it wasn't (where's the evidence)? Was everyone, who could contribute to the outcomes and those who may be affected consulted and were their views incorporated?
	Government and donor priorities 1) How does the project support the objectives of UNCCD? 2) How does the project support the relevant GEF focal area and strategic priorities? 3) How does the project support the environment and sustainable development objectives of the Govt.? 4) How does the project support UNDP's priorities? 5) Is the project country driven? 6) Does the GEF funding support activities and objectives not addressed by other donors? 7) How do GEF funds help to fill gaps [or give stimulus] that are necessary but are not covered by other donors? 8) Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives?
	Strategic results framework 1) Were the project's objectives and components clear, predictable and feasible within its time frame? 2) Analysis of the strategic results framework, were the indicators SMART? 3) Did the project lead to any additional benefits that may be worth monitoring? 4) Did the progress reports point out changes in data over time against the indicators? 5) Were the M&E tools as identified in the ProDoc followed? How easy has it been to use the indicators and baseline values provided in the project document to monitor the project's implementation and impacts? 6) What challenges/good practices have you experienced in relation to project design and indicators, and how did you use adaptive management to solve them? – Project Team
	Mainstreaming 1) Define positive and negative effects of project on local population [income generation, job creation, improved NRM with local groups, improvement in policy frameworks for resource allocation and redistribution and regeneration of natural resources for long-term sustainability]. 2) Do the project objectives conform to the UNDP CPD, CPAP and UNDAF? 3) Whether gender issues had been taken into account in project design and implementation and in what way the project contributed to greater consideration of gender aspects [e.g., project team composition, stakeholder's outreach to women's groups, etc.]?
	Progress towards results (effectiveness)
	Progress 1) Going through the logframe, list activities for each output and please highlight what has been implemented and what key results were delivered 2) Please summarize how many beneficiaries have so far benefited from each of the key activities/outputs of the project, disaggregated by gender. 3) What in your estimation is the percentage implementation per output, when you consider the activities implemented and the results delivered? 4) What would you say is the greatest impact of this project in your view, and why? - PSC 5) What challenges have you faced related to implementation so far and how have you used adaptive management to address them? - PSC 6) What good practices did you experience related to implementation and how did they influence implementation and achievement of results? - PSC

	7) What lessons have you derived from dealing with either challenges or good practices and how have you captured and/or shared them? - PSC
	1) Has the project been effective in achieving its expected outcomes or likely to achieve the outcome in the stipulated duration? 2) Has community's capacity and incentives for and participation in conservation-oriented management improved? 3) Monitoring and evaluation system is in place? 4) What was the quality of risk mitigation strategies developed? Were these sufficient? 5) Are there clear strategies for risk mitigation related with long-term sustainability of the project? 6) What lessons have been learnt from the project regarding achievement of outcomes?
	Project implementation arrangements and adaptive management (efficiency)
	Management arrangements 1) Have the project implementation arrangements been modified, why was it deemed necessary and what approvals were sought after modifications? – PSC/Project Team 2) Have the modifications been documented and approved? - NPC 3) What is the impact of the departure or compliance with the implantation arrangements on the rate of project implementation, delivery of results and the sustainability of expected impacts? - NPC 4) What would you do differently – or needs to be modified for the second part of the project lifetime? – Project Team/NPD
	Regarding reporting and communication 1) Do you fully understand UNDP and GEF project reporting requirements? NPC/NPD/PO 2) Are these in line (or supportive) of the Government of Pakistan's reporting requirements? NPC/NPD 3) How many reports (PIRs) has the NCU produced? Have you had any feedback from UNDP, GEF, the Federal and Provincial Governments on the reports? NPC 4) How many technical reports has the project produced? NPD/PPCs 5) What needs to be done to increase the quality of reports and number of technical publications out of this project? 6) How are you ensuring that practice will inform policy out of this project? 7) What communications and awareness raising material has been produced and how is it disseminated? NPC/PPCs 8) How is the project monitoring whether the awareness on SLM has increased among the target groups?
	Support to the project 1) How has the PSC supported NCU on any aspects of the project implementation? How frequently were the Project Steering Committee meetings held? Quality of PSC meeting reports? 2) How about UNDP? 3) What would you recommend regarding support received from the two going forward? 4) Did UNDP Senior management and GEF Focal Person visit the project sites and produce proper monitoring visit reports? 5) What is the quality of field visit reports? 6) Has GEF RTA visited the project sites? 7) Was the project visited by the political leadership, if so give evidence in the form of field reports? 8) Was the project visited by the heads of IPs, and how many times? Any field visit report? 9) Whether there was an appropriate focus on results? 10) Did UNDP provide support to IPs and project team adequately and in a timely manner? 11) Were the quality annual reports produced in time? 12) Were the risks managed effectively? 13) What were the responses to solve implementation problems? 14) What were the salient issues regarding project duration and how they have affected project outcomes and sustainability?
	Work planning 1) Did the project LFA and work plans and any changes made to them use as management tools during implementation? 2) How well do you think the work plan matches the budget proposed? - PSC
	Finance and co-finance 1) Were the project accounts audited every year, if so highlight major audit observations? 2) Financial controls- timely flow of funds, budget revisions, etc 3) Was there a sufficient clarity in the reported co-finance to substantiate in-kind and cash contribution from all listed sources? 4) Were the project components supported by external funders was well integrated into the overall project? 5) Quantity of additional financial resources mobilized [in-kind or cash] from other donors, NGOs, foundations, Government, communities and private sector?
	M&E

	1) Was the M&E plan well-conceived? 2) Was the M&E plan sufficiently budgeted and funded during project preparation and implementation? 3) What was the effectiveness of monitoring indicators to measure the project's progress? 4) Compliance with the progress and financial reporting requirements / schedule, quality and timeliness? 5) What was the value and effectiveness of the monitoring reports and evidence that these were discussed with stakeholders and project team? 6) What was the extent of follow up actions taken on the recommendations of monitoring reports [adaptive management]? 7) Compare the APR/PIR self-evaluating ratings with the ratings of MTR? If not were these discrepancies discussed with the project steering committee? 8) Any changes made in implementation based on monitoring reports? 9) Returning to the issue of indicators, has the project tested their suitability in monitoring project impacts involving beneficiaries and those stakeholders engaged in implementation? 10) Has the project formulated a participatory M&E system? NPC/PPCs/Communities 11) If not, why not? 12) How do you think the lack of a participatory M&E system affects adaptive management of the project and linking practice and policies? 13) What should be done differently to improve participatory M&E in support of adaptive management and sustainability of results?
	Stakeholder participation 1) Please describe how stakeholders have participated in the project implementation – Project Team 2) Is this state of participation in line with the planned stakeholder participation plan in the ProDoc? - NPC 3) If there was a change, why was it necessary? – NPC/PPCs 4) Was the change documented and relevant approvals obtained? – NPC/UNDP PO 5) If not, why not, and what has been the impact of such changes to the overall project, especially the rate of implementation, results delivery and sustainability? – NPC/NPD/PO 6) Were stakeholders provided information about project implementation and progress? 7) How has adaptive management been applied in project implementation related to stakeholder participation? – NPC/PPCs 8) What do you think should be adjusted in order to increase the effectiveness of project implementation and increase chances of sustaining the impacts? – NPC/PPCs/NPD/PO
	Partnership 1) Does the work plan clearly define responsibilities of each IP? 2) What is the quality of progress reports of each IP? 3) What is the community impression about the work of IPs? 4) What is the community impression about the work of District Govt.?
	Implementing partners 1) Whether there was an appropriate focus on results and timeliness? 2) Adequacy of management inputs and processes, including budgeting and procurement? 3) Quality of risk management? 4) Candor and realism in reporting? 5) Ownership?
	Country ownership 6) Was the project concept in line with development priorities of the country? 7) Were the relevant country representatives from Govt. and civil society involved in project implementation, including as part of the project steering committee? 8) Was an inter-ministerial committee given responsibility to liaise with the project team, recognizing that more than one ministry should be involved? 9) Has the Government enacted legislation and/or developed policies and regulations in line with the project's objectives?
	Cost effectiveness 1) Compliance with the incremental cost criteria and securing co-funding and associated funding. 2) Is the project effectively progressing towards the completion of planned activities and likely to achieve or exceed the expected outcomes in terms of achievement of Global Environment and Development Objectives according to schedule, and as cost-effective as initially planned? 3) Did the project used benchmark or comparison approach [did not exceed the cost levels of similar projects in similar contexts]?
	Efficiency 1) Were the accounting and financial management systems in place adequate for project management and producing accurate and timely financial information? 2) Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes? 3) Was project implementation as cost effective as originally proposed [proposed vs. actual]?

	4) Did leveraging of funds [co-financing] happened as planned? 5) Were financial resources utilized efficiently? Could financial resources have been used more efficiently? 6) Was procurement carried out in a manner making efficient use of project resources? 7) To what extent partnerships/linkages between institutions / organizations were encouraged and supported? 8) Which partnership / linkages were facilitated? Which ones can be considered sustainable? 9) What was the level of efficiency and cooperation and collaboration arrangements? 10) Which methods were successful or not and why? 11) Did the project take into account local capacity in design and implementation of the project? 12) Was there an effective collaboration between institutions responsible for implementing the project? 13) What lessons can be learnt from the project regarding efficiency? 14) What changes could have been made [if any] to the project in order to improve its efficiency?
	Sustainability
	1) What results do you think the project will deliver that need to be sustained? – NPC/PPCs 2) What in your view is the project mechanism to sustain these results? – NPC/PPCs 3) More specifically, what are the mechanisms for ensuring institutions and governance sustainability? 4) Financial sustainability? a. Are there financial risks that may jeopardize the sustainability of project outcomes? b. What is the likelihood of financial and economic resources not being available after the completion of project? 5) Socio-economic sustainability? a. Are there social or political risks that may threaten the sustainability of project outcomes? b. What is the risk for instance that the level of stakeholder ownership will be insufficient to allow for the project outcomes / benefits to be sustained? c. Do the stakeholders see that it is in their interest that the project benefits continue to flow? d. Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? e. Are requisite systems for accountability and transparency and required technical know-how in place? 6) Environmental sustainability? Are there ongoing activities that may pose an environmental threat to the sustainability of project outcomes? 7) What challenges do you foresee with sustainability along any of these four criteria? - PSC 8) What should the project do between now and the TE to secure long-term sustainability? - PSC
	Impact
	1) On how many ha of rain-fed farmland have SLM technologies been implemented (target is 400000 ha)? 2) On how many ha of degraded forests, rangelands and shifting sand dunes have SLM technologies been implemented (target is 43500 for forests, 11700 for sand dunes, 175000 for rangelands)? 3) In the targeted communities, what percentage of households participate in implementing SLM technologies (target is 15%)? 4) What is the percentage of the change of average HH income in targeted communities (target is 3000 +20%)? 5) How many million tons of carbon dioxide has been mitigated (target is 20 million t)?
	Catalytic role
	1) Production of public goods [development of new technologies]. 2) Demonstration- development of demo sties, successful information dissemination and training. 3) Replication- activities, demonstration and/or techniques are repeated within or outside the project, nationally or internationally. 4) Scaling up- approaches developed through the project are taken up on a regional / nation-wide scale becoming widely accepted, and perhaps legally required.
	General
	1) What issues should the MTR look into that we have not yet discussed? - PSC 2) Please summarize the challenges faced by the project on any aspect; - PSC 3) Please summarize the good practices you would like to share with the MTR on any aspect of the project- NPC/PPCs 4) Summarize recommendations going forward if the project was to be successful. 5) Any other issues? – NPC/PSC
	Benefits for target groups
Beneficiaries and target groups	1) What do you know about the project? Where have you received the information from? 2) Describe how you have participated in the project and its activities 3) What benefits are you deriving from the project? 4) What responsibilities do you have regarding the benefits and the project in general? 5) How have the project benefits (VLUP, irrigation, afforestation, pastures, shelter belts, etc.) changed your life? 6) Have you been involved in monitoring and evaluation of the project? 7) What training have you received from the project?

	8) How did the training make a difference to the way you manage your livestock, or the agriculture production or water? 9) What challenges do you still experience with regard to land degradation? 10) Have any of your neighbours or friends expressed any interest in taking up the technologies propagated by the project? 11) Do you know any that have actually adopted the technologies piloted by the project on their own? 12) If not, what do they say is the challenge? 13) How will you sustain the benefits you are getting from the project once the NCU & PCU is disbanded? 14) What challenges do you foresee for sustaining the impacts and how can you or your leaders/government help to resolve them? 15) What recommendations do you have for the project managers and funders in order to improve the way the project is being implemented?

Annex 5: MTR evaluation matrix

Evaluative Questions	Indicators (/benchmarks)	Sources	Methodology
Relevance: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
Global and national priorities			
Is the SLMP II relevant in the context of the GEF 5 LD Focal Area strategy?	Level of congruence of the SLMP II Strategic Results Framework with the GEF 5 LD Focal Area strategy	GEF 5 Focal Area Strategies, PIF, Project Document, CEO Endorsement Request	Document analysis, interviews with GEF-OFP & NPD
	Level of relevance of the project design to contribute towards the achievement of Global Environmental Benefits	GEF Global Environmental Benefits, PIF, Project Document, CEO Endorsement Request, PIRs	Document analysis, interviews with GEF-OFP & NPD
To what extent does the SLMP II fulfil UNDP's strategic objectives?	Level of congruence between project objectives and UNDP strategic objectives	UN SCF, UNDP Pakistan Country Strategy	Document analysis
To what extent do the objectives and the design of the SLMP II address national and local priorities?	Level of congruence between national and provincial priorities and SLMP II objectives	Project Document, technical reports, literature on LD in Pakistan, national and provincial policy and strategic documents (e.g. Pakistan's UNCCD NAP), first-hand information from stakeholders, personal observation	Document analysis, interviews, Focus Group Discussions, personal observation
	Threats to global LD value to be addressed identified The planned intervention targets identified threats and will likely contribute to achieve global LD benefits		Document analysis
To what extent were the positions of relevant national stakeholders considered in the project design?	Level of satisfaction of relevant national stakeholders with project design	MTR feedback, personal observation	Expert panel, interviews, personal observation
Synergies			
To what extent have synergies with other projects / programmes been realized in project design and implementation?	Nature and kind of partnerships developed by the project	Project document, Project documents of other projects, MTR feedback	Document analysis, interviews, personal observation
Results framework			
What changes (if at all) can be made to make the strategic results framework more relevant?	Changes in results framework	Project document, M& Reports and progress reports	Document analysis, interviews with stakeholders and project managers
Does the strategic results framework fulfil SMART criteria, and does it sufficiently capture the added value of the project?	Level of SMART-ness of strategic results framework	Strategic results framework, UNDP guidance on planning and monitoring for development results, GEF Tracking Tools, MRT feedback	Document analysis, interviews
Capacities for implementation			
Did the project design set realistic targets in terms of the capacities and resources of the executing agencies?	Justification of targets	PIRs, audit reports, MTR feedback	Document analysis, interviews
Were partnership arrangements properly identified and roles and responsibilities negotiated before project start?		Project document, PIRs, PSC minutes, MTR feedback	Document analysis, interviews

Evaluative Questions	Indicators (/benchmarks)	Sources	Methodology
Were counterpart resources and capacities, enabling legislative framework, and appropriate project management arrangements in place at project start?	Commitment of counterparts for the proect	Minutes of meetings, LPAC meeting minutes	Document review and inteviews
Mainstreaming of broader development objectives			
Has the project addressed gender mainstreaming in planning and implementing project activities?	Level of female engagement in project activities	Project gender strategy, PIRs, project technical reports, capacity building reports, project media coverage	Document analysis, interviews, gender-based Focus Group Discussions with target group representatives
Has the project ensured inclusivity of disadvantaged groups in planning and implementing project activities?	Level of marginalized group engagement in project activities	Environmental and Social Screening, project thematic reports, capacity building records, community meeting documentation, MTR feedback	Document review, interviews, Focus Group Discussions with target groups, personal observation
	Existence of positive/negative impacts of SLMP II on the livelihoods of members of disadvantaged groups	Environmental and Social Screening, project thematic reports, capacity building records, community meeting documentation, MTR feedback	Document review, interviews, Focus Group Discussions with target groups, personal observation
Has the project mainstreamed biodiversity conservation into the planning and implementation of project activities?	Level of conservation and use of indigenous biodiversity	Project Document, PIRs, project thematic reports, MTR feedback	Document analysis, field visit, interviews, Focus Group Discussions with target group representatives
<u>Progress Towards Results</u> (effectiveness): To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Has the project been efficient in achieving the expected outcomes and objective?	Delivery rate per quarter	MTR Tracking Tool, PIRs, progress towards results matrix, MTR feedback	Document analysis, interviews, personal observation
To what extent has the SLMP II contributed to the creation of an enabling environment at national and provincial levels to support the upscaling of SLM (progress towards Outcome 1)?	Level of achievement of targets set for Outcome 1 in the project document	Strategic results framework, PIRs, MTR feedback, sources of verification in SRF	Document analysis, progress towards results analysis, personal observation
To what extent has the project contributed towards the implementation of SLM land use planning and decision support system (progress towards Outcome 2)?	Level of achievement of targets set for Outcome 2 in the project document	Strategic results framework, PIRs, MTR feedback, sources of verification in SRF	Document analysis, progress towards results analysis, personal observation, Focus Group Discussions with target groups
To what extent has the SLMP II contributed towards the implementation of climate resilient SLM activities in the target landscapes (progress towards Outcome 3)?	Level of achievement of targets set for Outcome 3 in the project document	Strategic results framework, PIRs, MTR feedback, sources of verification in SRF	Document analysis, progress towards results analysis, personal observation, Focus Group Discussions with target groups
What were the risks involved and to what extent were they managed?	Quality of risk assessment, frequency of risk log updates	Risk log, PIRs	Document analysis, interviews
Remaining barriers	Delivered Outputs adequate to overcome barriers	PIRs, PSC minutes, MTR feedback	Document analysis, interviews, personal observation
<u>Project Implementation and Adaptive Management</u> (efficiency): Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Management arrangements			

Evaluative Questions	Indicators (/benchmarks)	Sources	Methodology
Are management arrangements in place that are efficient, effective, transparent and flexible?	Clarity in responsibilities for NCU, PCUs and other implementers	Project document, PIRs, PSC minutes, MTR feedback	Document analysis, interviews, personal observation
	Clarity of reporting lines	TORs of staff, meeting minutes	Document analysis, interviews, personal observation
	Transparency, timeliness and documentation of decisions	Meeting minutes	Document analysis, interviews, personal observation
Management arrangements Executing Agency	Effectiveness of management response to PSC guidance	PSC meeting reports, AWPs, PIRs, MTR feedback	Document analysis, interviews
	Adequacy and efficacy of management inputs in place	Meeting minutes	Document analysis, interviews, personal observation
	Realistic reporting		
Supervision and backstopping			
Has UNDP provided quality support to SLMP II, approved modifications in time and restructuring when necessary?	Clarity of results focus of UNDP interventions	PIRs, MTR feedback	Document analysis, interview, personal observation
	Extent of lessons learnt from other projects incorporated into the implementation of the SLMP II	PSC meeting reports, PIRs, audit reports, MTR feedback	
	Timeliness and efficacy of support by UNDP CO		
	Feedback provided to annual reporting		
Has UNDP provided the right staffing levels, skill mix, continuity and frequency of field visits to SLMP II?		Supervisory reports, back-to-office reports, internal appraisals, MTR feedback	Document analysis, interview, personal observation
Work planning			
Have there been substantial delays in project implementation and have their reasons been documented and addressed?	Level of congruence of milestones in AWP with indicators of the Strategic Results Framework	Project Document, Strategic Work Plan, AWPs, QWPs, PIRs, financial delivery reports, MTR feedback	Document analysis, interviews, personal observation
Is work planning focused on results-based management?	Level of achievement of strategic work plan and AWP targets	Strategic Work Plan, AWPs, QWPs, PIRs, financial delivery reports, MTR feedback	Document analysis, interviews, personal observation
	Adequacy of documentation and justification of work plan amendments		
Has the strategic results framework been used as a management tool?	Reference of AWP targets to Strategic Results Framework	Strategic Results Framework, AWPs, QWPs,	Document analysis, interviews
Finance and co-finance			
Does the financial flow of SLMP II allow for effective and efficient delivery of project targets?	Planned vs. actual financial delivery	PIRs, financial delivery reports, combined delivery reports, audit reports, PSC meeting minutes, MTR co-financing report, MTR feedback	Document analysis, interviews, personal observation
	Time and costs of financial management	Record of meetings	Document analysis, interviews, personal observation
	Level of constraints in project financial flows	Record of meetings, interviews	Document analysis, interviews, personal observation

Evaluative Questions	Indicators (/benchmarks)	Sources	Methodology
Do financial control mechanisms allow the NCU to conduct effective financial management?	Availability of up-to-date and detailed (activity-wise) financial status	Annual budgets, midterm financial report, ATLAS reports, MTR feedback	Document analysis, interviews, personal observation
	Annual audits conducted	Audit reports	Document analysis, interviews
Were budget revisions justified and effective?	Level of documentation and justification of changes	Project document, PIRs, Strategic budget plan, Annual budget plans, midterm financial report	Document analysis, interviews
Has the project been implemented in a cost-effective manner?	Level of cost effectiveness of delivery of project outputs	Progress towards results matrix, financial delivery reports, MTR feedback	Document analysis, interviews, personal observation, field visits
Is the project efficient with respect to incremental cost criteria?	Proportion of project investments not part of business-as-usual investments	National strategies and plans, Project document, PIRs, MTR feedback	Document analysis, interview, personal observation
Has co-finance been delivered in accordance with the Project Document?	Achieved figures in comparison to targets and justifications for deviation	Co-finance commitment letters, MTR financial report, PIRs, financial delivery reports, MTR feedback	Document analysis, interviews, personal observation
M & E System			
Is the project M & E plan well budgeted and implemented?	Efficiency of resource allocation and implementation of M&E plan	M&E Plan, PIRs, GEF LD Tracking Tools at CEO Endorsement & Midterm, AWPs, PIRs, risk log, issue log, financial delivery reports, MTR feedback	Document analysis, interviews, personal observation
	Level of engagement of stakeholders in implementing M&E plan	M&E plan, PIRs, project output level deliverables, MTR feedback	Document analysis, interviews, personal observation
Does the M&E plan yield relevant information for adaptive management?	Level of efficacy of the M&E plan	M&E Plan, PIRs, GEF LD Tracking Tools at CEO Endorsement & Midterm, risk log, issue log, MTR feedback	Document analysis, interviews, personal observation
Has the SLMP II taken adaptive management measures?	Level of utilization of the M&E system for timely adaptive management responses	Project Document, PIRs, GEF LD Tracking Tool at midterm, risk log & issue log, PSC meeting minutes, MTR feedback	Document analysis, semi-structured interviews with NPC and PPCs, personal observation
Stakeholder engagement			
Has the project inclusively and proactively engaged stakeholders in i) planning, ii) implementing and iii) monitoring of project activities?	Level of stakeholder participation according to ladder of participation	Stakeholder engagement plan in the Project Document, Project Communication Strategy, project technical reports, MTR feedback, minutes of meeting	Document analysis, interviews, Focus Group Discussions with target group representatives, personal observation
How effectively has the SLMP II engaged local organizations as partners in project delivery?	Effectiveness of strategic partnerships with key stakeholders	Service contracts with key partners, minutes of meetings, co-financing reports, MTR feedback	Document analysis, interviews from NCU and partner organizations, personal observation
Have stakeholder engagement and public awareness contributed to progress towards achieving project results?	Documented changes in awareness and behaviour, replication of project interventions	Project output level deliverables, best practices reports, SLM capacity scorecard	Document analysis, interviews, personal observation
Are there are barriers to stakeholder participation that need to be addressed for successful delivery and sustainability of project achievement?	Level of stakeholder grievances	Output level project reports, MTR feedback	Document analysis, interviews, personal observation
Country ownership			

Evaluative Questions	Indicators (/benchmarks)	Sources	Methodology
How effectively are partners from government and civil society involved in the project planning, decision-making and implementation?	Level of engagement of national partners in project design and implementation	MTR feedback	Document analysis, interviews, personal observation
	Documented involvement of government partners in providing guidance and decision-making	PSC minutes, PPC minutes, technical reports, MTR feedback	Document analysis, interviews, personal observation
Has the project utilized local capacities in an effective manner?	Efficacy of utilizing local capacities in project implementation	Contracts, financial expenditure reports, deliverables, MTR feedback	Document analysis, interviews, personal observation
Have Pakistan national and provincial government agencies approved policy and institutional changes proposed by the SLMP II?	Number of released policy documents	Government documents, websites, MTR feedback	Document analysis, interviews, personal observation
	Documented changes in institutional framework	Organograms, government documents, websites, MTR feedback	Document analysis, interviews, personal observation
Reporting			
Have adaptive management changes and project progress been transparently reported to the PSC?	Level of awareness of PSC members on measures of adaptive management	PSC minutes, PIRs, MTR feedback	Document analysis, interviews, personal observation
Has the NCU fulfilled UNDP-GEF reporting requirements?	Degree of adherence to UNDP-GEF reporting requirements	GEF reporting documents (Inception Report, PIRs), MTR feedback	Document analysis, interview, personal observation
Have lessons learnt from adaptive management been documented and shared and have these informed the design and management of other projects?	Lessons learnt reports	PIRs, project reports	Document analysis, interview, personal observation
Communication			
Does the project follow an effective communication strategy?	Level of operationalization and adaptive management applied to communication strategy	Project communication strategy, communication plan, list of communication products generated, MTR feedback	Document analysis, interviews, personal observation
Is information and knowledge generated through the project effectively managed?	Level of clarity on process of generating, sharing, using and managing knowledge in SLMP II Number of knowledge management products generated Level of use of knowledge management products by target groups	Project communication strategy, output level project reports, MTR feedback	Document analysis, interviews, personal observation
Is project information effectively disseminated to external partners and target groups?	SLMP II outreach and awareness materials	Project communication strategy, communication products (press releases, leaflets, brochures, policy briefs, posters), media reports, social media, website, output level project deliverables, statistics on awareness campaign, observed change in behaviour, MTR feedback	Document analysis, media analysis, interviews, personal observation
	Level of change in awareness and behaviour of project target groups	Media reports, website, website use statistics, MTR feedback	Media analysis, interviews, personal observation

Evaluative Questions	Indicators (/benchmarks)	Sources	Methodology
Is information effectively exchanged internally between the NCU and PCUs as well as between the project and the MoCC and the PP&DDs?	Level of awareness of project partners about project activities	MTR feedback	Interviews, personal observation
<u>Sustainability</u>: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
Integration of sustainability in project design and implementation			
Has the project design considered the maintenance of impact beyond project duration?	Extent of sustainability of project outputs	Project document, Inception report, PIRs, PSC minutes, MTR feedback	Document analysis, interviews, personal observation
Does the project manage potential risks to sustainability in an appropriate manner?	Frequency of updates to risk log	Risk log, issue log, MTR feedback	Document analysis, interviews
What lessons can be drawn regarding sustainability of project results, and what changes could be made (if any) to the design of the project to improve sustainability of project results?	Extent of lessons learnt applied in adaptive management to ensure sustainability	Lessons learnt reports, PIRs, PSC minutes, national and provincial development strategies, MTR feedback	Document analysis, interviews
Institutional framework and capacities			
Are changes in legal frameworks, policies, governance structures and processes likely that may pose risks to the sustainability of project results?	Existence of government policies to change institutional setup	Government documents, policy documents, media, MTR feedback	Document analysis, interviews, personal observation
	Existence of government policies to change legal frameworks	Government documents, policy documents, legislation, media, MTR feedback	Document analysis, interviews, personal observation
Did the SLMP II create mechanisms for accountability, transparency and knowledge transfer that will remain after project closure?	Existence of mechanisms and their degree of independence from the project	Government documents, PIRs, MTR feedback	Document analysis, interviews, personal observation
How is the long-term survival of institutions established with the support of SLMP II (e.g. Desertification Cells, CBOs, etc.) ensured and are their capacities and funding adequate?	Government budget allocation to institutions	Annual budget allocations, funding commitments, government payroll, organograms, MTR feedback	Document analysis, interviews, personal observation
	Clarity of mandates of institutions	Documentation of institutional mandates, documentation of coordination mechanisms with other stakeholders, MTR feedback	Document analysis, interviews
	Level of institutional capacities	SLM capacity scorecards, MTR feedback	Document analysis, interviews
Does the SLMP II successfully mainstream its agenda into national and provincial policy and government action?	Level of consideration of SLM in recently approved government documents and plans	Government documents, MTR feedback	Document analysis, interviews, personal observation
Financial risks			
To what extent will financial input be required to sustain project achievements beyond project lifetime?	Extent and duration of financial input required after project termination	Technical reports, information from interviews, MTR feedback	Document review, interviews personal observation
What is the likelihood that financial resources will not be	Likelihood for government funding for investments initiated by SLMP II	Government strategic documents, government budget allocations, MTR feedback	Document review, interviews, personal observation

Evaluative Questions	Indicators (/benchmarks)	Sources	Methodology
adequately available after SLMP II?			
	Possibility of funding certain types of investments initiated by SLMP II from government budget	Government strategic documents, government budget allocations, MTR feedback	Document review, interviews, personal observation
Socio-economic risks			
Does the socio-economic situation create risks that may jeopardize the sustainability of project outcomes?	Number and severity of socio-economic risks identified	Social and economic analysis, PIRs, risk log, MTR feedback	Document analysis, interviews, personal observation
Is there a risk of insufficient ownership over project investments by certain stakeholders to sustain SLMP II results?	Extent of government ownership by creating permanent institutions proposed by the SLMP II	Organograms, Government documents, PIRs, MTR feedback	Document analysis, interviews, personal observation
What is the level of awareness and support for SLM in Pakistan?	Percentage of government budget allocated to SLM	Government budget allocations, government strategic documents	Document analysis, interviews, personal observation
	Percentage of farmers adopting SLM technologies	Reports, MTR feedback, field visits	Document analysis, interviews, personal observation
	Level of coordination between government line departments on SLM	MTR feedback, government documents, field visits	Document analysis, interviews, personal observation
Is the communication of project achievements tailor made to the socio-economic conditions of the target group?	Level of understanding of project achievements by target groups	Project communication strategy, project communication products, MTR feedback	Document analysis, interviews, personal observation
Are there any political risks that threaten the sustainability of SLMP II achievements?	Level of risk of political change	Government documents, security analyses, risk log, MTR feedback	Document analysis, interviews, personal observation
Environmental risks			
What environmental risks could undermine the sustainability of SLMP II outcomes?	Identification of environmental risks	Risk log, government documents, MTR feedback	Document analysis, interviews, personal observation
Replication and up-scaling			
Have project lessons been replicated or up-scaled?	Extent of replication of project learnings	Other project documents, government documents, MTR feedback	Document analysis, interviews, personal observation

Annex 6: Progress towards Results Matrix

Project Strategy	Indicator[1]	Baseline Level[2]	Level in 1st PIR 2016 (self-reported)	Level pre-MTR PIR 2018 (self-reported)	End-of-project Target	MTR Level & Assessment[3]	Achievement Rating[4]	Justification for Rating
Objective: To promote sustainable management of land and natural resources in the arid and semi-arid regions of Pakistan in order to restore degraded ecosystems and their essential services, reduce poverty, and increase resilience to climate change	Area of rain-fed farmland in target districts with reduced land degradation resulting from introduced SLM practices	100,000 ha	n/a	199,000 ha	400,000 ha	279,590 ha	**On target to be achieved**	Spatial achievements of SLMP II attributable to farmland: 179,590 ha; Baseline questionable, no substantive evidence of verification
	Area of degraded forests and rangelands and shifting sand-dunes in target districts benefiting from introduced SLM techniques	Forests: 43,500 ha	Forests: 43,500 ha	Inconsistent reporting, data not aggregated at indicator level	100,000 ha	81,610 ha	**On target to be achieved**	Spatial achievements of SLMP II attributable to forests: 38,110; Baseline questionable, no substantive evidence of verification
		Sand-dunes: 11,700 ha	Sand-dunes: 11,700 ha	No data	12,300 ha	11,700 ha	**Not on target to be achieved**	No activities initiated; baseline questionable
		Rangelands: 175,000 ha	Rangelands: 175,670 ha	Inconsistent reporting, data not aggregated at indicator level	287,700 ha	214,175 ha	**On target to be achieved**	Spatial achievement of SLMP II attributable to rangelands: 38,505 ha; Baseline questionable, no substantive evidence of verification

	Project communities are participating in SLM interventions and have increased their average household income earned from dryland farming and NRM activities as compared to baseline.	5% of households participating YR1	n/a	10% of HH	15% of HH by YR5	10% of HH	**On target to be achieved**	As reported in the PIR 2018, no substantive evidence of verification
		3,000 US$ average income	n/a	n/a	Income increased by 20% by YR5	No data	**Not able to assess**	Impact not monitored by the Project
	Total amount of CO_2 equivalent greenhouse gas sequestered in the target districts due to effective application of SLM practices	7 million tons CO_2 equivalent	n/a	n/a	additional 20 Mio t CO2 eq	No data	**Not able to assess**	Impact not monitored by the Project
Outcome 1: Strong enabling environment at national and provincial levels supports up-scaling of SLM practices	Number of provincial land use policies with SLM and NAP mainstreamed, being implemented	0	A study to formulate National and Provincial Land Use Policy Frameworks has been initiated. This will form an overall policy structure pertaining to land use and will guide the development of policies.	SLMP II aligned its NAP as per commitments to implement the 10-Year Strategy of the UNCCD in 2017. The NAP and PAPs were completed in 2017 and were handed over to the designated authority for further implementation. The Provincial Sustainable Land Management Policies	4 provincial land use policies owned by Provincial P&D Departments	4 draft provincial sustainable land management policies awaiting endorsement by Provincial Governments	**Not on target to be achieved**	The Project developed provincial Integrated Land Use Policy Frameworks; then shifted the focus to Integrated SLM Policies. Policies in draft stage and do not fully meet objectives of the Project Document.

				have been drafted after a detailed process of feedback from concerned departments. The final drafts or ISLMPP have been shared with the provincial governments [P&F] for further implementation				
	Number of key sectoral policies, especially agriculture and forests address desertification issues and SLM principles	0	Guidelines for review of provincial policies and sectoral frameworks are being prepared which will be followed by implementation strategy of these guidelines for all provinces respectively.	Final drafts of 4 Integrated Sustainable Land Management Provincial Policies ISLMPP have been completed and shared with respective provincial governments for endorsement	LD issues and SLM principles integrated into sectoral provincial policies on agriculture and forests in all 4 provinces	ISLMPPs drafts provide recommendations to review sectoral policies	**Marginally on target to be achieved**	The Integrated SLM Policies provide clear guidelines for mainstreaming SLM into relevant sectoral policies. Review of sectoral policies not yet initiated.
	Functioning National & Provincial Desertification Control Cells	National & provincial coordination units established during SLMP Phase I	Government personnel for establishing and managing the Desertification Control Cell are on board with the SLMP II project staff. These personnel will take the driving seat through the life of the project and the National Coordination Unit of SLMP II will convert to	The process involved hiring of personnel on government payroll. The process was led by the MoCC at federal level and the concerned departments at the provincial levels as per the PCom. These personnel were hired on key positions as	1 National and 4 Provincial Coordination Units converted into respective Desertification Control Cells by the end of YR1	National DCC and Provincial DCC Punjab on track, 3 lagging behind with staffing (Sindh, Baluchistan, KPK)	**Marginally on target to be achieved**	Staffing of Desertification Control Cells on track according to PC-1 at federal level and in Punjab, other provinces behind schedule. Cells lack clear mandates, have low visibility, and formal declaration only

			Desertification Control Cell and similar measures will be taken at the provincial levels.	per the organogram of the DCCs and are recognised as government employees who will be taking over the DCCs subsequent to the end of UNDP contracts				completed in Punjab
Outcome2: Effective, targeted, and adaptive implementation of SLM Land Use Planning & Decision Support System	Number of integrated participatory district level SLM land use plans being implemented (developed with the participation of key sectoral representatives and NGOs/CBOs)	0	Punjab has been selected and development of Land Use Plan is in progress	4 DLUPs prepared while 3 are in progress VLUPs Prepared Punjab: Total 20 Sindh: Total 10 KP: 10 Balochistan: 25 Guidelines for DLUPs and VLUPs finalized in English and local languages	At least 4 districts are implementing land use plans integrating SLM	3 district land use plans developed, to be approved 1 under preparation	**Marginally on target to be achieved**	District Land Use Plans developed and provide solid technical evidence for spatial decisions. Ownership of document by district authorities questionable, yet to be endorsed
	SLM Information System and Decision Support System operational and being used	0	A complete SLMIS has been developed and is under test run. The information system will includes national and provincial web pages as well as space of all requisite information to be inserted and displayed for the information system. The website will be up and live for public viewing and access of others in the	First step was to finalize the Decision support system concept note which required a detailed review and feedback process, this was completed in the reporting period. The next steps include its development and implementation in two provinces.	Systems operational and being used in 2 provinces	SLM IS & DSS concept note developed	**Not on target to be achieved**	Detailed concept note for DSS developed, further progress remains constrained by lack of willingness by owners of spatial data (government institutions) to contribute these to the DSS

			near future.The SLM website has been developed and can be reached at www.slmp.com.pk while SLM decision support system will be integrated with SLMIS/GIS from the next year					
Outcome 3: On-the-ground implementation of climate-resilient SLM activities is up-scaled across landscapes	Number of villages and households in target districts participating in SLM activities	63 villages	63 + 25 villages	250 villages	400 villages	250	**On target to be achieved**	As per PIR 2018, no substantive source of verification
		2,300 households	2300 + 250 HH	8400 HH	12,500 HH	8,400 HH	**On target to be achieved**	As per PIR 2018, no substantive source of verification
	Number of farms in target districts implementing soil and water conservation on measures and on-farm management practices	12,600 farmers	12,600 + 1,000 farmers	10530 farmers	28,400 farmers	23,130 farmers	**On target to be achieved**	As per PIR 2018, no substantive source of verification
	% of livestock owners in target districts participating in agreements to restore degraded rangelands	2%	300 owners	5%	10%	5%	**On target to be achieved**	As per PIR 2018, no substantive source of verification
	% of households participating in agreements to restore degraded dryland forests	1%	300 livestock owners	3%	5%	3%	**On target to be achieved**	As per PIR 2018, no substantive source of verification

	Number of community-financed viable local SLM funds, resource specific business plans, public-private partnerships and targeted matching grants designed and supporting up-scaling	5 Funds	5 funds	The background workings for the establishment of funds were completed in the third year and the implementation has been added in the fourth year work plan. This is part of the overall roll out plan for the funds	49 funds	5 funds	**Not on target to be achieved**	No activities initiated; planned for 2019
		1 Business plans	1		8 business plans	1 business plan	**Not on target to be achieved**	No activities initiated, planned for 2019
		1 PPPs	1		7 PPPs	1 PPP	**Not on target to be achieved**	No activities initiated, planned for 2019
		3 Grants	3		50 grants	3 grants	**Not on target to be achieved**	No activities initiated, planned for 2019

[1] Populate with data from the Log frame and scorecards

[2] Populate with data from the Project Document

[3] Colour code this column only

[4] Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU, see Annex 7: Rating scales

Ratings for progress towards results:

Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as "good practice".
Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Moderately Satisfactory (MS)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
Moderately Unsatisfactory (MU)	Project is expected to achieve its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.
Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (U)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

Ratings for project implementation and adaptive management:

Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for sustainability (one overall rating):

Likely (L)	Negligible risks to sustainability, with key Outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
Moderately Likely (ML)	Moderate risks, but expectations that at least some Outcomes will be sustained due to the progress towards results on Outcomes at the Midterm Review
Moderately Unlikely (MU)	Significant risk that key Outcomes will not carry on after project closure, although some outputs and activities should carry on
Unlikely (U)	Severe risks that project Outcomes as well as key outputs will not be sustained

Annex 8: Capacity building, knowledge management and awareness events

Even type	Federal level	Provinces			
		Baluchistan	**Khyber-Pakhtunkhwa**	**Punjab**	**Sindh**
Training events / workshops for professionals	n/a	2016: NRM & sustainable agriculture (20) 2017: Erosion control (25) 2018: Irrigation, erosion control (50)	2015: Training on NRM (20) 2016: SLM technologies (21) 2017: Water management, rangeland rehabilitation (28) 2018: Erosion control, irrigation (20)	2015: Integrated NRM (25) 2017: Control of land degradation (10)	2016: Land degradation & water management (40) 2017: Climate & Water Smart Technologies (22)
Training events / workshops at grassroots level	n/a	2016: Water management (52) 2017: Soil conservation, rangeland management (31) 2018: Water management (80)	2016 – (130) 2018: Dryland farming, rainwater harvesting (50)	2017: SLM Practices (Chakwal 55; Bhakkar, Khushab, Layyah 300)	2016: SLM Practices (35) 2017: Water management (100) 2018: Soil pollution, species choice (150)
SLN Network meetings	n/a	Sept 30th, 2016 (25) Feb 2, 2018 25 Participants	Dec 4-5, 2017 37 participants	Dec 28, 2017 40 participants	Sept 5th, 2016 (47) Dec 21, 2017 March 23, 2018 (30) May 14, 2018 (25) Sept 14, 2018 (30)
Field demonstration days	n/a	Sept 29th, 2016: SLM best practices (64)	2016: SLM best practices (130)	2017: SLM best practices 72 participants	2016: SLM best practices (35)
Awareness raising events / Seminars	(Topic: Combating Desertification in Pakistan) in which 380 people participated. The first seminar was held on 13 July 2017 in which 250 people participated and the second seminar was held on 18 July 2018 in which 130 people participated.	2017: 30 participants 2017: Innovations in agriculture, diversification, pest management Two training conducted one in Killa Saifullah 30 participants and in Pishin 25 participants.	December 15, 2015 (20) 2017: 200 participants (90 persons in DI Khan and 110 persons in Lakki Marwat participated.)	December 30, 2015 (25) April 11, 2017 (60) March 8, 2018 (55) 2017: 179 participants (In district Khushab, Bhakkar and Chakwal attended by 55, 69 and 55 participants respectively)	May 18, 2016: Land degradation & SLM (156)

Number of participants listed in brackets

Annex 9: Memoranda of Understanding with Implementing Partners

Executing Entity	Implementing Partner	Period	Activities
PP&DD, Government of Baluchistan	Department of Forest	2016 – project end	- Rangeland Development/ Reseeding of degraded rangeland - Dry afforestation - Agroforestry through Shelterbelts - Raising of Woodlots - Community Nurseries - Development of Village Land Use Plans (VLUPs)
	Department of Agriculture	2016 – project end	- Fruit nurseries - Floriculture - Drip irrigation - Sprinkler irrigation
PP&DD, Government of Khyber-Pakhtunkhwa	Department of Forest	2016 – project end	- Rangeland Development/ Reseeding of de-graded rangeland - Dry afforestation - Agro-forestry through Shelterbelts - Raising of Woodlots - Community Nurseries - Development of Village Land Use Plans (VLUPs)
	Department of Soil Conservation	2016 – project end	- Water harvesting ponds - Gated structures - Water inlets - Water diversion dikes
PP&DD, Government of Punjab	Forestry, Wildlife & Fisheries Department	Jan 2nd, 2017 – Project end	- Rangeland Development/ Reseeding of de-graded rangeland - Dry afforestation - Agroforestry through Shelterbelts - Raising of Woodlots - Community Nurseries - Development of Village Land Use Plans (VLUPs)
	Agency for Barani Areas Development (ABAD)	September 27th, 2017 – Project end	- Water Harvesting ponds - Water Conveyance Systems
	Barani Agricultural Research Institute (BARI) – Agriculture Department	May 17th, 2017 – Project end	- Establishment of Fruit Nurseries
	National Rural Support Programme (NRSP)	March 31st, 2017 – September 30th, 2018	- Establishment of Community Based Organizations - Capacity Building of Professional Stakeholders - Capacity Building at Grass Root Level
PP&DD, Government of Sindh	Baanhn Beli	2016-2017	- Establishment of Community Based Organizations - Capacity Building of Professional Stakeholders - Rangelands and Forestry activities
	Sindh Agricultural and Forestry Workers Coordinating Organization		Not yet
	Thardeep Rural Development Programme	Aug 31st, 2018 -	- Rangeland Development/ Reseeding of de-graded rangeland - Dry afforestation - Agroforestry through Shelterbelts - Raising of Woodlots; Community Nurseries - Development of Village Land Use Plans (VLUPs)

Annex 10: Discrepancies between the UNDP-GEF Project Document and the Government of Pakistan PC-1

UNDP-GEF ProDoC		PC-1		Remarks
Outcome/Output	**Indicator**	**Outcome/Output**	**Indicator**	
1. Strong enabling environment at national and provincial levels supports up-scaling of SLM practices	• Number of provincial land use policies with SLM and NAP mainstreamed, being implemented • Number of key sectoral policies, especially agriculture and forests address desertification issues and SLM principles • Functioning National & Provincial Desertification Control Cells	**1. Strong enabling environment at national and provincial levels created to support up-scaling of SLM practices**	**Missing**	**Outcomes match between ProDoc and PC-1** **PC-1 has no Outcome level indicators**
1.1 Enabling policies and institutional mechanisms for SLM are in place at federal and provincial levels and being implemented	• Guidelines and regulations available to improve systemic capacity for effective SLM • Number of meetings held by PCUs/Desertification Control Cells • Study conducted to develop carbon sequestration -	**1.1 Enabling policies and institutional mechanisms for SLM are in place at federal levels and being Implemented**	• **Number of provincial land use policy prepared and available with stakeholders** • **Number of provincial land use policies with SLM and NAP mainstreamed** • **Number of key sectoral policies, especially agriculture, water & forests, addressing desertification issues and SLM principles** • **National & Provincial Desertification Control Cells established and functioning**	**Outputs match between ProDoc and PC-1** **No match between Output indicators** **ProDoc Outcome 1 indicators mostly correspond with PC-1 Output 1.1 indicators**
1.2 Skills for upscaling SLM enhanced through institutionalization of multi-tiered capacity building programme	• Strategic SLM training programme established and institutionalised with certified competency standards • 15 training workshops conducted and 120 SLM trainees certified • Grassroots-level training provided to 2500 persons • Masters level course initiated and field-based training manuals on SLM developed & implemented	**1.2 Skills for upscaling SLM enhanced through institutionalization of multi-tiered capacity building programme**	• Number of staff of line agencies/NGOs received trainings in SLM/IWRM/INRM and are certified • Number of field-based training manuals on SLM developed • Masters level course developed and introduced at university level • Number of universities and other academic institutions participating in SLM training • **Number of in-country exchange visits conducted** • **Number of regional/international exchange visits conducted**	**Outputs match between ProDoc and PC-1** **ProDoc and PC-1 Output 1.2 indicators match partially.**

UNDP-GEF ProDoC		PC-1		Remarks
Outcome/Output	**Indicator**	**Outcome/Output**	**Indicator**	
1.3 Up-scaling is enhanced through a knowledge management and outreach programme for SLM	• Knowledge management and outreach strategy/plan developed and being implemented • National SLM network established • 35 posters, 25 leaflets, 20 brochures/booklets and 1 documentary prepared in national and local languages • National land degradation and desertification atlas developed • 10 best practice reports prepared • 8 studies for documentation of indigenous knowledge conducted	**1.3 Up-scaling is enhanced through a knowledge management and outreach programme for SLM**	• Number of brochures, leaflets/ booklets, posters, in English and Urdu languages on SLM developed • Number of Knowledge management and outreach strategy/plan developed and being implemented • Number of National SLM networks established. Number of institutions participating in SLM network. Number of meetings of network during a year • Number of study reports on documentation indigenous knowledge prepared	**Outputs match between ProDoc and PC-1** **ProDoc and PC-1 Output 1.2 indicators match partially.**
n/a	n/a	**1.4 Pakistan's NAP alignment, development of IFS for SLM and strengthening UNCCD reporting process**		**Output and associated indicators not listed in ProDoc**
2. Effective, targeted, and adaptive implementation of SLM Land Use Planning & Decision Support System	• Number of integrated participatory district level SLM land use plans being implemented (developed with the participation of key sectoral representatives and NGOs/CBOs) • SLM Information System and Decision Support System operational and being used	**2. Development and implementation of SLM Land Use Planning and Decision Support System**	**Missing**	**Wording of Outcome 2 does not exactly match.** **PC-1 has no impact indcicators.**
2.1 GIS-based participatory district and village land use plans developed and being implemented	• Base line status of desertification and land degradation in 15 districts prepared • Guidelines for preparation of district and village land use plans prepared • 4 district land use plan prepared (one district in each province)	**2.1 GIS-based participatory district and village land use plans developed and being implemented**	• Guideline for development of village land use plans updated and available. • Guidelines for development of district land use plans developed and disseminated. • **Number of GIS based land cover and thematic maps developed.** • **Number of donors identified for financing implementation of land use plans.** • **Number VLUPs implemented through donor fundings**	**Output matches between ProDoc and PC-1** **Indicators partially match: PC-1 does not list desertification baseline assessment**
2.2 Climate-resilient SLM Decision Support System developed and	• Web-based SLM information system on-line in 2 provinces.	**2.2 Climate-resilient SLM Decision Support System developed and implemented by**	• **Number of districts having GIS and RS based DLDD baseline database and thematic maps**	**Output matches between ProDoc and PC-1**

UNDP-GEF ProDoC		PC-1		Remarks
Outcome/Output	**Indicator**	**Outcome/Output**	**Indicator**	
implemented using GIS and Remote Sensing (RS)	• Training in DSS provided, with support manuals	**using GIS and Remote Sensing (RS)**	• **Number of villages having GIS and RS based DLDD baseline database and thematic maps** • **Number of provinces having and implementing Climate-resilient SLM DSS** • **SLM Information System and Decision Support System avalabale at SLMP website** • **SLM Programme website being maintained and updated** • **Number of districts under SLM DSS** • **National land degradation and desertification atlas developed and available.**	**Indicators do not match between ProDoc and PC-1**
3. On-the-ground implementation of climate-resilient SLM activities is up-scaled across landscapes	• Number of villages and households in target districts participating in SLM activities • Number of farms in target districts implementing soil and water conservation measures and on-farm management practices • % of livestock owners in target districts participating in agreements to restore degraded rangelands • % of households participating in agreements to restore degraded dryland forests • Number of community-financed viable local SLM funds, resource specific business plans, public-private partnerships and targeted matching grants designed and supporting up-scaling	**Missing**	**Missing**	**ProDoc and PC-1 structure do not match.** **PC-1 has no Outcome 3, instead components are listed in four separate provincial PC-1s with structures inconsistent both with the ProDoc and the "umbrella" (federal level) PC-1.**
3.1 Local communities mobilized for up-scaling SLM activities	• Local communities in project areas organized through 50 new CBOs • 12,500 households in target districts participating in SLM activities	**Outputs inconsistent between four provincial PC-1s, but partially matching with ProDoc structure (Baluchistan)**	• **Number of water ponds** • **Number of water conveyance systems** • **Number of acres of dry afforestation** • **Number of farmer's fruit nurseries** • **Number of km of shelterbelts** • **Number of acres of woodlots** • **Number of farmer's nurseries of forest plants**	**Four provincial PC-1s follow inconsistent structure of Outputs.** **Indicators listed here were extracted from various provincial PC-1s.** **There is some degree of overlap between the ProDoc Output indicators**
3.2 Appropriate soil and water conservation measures and on-farm management practices are up- scaled	• 400 ponds established for rainwater harvesting for humans and / or livestock • 4000 Roof rainwater storage tanks established for drinking, livestock & plantation			

UNDP-GEF ProDoC		PC-1		Remarks
Outcome/Output	**Indicator**	**Outcome/Output**	**Indicator**	
	• 1500 on-farm sustainable water management structures installed (water conveyance systems, gated/inlet structures, spillways etc.) • 50 sprinkler irrigation systems installed and drip irrigation introduced on 500ha • 400km of shelterbelts established		• **Number of acres of rangelands improved** • **Number of grazing management plans prepared** • **Number of CBOs formed** • **Number of SLM funds** • **Number of PPPs** • **Number of water ponds for human** • **Number of low-cost water storage tanks** • **Number of dug wells** • **Number of solar water pumps** • **CFT of laths/earthen bunds** • **Number of sprinkler irrigation units** • **Number of acre of seed multiplication of low-delta crops** • **Number of seed-graders/planters provided to farmers** • **Number of acres of grass seed enclosures established** • **Productivity of dryland** • **Improvement of rodkohi management**	**and the indicators of the Provincial PC-1s.**
3.3 Degraded rangelands are rehabilitated through improved management	• Controlled grazing on 50,000ha • Re-seeding on 3000ha • Dryland afforestation on 1850ha • 50 rangeland management plans operational			
3.4 Improved dryland forest and sand-dune management restores ecosystem services, and provides new livelihood opportunities	• 200 farmer nurseries established • 180 Kana/NTFP processing machines installed • Sand dunes stabilised on 400ha			
3.5 Community-financed viable local SLM funds, resource specific business plans, public-private partnerships and targeted matching grants designed and supporting up-scaling	• 49 community based SLM Funds established • Sustainable business plans of 8 SLM related enterprises developed • 7 PPP projects implemented			

Annex 11: Co-financing table

Source of co-finance	Name of co-financer	Type of co-financing	Amount at CEO Endorsement (US$)	Amount contributed until MTR (US$)	Total amount expected by project end (US$)	Actual % of expected amount
GEF Implementing Agency	**UNDP**	**Grant**	**1,500,000**	**321,279**	**450,000**	**21%**
Federal Government	Federal Government	Grant	1,034,570	495,000	950,000	48%
Provincial Government	Government of Baluchistan		1,962,516	150,000	600,000	8%
	Government of KP		1,391,522	560,000	1,100,000	40%
	Government of Punjab		1,876,263	850,000	1,600,000	45%
	Government of Sindh		1,966,441	0	700,000	0%
Government Grant (Total)	**Government of Pakistan**	**Grant**	**8,231,312**	**2,055,000**	**4,950,000**	**25%**
Federal Government	Federal Government	Parallel	Not specified	80,000	163,000	n/a
Provincial Government	Government of Baluchistan		Not specified	330,000	660,000	n/a
	Government of KP		Not specified	330,000	660,000	n/a
	Government of Punjab		Not specified	330,000	660,000	n/a
	Government of Sindh		Not specified	330,000	660,000	n/a
Government Parallel (Total)	**Government of Pakistan**	**Parallel**	**6,000,000**	**1,400,000**	**2,803,000**	**23%**
Government (Grant + Parallel)	**Government of Pakistan**		**11,090,000**	**3,455,000**	**7,753,000**	**24%**
Civil Society Organizations	CBOs Baluchistan	Grant / parallel	847,034	No data	No data	
	CBOs KP		549,794	No data	No data	
	CBOs Punjab		441,857	No data	No data	
	CBOs Sindh		510,740	No data	No data	
Civil Society Organizations	**CBOs**	**Grant/parallel**	**2,349,425**	**800,000**	**1,800,000**	**34%**
Overall total co-finance			**18,080,737**	**4,455,000**	**10,303,000**	**25%**

.

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved

Annex 7: Rating scales

Ratings for progress towards results:

Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as "good practice".
Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Moderately Satisfactory (MS)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
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Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (U)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

Ratings for project implementation and adaptive management:

Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for sustainability (one overall rating):

Likely (L)	Negligible risks to sustainability, with key Outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
Moderately Likely (ML)	Moderate risks, but expectations that at least some Outcomes will be sustained due to the progress towards results on Outcomes at the Midterm Review
Moderately Unlikely (MU)	Significant risk that key Outcomes will not carry on after project closure, although some outputs and activities should carry on
Unlikely (U)	Severe risks that project Outcomes as well as key outputs will not be sustained

Annex 8: Capacity building, knowledge management and awareness events

Even type	Federal level	Provinces			
		Baluchistan	**Khyber-Pakhtunkhwa**	**Punjab**	**Sindh**
Training events / workshops for professionals	n/a	2016: NRM & sustainable agriculture (20) 2017: Erosion control (25) 2018: Irrigation, erosion control (50)	2015: Training on NRM (20) 2016: SLM technologies (21) 2017: Water management, rangeland rehabilitation (28) 2018: Erosion control, irrigation (20)	2015: Integrated NRM (25) 2017: Control of land degradation (10)	2016: Land degradation & water management (40) 2017: Climate & Water Smart Technologies (22)
Training events / workshops at grassroots level	n/a	2016: Water management (52) 2017: Soil conservation, rangeland management (31) 2018: Water management (80)	2016 – (130) 2018: Dryland farming, rainwater harvesting (50)	2017: SLM Practices (Chakwal 55; Bhakkar, Khushab, Layyah 300)	2016: SLM Practices (35) 2017: Water management (100) 2018: Soil pollution, species choice (150)
SLN Network meetings	n/a	Sept 30th, 2016 (25) Feb 2, 2018 25 Participants	Dec 4-5, 2017 37 participants	Dec 28, 2017 40 participants	Sept 5th, 2016 (47) Dec 21, 2017 March 23, 2018 (30) May 14, 2018 (25) Sept 14, 2018 (30)
Field demonstration days	n/a	Sept 29th, 2016: SLM best practices (64)	2016: SLM best practices (130)	2017: SLM best practices 72 participants	2016: SLM best practices (35)
Awareness raising events / Seminars	(Topic: Combating Desertification in Pakistan) in which 380 people participated. The first seminar was held on 13 July 2017 in which 250 people participated and the second seminar was held on 18 July 2018 in which 130 people participated.	2017: 30 participants 2017: Innovations in agriculture, diversification, pest management Two training conducted one in Killa Saifullah 30 participants and in Pishin 25 participants.	December 15, 2015 (20) 2017: 200 participants (90 persons in DI Khan and 110 persons in Lakki Marwat participated.)	December 30, 2015 (25) April 11, 2017 (60) March 8, 2018 (55) 2017: 179 participants (In district Khushab, Bhakkar and Chakwal attended by 55, 69 and 55 participants respectively)	May 18, 2016: Land degradation & SLM (156)

Number of participants listed in brackets

Annex 9: Memoranda of Understanding with Implementing Partners

Executing Entity	Implementing Partner	Period	Activities
PP&DD, Government of Baluchistan	Department of Forest	2016 – project end	- Rangeland Development/ Reseeding of degraded rangeland - Dry afforestation - Agroforestry through Shelterbelts - Raising of Woodlots - Community Nurseries - Development of Village Land Use Plans (VLUPs)
	Department of Agriculture	2016 – project end	- Fruit nurseries - Floriculture - Drip irrigation - Sprinkler irrigation
PP&DD, Government of Khyber-Pakhtunkhwa	Department of Forest	2016 – project end	- Rangeland Development/ Reseeding of de-graded rangeland - Dry afforestation - Agro-forestry through Shelterbelts - Raising of Woodlots - Community Nurseries - Development of Village Land Use Plans (VLUPs)
	Department of Soil Conservation	2016 – project end	- Water harvesting ponds - Gated structures - Water inlets - Water diversion dikes
PP&DD, Government of Punjab	Forestry, Wildlife & Fisheries Department	Jan 2nd, 2017 – Project end	- Rangeland Development/ Reseeding of de-graded rangeland - Dry afforestation - Agroforestry through Shelterbelts - Raising of Woodlots - Community Nurseries - Development of Village Land Use Plans (VLUPs)
	Agency for Barani Areas Development (ABAD)	September 27th, 2017 – Project end	- Water Harvesting ponds - Water Conveyance Systems
	Barani Agricultural Research Institute (BARI) – Agriculture Department	May 17th, 2017 – Project end	- Establishment of Fruit Nurseries
	National Rural Support Programme (NRSP)	March 31st, 2017 – September 30th, 2018	- Establishment of Community Based Organizations - Capacity Building of Professional Stakeholders - Capacity Building at Grass Root Level
PP&DD, Government of Sindh	Baanhn Beli	2016-2017	- Establishment of Community Based Organizations - Capacity Building of Professional Stakeholders - Rangelands and Forestry activities
	Sindh Agricultural and Forestry Workers Coordinating Organization		Not yet
	Thardeep Rural Development Programme	Aug 31st, 2018 -	- Rangeland Development/ Reseeding of de-graded rangeland - Dry afforestation - Agroforestry through Shelterbelts - Raising of Woodlots; Community Nurseries - Development of Village Land Use Plans (VLUPs)

Annex 10: Discrepancies between the UNDP-GEF Project Document and the Government of Pakistan PC-1

UNDP-GEF ProDoC		PC-1		Remarks
Outcome/Output	**Indicator**	**Outcome/Output**	**Indicator**	
1. Strong enabling environment at national and provincial levels supports up-scaling of SLM practices	• Number of provincial land use policies with SLM and NAP mainstreamed, being implemented • Number of key sectoral policies, especially agriculture and forests address desertification issues and SLM principles • Functioning National & Provincial Desertification Control Cells	**1. Strong enabling environment at national and provincial levels created to support up-scaling of SLM practices**	**Missing**	**Outcomes match between ProDoc and PC-1** **PC-1 has no Outcome level indicators**
1.1 Enabling policies and institutional mechanisms for SLM are in place at federal and provincial levels and being implemented	• Guidelines and regulations available to improve systemic capacity for effective SLM • Number of meetings held by PCUs/Desertification Control Cells • Study conducted to develop carbon sequestration -	**1.1 Enabling policies and institutional mechanisms for SLM are in place at federal levels and being Implemented**	• **Number of provincial land use policy prepared and available with stakeholders** • **Number of provincial land use policies with SLM and NAP mainstreamed** • **Number of key sectoral policies, especially agriculture, water & forests, addressing desertification issues and SLM principles** • **National & Provincial Desertification Control Cells established and functioning**	**Outputs match between ProDoc and PC-1** **No match between Output indicators** **ProDoc Outcome 1 indicators mostly correspond with PC-1 Output 1.1 indicators**
1.2 Skills for upscaling SLM enhanced through institutionalization of multi-tiered capacity building programme	• Strategic SLM training programme established and institutionalised with certified competency standards • 15 training workshops conducted and 120 SLM trainees certified • Grassroots-level training provided to 2500 persons • Masters level course initiated and field-based training manuals on SLM developed & implemented	**1.2 Skills for upscaling SLM enhanced through institutionalization of multi-tiered capacity building programme**	• Number of staff of line agencies/NGOs received trainings in SLM/IWRM/INRM and are certified • Number of field-based training manuals on SLM developed • Masters level course developed and introduced at university level • Number of universities and other academic institutions participating in SLM training • **Number of in-country exchange visits conducted** • **Number of regional/international exchange visits conducted**	**Outputs match between ProDoc and PC-1** **ProDoc and PC-1 Output 1.2 indicators match partially.**

UNDP-GEF ProDoC		PC-1		Remarks
Outcome/Output	**Indicator**	**Outcome/Output**	**Indicator**	
1.3 Up-scaling is enhanced through a knowledge management and outreach programme for SLM	• Knowledge management and outreach strategy/plan developed and being implemented • National SLM network established • 35 posters, 25 leaflets, 20 brochures/booklets and 1 documentary prepared in national and local languages • National land degradation and desertification atlas developed • 10 best practice reports prepared • 8 studies for documentation of indigenous knowledge conducted	**1.3 Up-scaling is enhanced through a knowledge management and outreach programme for SLM**	• Number of brochures, leaflets/ booklets, posters, in English and Urdu languages on SLM developed • Number of Knowledge management and outreach strategy/plan developed and being implemented • Number of National SLM networks established. Number of institutions participating in SLM network. Number of meetings of network during a year • Number of study reports on documentation indigenous knowledge prepared	**Outputs match between ProDoc and PC-1** **ProDoc and PC-1 Output 1.2 indicators match partially.**
n/a	n/a	**1.4 Pakistan's NAP alignment, development of IFS for SLM and strengthening UNCCD reporting process**		**Output and associated indicators not listed in ProDoc**
2. Effective, targeted, and adaptive implementation of SLM Land Use Planning & Decision Support System	• Number of integrated participatory district level SLM land use plans being implemented (developed with the participation of key sectoral representatives and NGOs/CBOs) • SLM Information System and Decision Support System operational and being used	**2. Development and implementation of SLM Land Use Planning and Decision Support System**	**Missing**	**Wording of Outcome 2 does not exactly match.** **PC-1 has no impact indcicators.**
2.1 GIS-based participatory district and village land use plans developed and being implemented	• Base line status of desertification and land degradation in 15 districts prepared • Guidelines for preparation of district and village land use plans prepared • 4 district land use plan prepared (one district in each province)	**2.1 GIS-based participatory district and village land use plans developed and being implemented**	• Guideline for development of village land use plans updated and available. • Guidelines for development of district land use plans developed and disseminated. • **Number of GIS based land cover and thematic maps developed.** • **Number of donors identified for financing implementation of land use plans.** • **Number VLUPs implemented through donor fundings**	**Output matches between ProDoc and PC-1** **Indicators partially match: PC-1 does not list desertification baseline assessment**
2.2 Climate-resilient SLM Decision Support System developed and	• Web-based SLM information system on-line in 2 provinces.	**2.2 Climate-resilient SLM Decision Support System developed and implemented by**	• **Number of districts having GIS and RS based DLDD baseline database and thematic maps**	**Output matches between ProDoc and PC-1**

UNDP-GEF ProDoC		PC-1		Remarks
Outcome/Output	**Indicator**	**Outcome/Output**	**Indicator**	
implemented using GIS and Remote Sensing (RS)	• Training in DSS provided, with support manuals	**using GIS and Remote Sensing (RS)**	• **Number of villages having GIS and RS based DLDD baseline database and thematic maps** • **Number of provinces having and implementing Climate-resilient SLM DSS** • **SLM Information System and Decision Support System avalabale at SLMP website** • **SLM Programme website being maintained and updated** • **Number of districts under SLM DSS** • **National land degradation and desertification atlas developed and available.**	**Indicators do not match between ProDoc and PC-1**
3. On-the-ground implementation of climate-resilient SLM activities is up-scaled across landscapes	• Number of villages and households in target districts participating in SLM activities • Number of farms in target districts implementing soil and water conservation measures and on-farm management practices • % of livestock owners in target districts participating in agreements to restore degraded rangelands • % of households participating in agreements to restore degraded dryland forests • Number of community-financed viable local SLM funds, resource specific business plans, public-private partnerships and targeted matching grants designed and supporting up-scaling	**Missing**	**Missing**	**ProDoc and PC-1 structure do not match.** **PC-1 has no Outcome 3, instead components are listed in four separate provincial PC-1s with structures inconsistent both with the ProDoc and the "umbrella" (federal level) PC-1.**
3.1 Local communities mobilized for up-scaling SLM activities	• Local communities in project areas organized through 50 new CBOs • 12,500 households in target districts participating in SLM activities	**Outputs inconsistent between four provincial PC-1s, but partially matching with ProDoc structure (Baluchistan)**	• **Number of water ponds** • **Number of water conveyance systems** • **Number of acres of dry afforestation** • **Number of farmer's fruit nurseries** • **Number of km of shelterbelts** • **Number of acres of woodlots** • **Number of farmer's nurseries of forest plants**	**Four provincial PC-1s follow inconsistent structure of Outputs.** **Indicators listed here were extracted from various provincial PC-1s.** **There is some degree of overlap between the ProDoc Output indicators**
3.2 Appropriate soil and water conservation measures and on-farm management practices are up- scaled	• 400 ponds established for rainwater harvesting for humans and / or livestock • 4000 Roof rainwater storage tanks established for drinking, livestock & plantation			

UNDP-GEF ProDoC		PC-1		Remarks
Outcome/Output	**Indicator**	**Outcome/Output**	**Indicator**	
	• 1500 on-farm sustainable water management structures installed (water conveyance systems, gated/inlet structures, spillways etc.) • 50 sprinkler irrigation systems installed and drip irrigation introduced on 500ha • 400km of shelterbelts established		• **Number of acres of rangelands improved** • **Number of grazing management plans prepared** • **Number of CBOs formed** • **Number of SLM funds** • **Number of PPPs** • **Number of water ponds for human** • **Number of low-cost water storage tanks** • **Number of dug wells** • **Number of solar water pumps** • **CFT of laths/earthen bunds** • **Number of sprinkler irrigation units** • **Number of acre of seed multiplication of low-delta crops** • **Number of seed-graders/planters provided to farmers** • **Number of acres of grass seed enclosures established** • **Productivity of dryland** • **Improvement of rodkohi management**	**and the indicators of the Provincial PC-1s.**
3.3 Degraded rangelands are rehabilitated through improved management	• Controlled grazing on 50,000ha • Re-seeding on 3000ha • Dryland afforestation on 1850ha • 50 rangeland management plans operational			
3.4 Improved dryland forest and sand-dune management restores ecosystem services, and provides new livelihood opportunities	• 200 farmer nurseries established • 180 Kana/NTFP processing machines installed • Sand dunes stabilised on 400ha			
3.5 Community-financed viable local SLM funds, resource specific business plans, public-private partnerships and targeted matching grants designed and supporting up-scaling	• 49 community based SLM Funds established • Sustainable business plans of 8 SLM related enterprises developed • 7 PPP projects implemented			

Annex 11: Co-financing table

Source of co-finance	Name of co-financer	Type of co-financing	Amount at CEO Endorsement (US$)	Amount contributed until MTR (US$)	Total amount expected by project end (US$)	Actual % of expected amount
GEF Implementing Agency	**UNDP**	**Grant**	**1,500,000**	**321,279**	**450,000**	**21%**
Federal Government	Federal Government	Grant	1,034,570	495,000	950,000	48%
Provincial Government	Government of Baluchistan		1,962,516	150,000	600,000	8%
	Government of KP		1,391,522	560,000	1,100,000	40%
	Government of Punjab		1,876,263	850,000	1,600,000	45%
	Government of Sindh		1,966,441	0	700,000	0%
Government Grant (Total)	**Government of Pakistan**	**Grant**	**8,231,312**	**2,055,000**	**4,950,000**	**25%**
Federal Government	Federal Government	Parallel	Not specified	80,000	163,000	n/a
Provincial Government	Government of Baluchistan		Not specified	330,000	660,000	n/a
	Government of KP		Not specified	330,000	660,000	n/a
	Government of Punjab		Not specified	330,000	660,000	n/a
	Government of Sindh		Not specified	330,000	660,000	n/a
Government Parallel (Total)	**Government of Pakistan**	**Parallel**	**6,000,000**	**1,400,000**	**2,803,000**	**23%**
Government (Grant + Parallel)	**Government of Pakistan**		**11,090,000**	**3,455,000**	**7,753,000**	**24%**
Civil Society Organizations	CBOs Baluchistan	Grant / parallel	847,034	No data	No data	
	CBOs KP		549,794	No data	No data	
	CBOs Punjab		441,857	No data	No data	
	CBOs Sindh		510,740	No data	No data	
Civil Society Organizations	**CBOs**	**Grant/parallel**	**2,349,425**	**800,000**	**1,800,000**	**34%**
Overall total co-finance			**18,080,737**	**4,455,000**	**10,303,000**	**25%**

Annex 12: Proposed changes to the Strategic Results Framework

Indicator	Baseline	End-of-Project target	Comments
Objective: To promote sustainable management of land and natural resources in the arid and semi-arid regions of Pakistan in order to restore degraded ecosystems and their essential services, reduce poverty, and increase resilience to climate change			
1. Area of rain-fed farmland in target districts with reduced land degradation resulting from introduced SLM practices	~~100,000~~ ha **The figure should be updated based on a RS study**	400,000 ha	Baseline needs to be verified
2. Area of degraded forests and rangelands and shifting sand-dunes in target districts benefiting from introduced SLM techniques	a. Forests: ~~43,500~~ ha **The figure should be updated based on a RS study**	100,000 ha	Baseline needs to be verified
	b. Sand-dunes: ~~11,700~~ ha **The figure should be updated based on a RS study**	12,300 ha	Baseline needs to be verified
	c. Rangelands: ~~175,000~~ ha **The figure should be updated based on a RS study**	287,700 ha	Baseline needs to be verified
3. Project communities are participating in SLM interventions and have ~~increased their average household income~~ **reduced poverty levels**	a. Participating HH ~~YR1: 5~~% **The figure should be updated for the time of the baseline using SLMP I data**	~~15~~% **Target needs to be defined once baseline has been established, alternatively state 200,000 households as absolute numbers**	The figure should refer to the baseline and not to year 1. The baseline should be updated as the number of households in SLMP II target districts, that participated in SLMP I activities, expressed as a percentage of the total population of SLMP II target districts. Given the project budget, 200,000 households should be targeted.
	b. ~~Av. Income: US$ 3,000~~ **Determine baseline by launching a poverty scorecard[8] survey throughout the project area**	~~Income increased by 20%~~ **50% of the households improved their poverty score by at least 7 scores**	
4. Total amount of CO2 equivalent greenhouse gas sequestered in the target districts due to effective application of SLM practices	~~7 million tons CO_2 equivalent~~ **The figure should be updated based on a greenhouse gas accounting study**	Additional ~~20~~ **1** million ton~~s~~ CO_2 equivalent	Climate change mitigation projects define CO_2 equivalent sequestration targets for the entire project duration of 20 to 30 years. The MTR Team assumes that this time period was used instead of the SLMP II 5-year period as a reference to determine the end-of-project target for this indicator. Under the assumption that field-based activities will be implemented continuously over the project period, their average lifetime will be 2.5 years at project end. The MTR Team calculated the greenhouse gas emission reduction potential of the SLMP II field activities using the USAID AFOLU carbon calculator to arrive at realistic end-of-project targets. Additionally, the MTR Team suggests treating the target as an absolute value, since the baseline could not be verified.

[8] Poverty Scorecard is measure of poverty based on the assets possessed by a household. The poverty classification is as follows: extremely poor / ultra-poor [score 0-11], chronically poor [score 12-18], transitory poor [score 19-23], transitory vulnerable [score 24-34], transitory non-poor [score 35-50], and non-poor [score 51-100]

Indicator	Baseline	End-of-Project target	Comments
Outcome 1: Strong enabling environment at national and provincial levels supports up-scaling of SLM practices			
5. Number of provincial land use policies with SLM and NAP mainstreamed, being implemented	0	4 provincial land use policies ~~owned~~ **officially endorsed** by Provincial ~~P&D Departments~~ **Cabinets**	Changes are suggested to the end-of-project target to make the indicator specific and trackable. Official endorsement by the Provincial Cabinets is required for a provincial policy to be implemented.
6. Number of key sectoral policies, ~~especially~~ **(from the pool of** agriculture, forest, **water, livestock, environment policies)** address desertification issues and SLM principles	0	LD issues and SLM principles integrated into **two** sectoral provincial policies **each** ~~on agriculture and forests~~ in all 4 provinces	The indicator may be rephrased to clearly define the pool of potential sectoral policies that may be revised to mainstream LD issues and SLM principles.
7. Functioning National & Provincial Desertification Control Cells	National & provincial coordination units established during SLMP Phase I	~~1 National and 4 Provincial Coordination Units converted into respective~~ **Desertification Control Cells functional, as measured e.g by the number of sectoral policies revised by the Cells to mainstream SLM (to be defined once mandates of Cells are clear)** ~~by the end of YR1*~~	The functionality of the Desertification Control Cells should be based on fulfilling their mandates (e.g. mainstreaming SLM into provincial policies, etc.), which should be defined by the Deputy Chief, Monitoring in collaboration with thematic experts. Once the mandates of the Cells have been defined, the end-of-project targets should reflect these mandates. An end-of-project target should not be defined as a target for the end of year 1.
SLM capacity scorecard	**Develop an SLM capacity scorecard for each province and a synthesis at federal level as postulated in the Project Document with retrospective assessment of the baseline**	**Define target for the SLM Capacity scorecard, implying a substantial upgradation in institutional capacity of government institutions on SLM**	Current indicators miss to capture institutional capacity on SLM as an important component of creating an enabling environment for the up-scaling of SLM. The introduction of an SLM score card as foreseen in the Project Document is proposed.
CBO maturity index[9]	**CBO Maturity Index Score lesss than 20 points (handholding required)**	**80% CBOs with 40-50 score (high maturity index) and 20% with 30-39 score (medium maturity)**	This is new indicator which is proposed to measure the maturity and sustainability of CBOs to ensure sustainability of SLM practices
Outcome 2: Effective, targeted, and adaptive implementation of SLM Land Use Planning & Decision Support System			
8. Number of integrated participatory district **and revenue village** level SLM land use plans being implemented developed with the participation of key sectoral representatives and NGOs/CBOs	a. 0 **District land use plans**	At least 4 districts are implementing land use plans integrating SLM	Land use planning needs to provide a negotiated guiding framework for sustainable land management at the local level and integrated at the district level. DLUPs by themselves will not ensure SLM at the level of villages and therefore progress towards the implementation of VLUPs needs to be measured simultaneously.
	b. **Determine baseline for number of Village**[10] **land use plans at project start**	**200 revenue villages own and implement Village Land Use Plans integrating SLM**	
9. SLM Information System and Decision Support System operational and being used	0	Systems operational and being used in 2 provinces **Suggest using a more specific target, e.g. "a cumulative total of 5 land allocation decisions taken by provincial**	

[9] CBO Maturity Index is calculated based on 4 parameters, namely, governance, women empowerment, accountability/transparency and sustainability

[10] A village is defined with at least 300 households- several *bastis or Goths* will make up one village

Indicator	Baseline	End-of-Project target	Comments
		or district authorities in 2 provinces on basis of the guidance provided by the DSS"	
Outcome 3: On-the-ground implementation of climate-resilient SLM activities is up-scaled across landscapes			
10. Number of villages and households in target districts participating in SLM activities	a. ~~**63 villages**~~ **The figure should be updated based on a socio-economic study**	400 [11]**?** villages **Define type of village as unit of count**	The baseline refers to the number of villages in which SLMP I was implemented. However, there is only partial overlap between the districts targeted by SLMP I and II and therefore the baseline figure cannot be correct and needs to be verified. The type of village that qualifies as a unit of counting needs to be defined (e.g. a revenue village may consist of several bastis or ghoths in Sindh).
	~~**b. 2,300 households**~~	~~**12,500**~~	Delete this indicator as it is largely redundant with Indicators 11.c, 12, and 13
11. Number of farms in target districts implementing soil and water conservation measures and on-farm management practices	c. ~~**12,600 farmers**~~ **The figure should be updated based on a socio-economic study**	28,400 farmers	Baseline not updated, needs to be verified
12. % of livestock owners in target districts participating in agreements to restore degraded rangelands[12]	a. ~~**2%**~~ **The figure should be updated based on a socio-economic study**	~~**10%**~~ **The figure should be updated, once the baseline is verified, or should be stated as absolute number**	Baseline not updated, needs to be verified, target needs to refer to baseline or be provided as an absolute number.
13. % of households participating in agreements to restore degraded dryland forests	b. ~~**1%**~~ **The figure should be updated based on a socio-economic study**	~~**5%**~~ **The figure should be updated, once the baseline is verified, or should be stated as absolute number**	Baseline not updated, needs to be verified, target needs to refer to baseline or be provided as an absolute number.
14. Number of community-financed viable local SLM funds, resource specific business plans, public-private partnerships and targeted matching grants designed and supporting up-scaling	a. ~~**5 funds**~~ **The figure should be updated based on a socio-economic study**	49	Baseline not updated, needs to be verified
	b. ~~**1 business plan**~~ **The figure should be updated based on a socio-economic study**	8 business plans	Baseline not updated, needs to be verified
	c. ~~**1 PPP**~~ **The figure should be updated based on a socio-economic study**	7 PPPs	Baseline not verified, needs to be updated
	~~**3 grants**~~ **The figure should be updated based on a socio-economic study**	50 grants	Baseline not verified, needs to be updated

[11] The village size should be at least 300 households

[12] Percentages alone does not make any sense, also give some absolute numbers

Annex 13: UNEG Code of Conduct for Evaluators/Midterm Review Consultants

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form

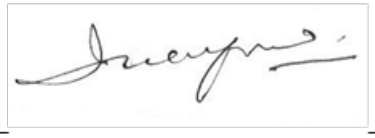
Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: _Dr. Chaudhry Inayatullah_____

Name of Consultancy Organization (where relevant): __n/a_____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _*Islamabad*_____ *(Place)* on ____*October 12th, 2018*_____ *(Date)*

Signature: _____  _____

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
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4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: __Dr. András Darabant_____

Name of Consultancy Organization (where relevant): __n/a_____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _*Vienna*_____ *(Place)* on _____*October 12th, 2018*_____ *(Date)*

Signature: _____  _____

Annex 14: Terms of Reference for the Midterm Review

(annexed as a separate file)

Annex 15: Calculations of impact indicator levels at midterm

(annexed as a separate file)

Annex 16: Calculations of greenhouse gas sequestration potentials

(annexed as a separate file)

Annex 17: Audit trail of comments received on the draft MTR Report

(annexed as a separate file to the final version of the report)